



**NEAR EAST UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES  
DEPARTMENT OF INTERNATIONAL BUSINESS**

**THE INFLUENCE OF CULTURE ON INTERNATIONAL MANAGEMENT:  
A STUDY OF COSCO SHIPPING**

**M.Sc. THESIS**

**OLUMIDE TOLUPE BELLO**

**Nicosia  
April, 2022**

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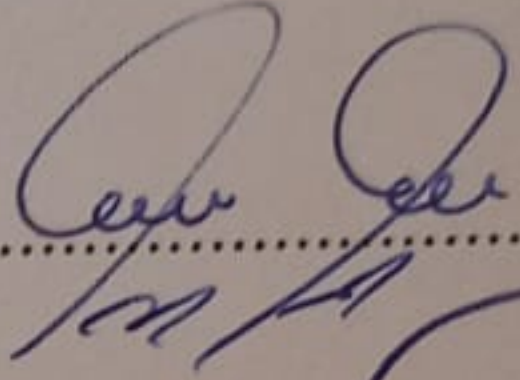
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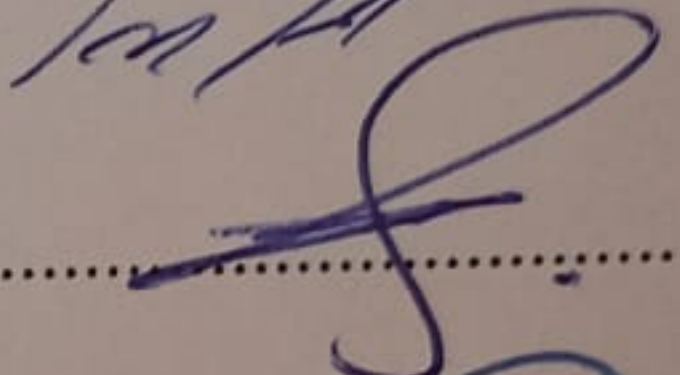
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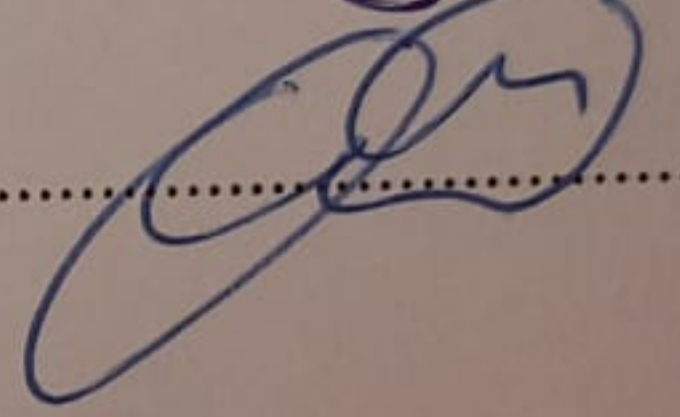
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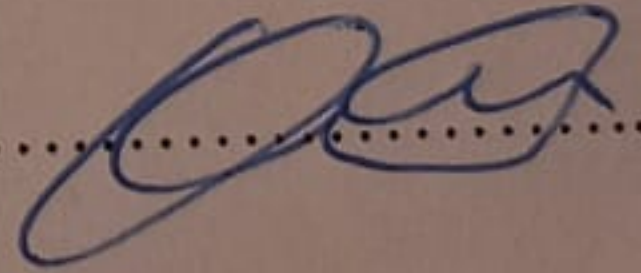


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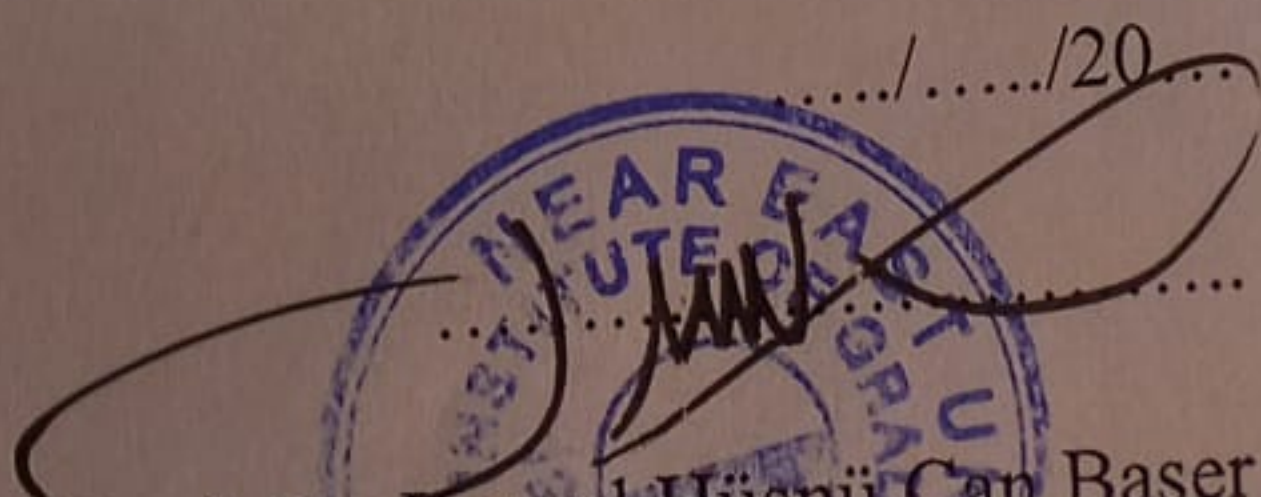
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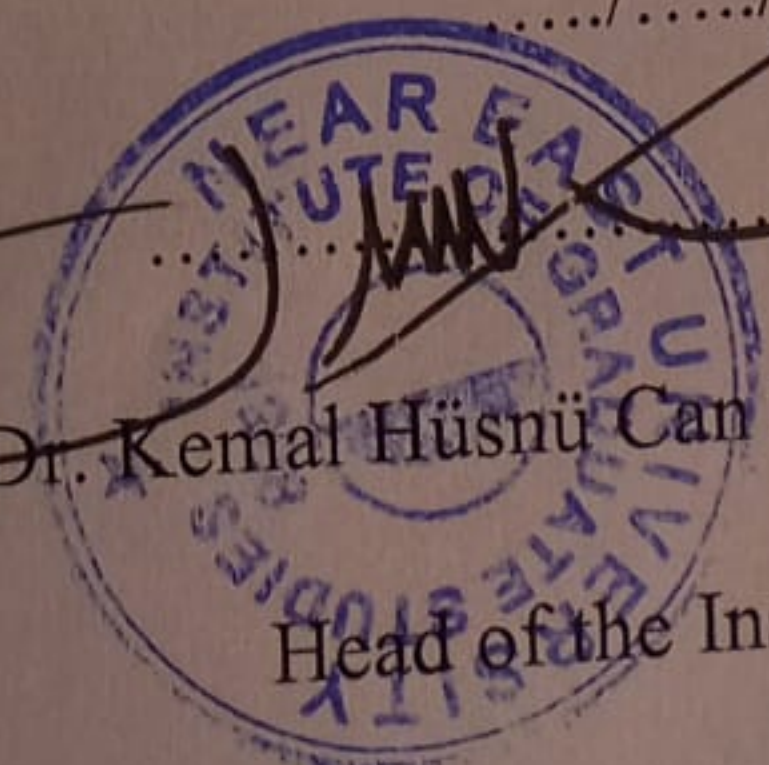
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### **Declaration**

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

OLUMIDE TOLULOPE BELLO,

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### **Acknowledgements**

My sincere gratitude goes to the Almighty God for His grace and mercy which have enabled me to reach this level. I am neither perfect nor close to being holy, yet He has never ceased to shower me with endless blessings.

To my supervisor, Assit. Prof. dr. Ayşe Gözde KOYUNCU who was never tired of advising and guiding me throughout this research. This study would not have been a success without his commitment. Thanks a lot madam and I wish you well.

Thanks to the study participants and research assistants. They were never tired of my calls, follow up emails and meetings from time to time. I appreciate your insights and willingness to participate in this study.

To my colleagues, friends, mentors at the university and everyone who has helped me in one way or another in this research work, accept my gratitude.

My family has given me so much of their love; encouragement, companionship, as well as material support. These cannot go unmentioned. I am forever grateful for the perspective that I found through my parents, Mr & Mrs Bello.

**OLUMIDE TOLULOPE BELLO**

## **Abstract**

# **The Influence of Culture on International Management: A Study of Cosco Shipping**

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**April 2022, 102 pages**

Culture has an impact on how people communicate and act. This study used Cosco Shipping in Lagos State, Nigeria, as a case study to examine how culture affects global management. The employees of the Lagos state branch of Cosco Shipping in Nigeria made up the majority of the study's population. Using Israel's method to determine sample size, 400 participants were deemed to be a suitable representation of the population. The approach of simple random selection was employed to choose the people who qualified. Data were gathered using a self-administered semi-structured questionnaire as the tool. Microsoft Excel and the statistical package for social sciences (SPSS) version 26 were both used for data entry and statistical analysis, which combined descriptive and inferential analysis. Regression analysis was employed for the inferential analysis, whereas percentages, the mean, and the standard deviation were used for the descriptive analysis. The respondents had a mean age of about 37 years, with the majority of them being between the ages of 31 and 40. They were mostly men, married, of the Yoruba ethnic group, and had an OND or diploma as their highest level of education. Approximately 8 years were spent in the organization on average. Respondents who ranked the items of each area according to the mean score concurred that, while working for the organization, they had to deal with unfamiliar operating procedures, and that their operations had been positively impacted by adopting parent company techniques. Additionally, unethical actions by employees have an impact on the organization, decision-making by management, and managers' own values. Similar to how they agreed that the standards and values established by the firm have a beneficial impact on employees, they also agreed that the employees' personal values are in line with those standards and values. It is generally acknowledged that management prefers to participate in the job itself rather than only

giving orders. Additionally, everyone is treated equally and fairly regardless of their status within the firm. Additionally, the organization's internal communication strategy has facilitated productive employee cooperation, and it keeps open lines of communication with other parts of the globe. Being accepted by the other members of their work group in the organization is crucial since solving organizational challenges as a group is more effective than doing so independently. The management forces employees to perform tasks in accordance with established schedules since getting a lot of work done is more satisfying than engaging in leisure activities. However, it was found that power distance accounted for 18.4% of the organization's leadership style, that cross-cultural communication explained 11.7% of the organization's management practices, that the social structure could account for 3.1% of managerial decisions, and that the attitude toward time could account for 2.1% of managerial decisions. The four stated hypothesis were accepted at  $P < 0.05$ . The study concluded that culture has a positive influence on international management among the study population.

**Keywords:** Culture, Influence, International Management, Nigeria,

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### **List of Abbreviations**

MNC- Multinational Corporations

US – United States

IP –Internationalization Process

F- Frequency

STD – Standard Deviation

Min- Minimum

Max- Maximum

n- Number of respondents or participants

SA- Strongly Agree

A – Agree

FA – Fairly Agree

D- Disagree

SD- Strongly Disagree

## **CHAPTER I**

### **Introduction**

The backdrop of the study, the formulation of the research problem, the study's aims, its importance, and any related descriptions are the main topics of this chapter.

#### **1.1 Background to the study**

Deregulations were generally restricted during the 1990s and mid-2000s and through the various agreements, nations and regions were permitted to open their markets to international trade. A few businesses made use of the expanded global market that emerged in the 1990s and the middle of the 2000s. Numerous international organizations, such the Association of South East Asian Nations (ASEAN) and the North American Free Trade Agreement (NAFTA), took the initiative to de-regulate, which helped to reduce the barriers to international trade. Some businesses made use of the expanded global market that emerged in the 1990s and the middle of the 2000s. Further, deregulations were carried out by various nations to allow businesses to trade without restrictions. Due to the increasing number of executives who are involved in various business activities globally, the demand for worldwide administration has increased. This field of work requires individuals to have the capacity to deal with the various issues that arise in diverse organizations. Also, due to the increasing number of international businesses, the demand for worldwide administration has expanded. This has prompted the establishment of various frameworks and procedures for the management of worldwide organizations (Nowakowski, 2000). The concept of International Management is that of overseeing organizations that are beyond a nation's limits. This study discusses the numerous dimensions of global management, including diversity, cross-cultural management, and other topics (Rozkwitalska, 2007). Researchers from several fields are considering this control as a result of the stronger global economy. When interest in international management began to increase, this caused many people to reflect on this topic.

Culture is a fundamental idea that has been established in many academic fields. It is used to explain the different types of interpersonal contact. Culture is portrayed by Luthans and Doh (2009) as a crucial piece of knowledge that the general public uses to determine social behavior. They added that knowledge gained via experience shapes people's practices and creates various standards and mentalities. Culture, according to some experts, is something that is developed and possessed by a group of people, whereas another group of analysts holds the opposite view (Tayeb, 2003). Culture is often used to refer to the collective consciousness that enables individuals to connect with each other. Culture is an apparatus that enables individuals to develop and maintain their individual traits. It can be utilized to direct the activities of associations. This definition includes values, attitudes, and mentalities that are shared by individuals from different backgrounds and cultures. It aims to explain how these intangibles affect the way people live their lives.

Culture is often varied, and various countries have their own standards and philosophy. It can influence the exchange of ideas among nations and also affect the global administration; it influences individuals' perspectives and how they act. In particular, in Nigeria, people tend to treat old people as if they are old. This is different from the way things are in the US - what is obvious is that these cultures have set up social qualities, such as individualism, freedom, and so on. Non-materialism is a concept that refers to the various parts of culture that are now verifiable by the public (Aluko, 2003). In international management, the key objective is to lead the global methodology in terms of recognizing and measuring the world's climate. It investigates the different social contrasts that could result from this area of study while concentrating on the varied dynamics of cross-cultural management. This study looks into how culture may affect international management.

## **1.2 Statement of Research Problem**

The cultural milieu affects the way individuals communicate and behave. This concept is very important when dealing with representatives from other countries. They need to understand how they communicate and behave in their homeland. A director's inclination toward social comparative conditions is a critical issue that's being considered when doing business globally (Oudonhoven and De Boer, 1995).

This issue is one of the most challenging factors to overcome when doing business in different countries (Granell, 2000). Ahiazu (1986) argued that culture is generally worthy of study among social researchers and administrators. She noted that cultures are generally bound by the rules and regulations of their nations. As a result, there is a problem with managers who aren't knowledgeable with the distinctions and distinctive characteristics of diverse countries and cultures when it comes to their administration style. This study tries to pinpoint the various methods and philosophies adopted by these managers and to provide them with answers to their many queries. It is unclear if the idea of power distance aids international administration or has the opposite impact. The high power distance culture in Nigeria is portrayed as a means of preserving the centralization of power in the nation. Administrators will get the ability to manage members of various societies after taking this course. It will also help them to develop their own initiative styles. Due to the diversity of cultures and society, it is difficult for individuals to communicate among themselves. This is why it's crucial that organizations have dependable and varied communication. Depending on the findings, specific pledges will be made. This study uses COSCO Shipping, Nigeria, as a case study to look into how culture affects global management.

### **1.3 Research Objectives**

This study's overarching goal is to ascertain how culture affects global management. In particular, the investigation is to;

1. Find out how the existing cultural differences in Cosco shipping influences transfer of technology.
2. Examine how the cross-cultural management practices of Cosco shipping affects their operations.
3. Determine the relationship existing between subordinate's values at work and leadership behaviours exhibited by managers

### **1.4 Research Questions**

Ahiazu (1986) observed that although there are more research on the influence of culture on international management, they tend to be heavily centered on western knowledge. We'll address the following research queries:



- i. In what way do the cultural differences within the organization influence the transfer of technology?
- ii. In what way does the cross-cultural management system affect the operations of Cosco shipping?
- iii. Is there a relationship between the values of subordinates at work and the leadership behaviours of managers in the organization?

### **1.5 Research Hypotheses**

The hypothesis is a provisional claim that expresses the reality regarding a problem or specific subject. It is used to back up more research and to have a planned study approved. The following hypothesis will be tested.

HO<sub>1</sub>: Power distance has significant impact on the leadership style of cross cultural managers

HO<sub>2</sub>: Cross-cultural communication has significant impact on management practices

HO<sub>3</sub>: The social structure has significant influence on the decision of cross cultural managers

HO<sub>4</sub>: The attitude of the employees toward time has significant impact on the decision of managers.

### **1.6 Significance of the study**

This investigative effort demonstrates how culture has a significant impact on a global administration's success. Additionally, it provided a thorough breakdown of the numerous social aspects that affect effective global governance.

### **1.7 Scope of the study**

Based on data collected from the workers and management of COSCO Shipping, Nigeria, the study examined the impact of culture on the performance of multinational managers.

## 1.8 Definition of Terms

**Culture:** Culture is a systems formation that consists of various forms of belief, rituals, artifacts, etc., which are transferred generationally from one generation to another (Savignon & Sysoyev, 2002)

**Societal culture** refers to the collective ideals, assumptions, goals, and attitudes that are passed down from one generation (Deresky, 2014)

**National Culture** is a programming of the mind that identifies various groups or individuals from another.

**Organizational culture:** This concept is the recognition that an organization exists with an explicit and informal awareness of its members' behavior. It is a pattern of shared assumptions about how people should behave in order to be considered valid (Scholz, 1987; Schein, 1992)

**Cross-Cultural communication** is a process that enables people from different cultural backgrounds to communicate among themselves.

**Cross-Cultural Management** is a process that involves the sharing of meaning through media.

**Leadership Style:** This style of leadership is characterized by the use of strategies and methods to motivate and influence individuals and groups.

**International Management** involves the management of businesses conducted in more than one foreign country.

**Management** is a process utilized for achieving the goals and objectives of an organization.

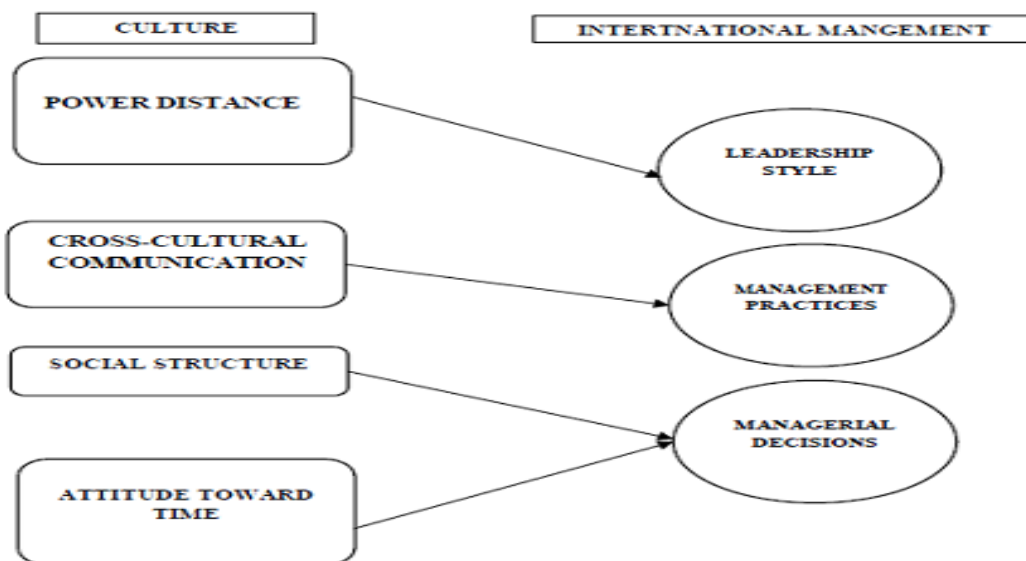
**Managerial Decisions** These decisions are made by the managers of an organization as they relate to the activities of the firm.

**Technology transfer** is the process of moving expertise, know-how, or innovative production techniques from one location to another. It frequently happens through a variety of strategies, including licensing, joint ventures, etc.

**Human Resources** are responsible for the people that work for an organization. Human Resources are responsible for the welfare and well-being of its employees.

## 1.9 Conceptual Framework

A model that demonstrates the factors considered and how they interact.



**Figure 1: Schematic Model of the Study**

**Researchers Model, 2020.**

## **CHAPTER II**

### **Literature Review**

#### **2.1 Introduction**

Finding relevant facts and knowledge is the goal of this section, which includes readings for classes, online resources, and other educational texts. To make sense of the many aspects as they relate to the topic of the inquiry, it analyzed these works.

#### **2.2 Conceptual Framework**

Culture is an idea that is very difficult to define. Its ambiguous nature makes it hard to understand how varying groups can come together. There are a lot of questions that arise when it comes to culture. For instance, what does culture mean to different researchers? To some scientists, culture is considered as a mix of various qualities and sentiments. Culture is something that individuals have, or may have, and it is a basic variable. Culture has its own unique characteristics. It is often utilized as a series of events, a lifestyle, or human expressions.

##### **2.2.1 Historical Background of Culture**

People have been exposed to an earlier society and its customs from the dawn of time. The history of culture dates back more than 100,000 years. Social structures in place among humans existed prior to the Industrial Revolution. According to Jackson (2009), the culture of financial movement has always been a key component of all major social changes. Thinking about culture was once an archaic and old way of thinking. Following this Enlightenment, it was recognized that all thoughts were equal and could be rationalized. During the eighteenth century, Enlightenment logicians attempted to examine society by analyzing its various social constructs. The idea of culture got its start from a longing to discover strategies that are more reasonable to humankind. Culture refers to the Latin 'cultura', which is characterized by the acceptance of others. It is also associated with the development of farming and the improvement of living conditions (Williams, 1988). Despite its designation, culture has plenty of layers of significance.

According to Koivisto (1999), the words "kultura" and "society" are associated with the scholarly side of society and human progress. In Russia, they are also used to refer to a milieu that is associated with miniature life forms (Grishina, 1993). The word for culture, which translates to scholarly or imaginative creation, is often used to refer to the making of a complex article. The skilful fabrication of antiques is frequently mentioned when Japanese people use their culture as their definition of culture. Anthropologists Helmuth Kluckhohn and Rudolfo Kroeber have been examining the terminology used to define culture for more than a century.

The concept of culture has always been associated with the separation of people from one another. This concept has been used to describe social constructs that are related to culture.

### **2.2.2 The concept of Culture**

Definitions of culture alter the emphasis from one field to another. Culture is a declaration of various human items, both mental and material, which can be investigated at various levels (Schneider and Barsoux, 1997). The idea of culture is owed to the expansionism and patriotism of individuals, as well as the ascent of human sciences in assistance of magnificent force (Eagleton, 2000). Culture can be defined as the representation of human personalities and their various convictions and rules. In his 18th century book, Tyler (1871) argued that Culture was the complexity of what man has gained by virtue of being an individual.

This video features various discussions about the cultural cycle, which refers to the interactions among various individuals within a culture. Culture impacts social conduct. It brings about scholarly examples of social conduct that individuals use regularly (Luthans and Doh, 2009).

According to Schein (1990), culture is a collection of customs and beliefs that serve as a foundation for development. Culture is a collection of the many characteristics and customs that society has to offer (Kotter and Heskett, 1992). Culture is the process of gathering and communicating information about various individuals. Edward Tylor defined culture as a collection of various elements which consists of information, convictions, ethics, laws, and customs. Culture is a concept which is moved by man alone. It is the effect of their behavior, which is frequently ignored. American anthropologists Michael Kroeber and Arthur Kluckhohn defined

culture as the fundamental components of human existence in 1952 and 1963, respectively, and they described it as verifiable and verifiable through images. The fundamental concepts of culture are notions of self-reliance, individuality, and connection. These are often expressed through the various thoughts, values, and ideas that individuals possess (Alder, 1991).

Culture refers to the collective programming or convictions that describe human beings. It is the information that individuals use to interpret and produce social conduct (Rugman and Collinson, 2006). Culture is a reflection of a gathering or society that values and elevates various religious and cultural beliefs. Culture is a set of accepted practices that shape individuals' conduct. It is not an external social association (Rodrigues, 2001).

According to Harsh (1983), the three culture divisions are: Material Culture, System Culture, and Psychological Culture. The existence of the biological system is connected to these three concepts. Cultures are further divided into three categories, according to Hammerly (1982), including information culture, achievement culture, and behavior culture.

1. **Information culture** refers to the procedure of obtaining and examining a variety of facts, frequently pertaining to a specific environment or civilization.
2. **Behavior culture** is an essential part of communication. It aids in influencing how individuals actually live and think.
3. **Achievement culture** is a term that has to do with different topics relating to artistic and literary accomplishments.

Culture, according to Peck (1989), is "the accepted and predictable behavior of a given group." The emergence of a set of symbols, traditions, ideas, and political viewpoints that are distinguished by their unique traits is referred to as culture (Savignon and Sysoyev, 2002). Human capacity to adapt to circumstances and transmit knowledge to subsequent generations is a distinctly human trait (Harris and Moran, 1987). Some people view culture as a communication system rather than just a collection of attitudes and behaviors (Hall and Hall, 1990). Sociologists Bernd Namenwirth and Wolfgang Weber made the claim that culture is a way of life in 1987. They saw it as a set of common standards and ideals for a group. The values of a group are frequently expressed in terms of how things ought to be viewed.

The word for culture, which translates to scholarly or imaginative creation, is often used to refer to the making of a complex article. The skilful fabrication of antiques is frequently mentioned when Japanese people use their culture as their definition of culture. Anthropologists Helmuth Kluckhohn and Rudolfo Kroeber have been examining the terminology used to define culture for more than a century. The concept of culture has always been associated with the separation of people from one another. This concept has been used to describe social constructs that are related to culture. American anthropologists Michael Kroeber and Arthur Kluckhohn defined culture as the fundamental components of human existence in 1952 and 1963, respectively, and they described it as verifiable and verifiable through images. The fundamental concepts of culture are notions of self-reliance, individuality, and connection. These are often expressed through the various thoughts, values, and ideas that individuals possess (Alder, 1991). Culture refers to the collective programming or convictions that describe human beings. It is the information that individuals use to interpret and produce social conduct (Rugman and Collinson, 2006). Culture is a reflection of a gathering or society that values and elevates various religious and cultural beliefs. Culture is a set of accepted practices that shape individuals' conduct. It is not an external social association (Rodrigues, 2001). Culture can be defined as the accumulation of various human items, such as physical and mental. It is a declaration of the various human beings (Barsoux, 1997). Culture is the idea that individuals have developed and expanded their individual capabilities through the pursuit of magnificent force (Eagleton, 2000). Culture can be defined as the various characteristics and rules that humans have in common. In his 18th-century book, Tyler argued that culture is the complexity of what man has acquired by virtue of being an individual." Culture refers to the interactions among individuals within a culture. It can also affect social conduct (Luthans and Dobbs, 2009). Culture is a collection of practices and convictions that guide society's progress. These qualities can be considered guiding principles for progress (Schein, 1990; Kotter and Heskett, 1992). It refers to the process of gathering information about individuals. According to Edward Tylor, culture is a collection of various elements that consists of information, ethics, and laws.

### **2.2.3 Values and norms**

Primary values are formed by individuals and groups. They are often linked to a variety of other values. When values are in the appropriate place at the right time, they are applied correctly. They can operate as a guide for decisions and behaviors. The vast majority of the values that people acquire during their formative years are unlikely to change. They are firmly ingrained in their souls as well. Three groups can be made up of values: freedom, good, and bad. They pick them up from the environment in which they were raised. Values of a culture are acquired through a person's upbringing. They aid in guiding the person's actions. The level of significance of anything is expressed by its value. It can be used to describe the actions that are most important to people and the world at large.

#### **2.2.3.1 Cultural Values**

Every culture has a unique set of values that its people adhere to. In the US, professional athletes are compensated higher than academics. Additionally, there are instances where candidates who identify as religious are prohibited from running. Values are nebulous ideas that define what is significant and worthwhile. They do not allude to the norms or behavioral patterns that govern a culture. For instance, it is not implied that one honors patriotism by flying the flag on a holiday. Instead, it demonstrates reverence for the deceased. Even if they disagree with parts of a culture's normative ideals, members of that culture nonetheless engage in its activities. The group's leadership has the power to punish a member in a number of ways if they act in a way that violates the group's rules. Social norms govern how individuals interact with one another. The laws of daily life are known as folkways. People frequently overlook or misinterpret them. For instance, it is not expected that folkways adhere to a clothing code. Folkways violators are typically not viewed negatively or as quirky; nevertheless, they may be pardoned if they express regret. People in the US are typically more time-conscious. When they have business meetings, they typically show up a little early. Nigerians, on the other hand, frequently arrive late for events. The idea of time might vary from country to country. A society's social life is governed by mores, which are social conventions. Theft is just one method of violating them.



All advanced cultures have rules that make some behaviors illegal. However, drinking alcohol is frowned upon in some societies, such as Saudi Arabia and the United States.

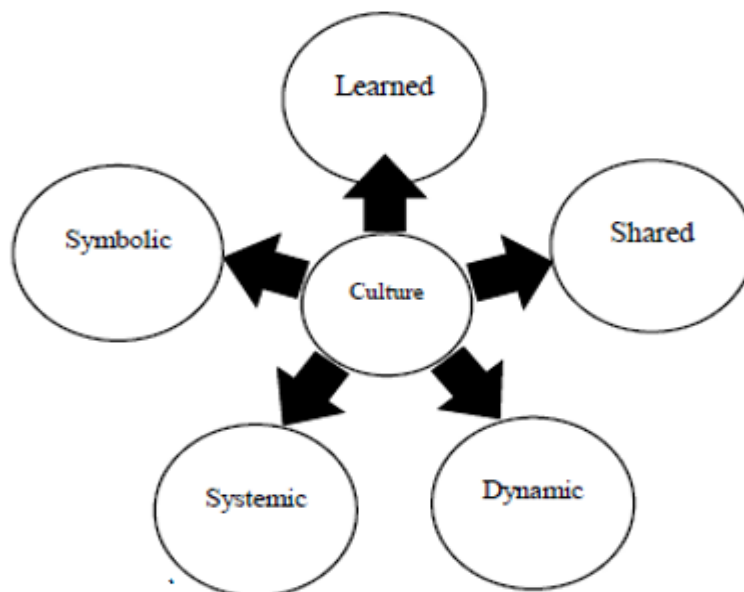
#### 2.2.4 Characteristics of Culture

Culture is a broad word that encompasses morals, knowledge, and religious convictions (Tylor, 1871). Culture is universal among humans. It is essential that each culture provides its members with the emotional, physical, and social needs in order to survive. Culture is a collection of five characteristics, which are unique to each culture. These characteristics are learned, shared, and integrated.

- 1. Culture is learned:** Culture is learned by everyone, especially if they grow up with a particular culture. It is not inherited. We can learn the culture of others by getting in touch with them and their lifestyle. Hofstede (1991) views culture as consisting of soft wares of the mind. Senge (1990) argued that collective beliefs are formed by the unconscious processes of individuals and groups. These beliefs are then expressed in their daily actions. While most behaviors require learning, not all of them do. For instance, criticizing the president, waiting in line for a movie, and simply going to the movies are all instances of behaviors that must be learned. Additionally, you may witness people using forks as they eat, driving automobiles, and attending football games. There are many overt actions that the general public is not aware of.
- 2. Culture is shared:** The practice of a thought or behavior that is widely held or shared by a group of individuals is the second quality. If a group of people in a territory share and practice something, it can be referred to as a culture. We can behave in socially acceptable ways because we share a common culture with other people. The patterns and results of learned behavior are usually possessed by a large number of persons. This phenomenon is not unique to one or a few individuals. Some people may share a culture with a certain part of it. For instance, some persons may share Christianity as their all-important, pre-dominating idea. There are Christians who are liberal or conservationists, clergymen or laymen. As cultures interact and change, they will eventually

adapt to the changes brought about by the environment. This is also true of the systems that surround them.

- 3. Culture is dynamic:** As the world evolves, it might also change. Since most cultures interact with one another, values and ideas are shared, and changes result as a result, this happens. Additionally, because cultures are incorporated, it is possible that if one component of the system is changed, the entire system will also change.
- 4. Culture is symbolic:** A symbol is something that stands in for another thing. It only has significance once the members of a culture accept its application. Many cultural systems employ symbols to link people together. They communicate with one another in a special way. A meeting of senior executives involves a decision-making process that's based on one vote. This team culture encourages individuals to vote as one vote. Imagine the same group of leaders with Native Americans as the participants. Both verbal and nonverbal symbols are formed within cultural systems. Their meanings are linked to each other. An example of this is a meeting of senior executives. There, they have a team culture that values democracy.
- 5. Culture is systemic:** Systems theory shows that there are patterns of behavior that are beneath the waterline. The iceberg shows the behaviors that we see at the top of it. These include the ones that take place most frequently when a man approaches a lady. Leaders frequently spend their time analyzing problems and trying to find answers, which frequently results in failures that are repeated with no progress. Voting is regarded as a choice in several cultural contexts. It is not at all a possibility in other cultures. Deeply ingrained underlying patterns in the system must be addressed. It takes little, steady modifications to successfully resolve these issues. Instead of concentrating on the problems they face, most leaders spend their time trying to find answers to a situation.



**Figure 2: Elements of Culture**

### 2.2.5 Cultural differences and its impact on International Management Practices

GLOBE (2012) believes that certain attributes can be used to predict which culture will be suitable for its leaders and organizational practices. Different cultures can affect different aspects of international management. Culture affects how people behave and think. It can also influence a host of business activities.

**Table 1: Examples of Countries with Different Handshakes**

<b>Culture</b>	<b>Type of Handshake</b>
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)**

Various actions and ideas demonstrate the cultural impact of multinational management. All major organizational choices are made by top management. Others make critical organizational decisions. Risk-taking is regarded acceptable in some civilizations, even when uncertainty is prevalent. Individual bonuses and commissions are given to people who do very well in various nations. Others provide group incentives to people who perform effectively under pressure. Formal procedures are frequently established and strictly followed. In some communities, high loyalty to an organization or employer is quite strong, and low loyalty is relatively weak. Some civilizations promote collaboration among themselves and their people. Others are more concerned with the long term. Certain countries are distinguished by their stability and resistance to change.

### **2.2.6 Communication**

The engagement of various cultures and groups is necessary for the process of transmitting meaning from one side to the other (Sanyal, 2001). In 1987, Hall and Hall provided an explanation of how communication varies between cultures with high and low contexts. Low context cultures are more subtly expressive, whereas high context cultures rely on signs and clues. High context cultures depend on paying close attention to the surroundings. To prevent any misunderstandings, the language used in this course is explicit and carefully chosen.

### **2.2.6.1 Cross Cultural Communication**

Any organization must prioritize cross-cultural communication. It is also crucial to talk about this element so that people from other cultures may communicate with one another more readily. In order for organizations to learn how to communicate with one another effectively, cross-cultural communication is crucial. There are many different levels of intricacy involved in the concept of communication style. People with various levels of skill can readily alter it. Diverse cultural backgrounds are involved in intercultural communication.

### **Culture Shock**

An individual experiences this trauma or fear when they enter a new society. It frequently results from the misinterpretation of particular traditions and beliefs. Cultural shock can also be brought on by a lack of food or an unsatisfactory degree of sanitation. One's routine could also be disturbed by this. Experience and perception are the first two stages of culture shock, according to Davis and Krapels (2005), which classify it into five stages.

- a) A new culture's transition begins with the stage of excitement and fascination. An individual at this stage is one who is eager to try new things and is full of enthusiasm.
- b) Crisis or disenchantment: Anger, annoyance, and impatience define this stage. At this point, the person has stopped paying attention to the people and has learned to avoid using the language of the new culture.
- c) Adjustment: is the point at when a person decides to integrate into the new culture.
- d) Acceptance: At this point, the person has come to terms with the new culture's physical, social, and cultural systems. Additionally, they'll make an effort to socialize and fit in with the locals.
- e) Re-entry: People are ecstatic to return home at this point in the cultural shock process. However, as they get used to their new society, they could feel a little shocked.

## **Barriers of Cross-cultural Communication**

There are certain barriers that people have to overcome in order to communicate effectively in another culture. These barriers may be the principal ones standing in the way of effective communication. Nodding the head indicates agreement with what you are saying in Japan and the US. It signifies that the other person doesn't agree with you in Bulgarian. Religion, ethnicity, and societal distinctions are listed as communication difficulties in different cultures by Chaney et al. (2005).

### **2.2.7 Globalization: The Birth of International Management**

The rise of international trade has become more prevalent in recent years. Various developments in the world have helped fuel this process. The global competition is a concept that refers to the networks of international linkages which bind various countries and institutions together. Globalization refers to the process of moving beyond national borders and establishing a common market for goods and services. This concept is different from internationalization, which is the process of moving a business from one country to another. The rise in global trade and capital flows can be seen in various forms of migration. The technological advances that have made globalization possible have also contributed to the expansion of international trade.

#### **2.2.7.1 The Concept of International Management**

Planning, coordinating, and controlling individuals inside an organization are all done through the use of international management. Management is a process utilized for completing activities with other people. The management of an organization is carried out globally in a multi-purpose context. This concept is different from the traditional management model which is focused on one or two managerial functions. Most businesses are not directly or indirectly affected by international forces. Instead, they are often unaware of the forces that shape their operations. Many managers are trained in international management. Different from other management styles is this kind of management. MNCs, or multinational

corporations, are frequently used. They conduct business in several nations and industries. A company's network of international operations is referred to as an MNC. Some of these operations are carried out through official or contractual connections. Numerous well-known American multinational corporations have started doing business there in recent years. Many corporations, including GE, generate more revenue outside the United States than they do within the country. The purpose of this research is to examine the numerous elements that influence international business. It also necessitates that businesses be able to capitalize on the opportunities that occur from operating in a continually changing environment. To be successful, today's enterprises necessitate a wide range of tactics and methods. Identifying and establishing effective methods and procedures, building adaptable organizational structures, and dealing with ethical and political challenges are all part of this.

#### **2.2.7.2 Distinctive features of International Management**

How do you run a multinational corporation? The complexity of administrative responsibilities exceeds the complexity of environmental elements. They entail collaborating with multiple national and international governments, as well as clients and suppliers spread across huge geographical areas. Doing business in any country can be difficult. The primary aspects influencing international management include commercial rules, cultural characteristics, and the ability to build competitive strategies.

#### **Multiple Governments and Nationalism**

Two significant elements that characterize international management are the number of countries that govern and support international trade and investment. Businesses have the freedom to operate within the geographical borders of their home countries in a country with over 185 sovereign countries. In democratic governments, the government reflects more on the aspirations and desires of its inhabitants than in authoritarian states. The national government is in charge of managing the country's resources, culture, and values. It implements a variety of governmental policies and laws to ensure the well-being of its citizens. The different laws and regulations that nations have in place to ensure the smooth operation of company contribute to the complexity of international commercial operations. Working with governments and

authorities in various parts of the world necessitates deep experience and complex techniques.

### **Cultural differences**

International managers must continue deal with their own country's traditions and customs despite the fact that there are cultural variations between nations. For a US company, conducting business in Canada is not too difficult. However, operating the same firm in Saudi Arabia has some additional difficulties. You can adjust to these changes by having a solid understanding of the various business practices. Culture also helps people stand together against the invasion of foreign ideologies and customs. Because of this, governments frequently impose import restrictions on particular goods and services.

### **Competitive Strategy**

The worldwide corporation must contend with several competitive challenges, unlike in the domestic market. Global businesses must take into account a variety of competitive pressures and counterpressures in a variety of marketplaces. Some businesses might be forced to enter a foreign market only to lessen competition from their native nation. In other situations, a company would need to be active in a specific market to secure potential future revenues.

### **2.2.8 Role of Culture in International Management**

Global human resource management is a component of international management. This section will go over how culture influences this procedure. The creation of an organization's mission, goals, and overarching plan to attain them are all part of this process. In different cultures, the idea of constant improvement is highly diverse. Managers there, for example, think that a company needs transformation to improve. In some societies, the manager's authority comes from upholding the status quo. This indicates that the management must first ensure the stability of the organization before implementing a planned change.



### **International organizing**

The set of procedures and tasks required for a corporation to achieve its aims and objectives is referred to as its organizational structure. International managers' judgments are influenced by culture. A corporation is a form of entity that has regulations and exists indefinitely. As a result, its personnel are under a great obligation to serve the corporation and its stockholders. Personal relationships are more essential in different cultures than business relationships.

### **International Staffing**

Culture has a significant impact on how people are schooled and developed. Hiring is heavily influenced by culture. In Nigeria, for example, one of the most essential elements in choosing a person is their Godfatherism. Managerial decisions are made solely on the basis of merit, with no extraneous variables influencing them. In other words, they are created as long as the employees meet their expectations. Precision in your family is more important than the viability of your business. Children in a normal Igbo family are raised in such a way that they would achieve in life regardless of their ability.

### **International Coordinating**

Coordinating people is an integral part of an organization. In international coordinating, decisions are often made by different individuals. Some of them allow the subordinates to make the decisions, while some of them take all the decisions. An international manager tends to adopt a different approach when it comes to managing people in different cultures.

### **International Controlling**

Control is a process utilized to evaluate and monitor the performance of an organization. It involves measuring and improving the results of the organization's efforts. Establishing rules and procedures that are culturally relevant to a society can be influenced by the members' cultural views. Managers who make decisions are responsible for ensuring that their decisions are based on factual and precise information. In other cultures, managers tend to seek emotional and mystical factors when explaining their decisions. This makes them less likely to follow through with their plans.

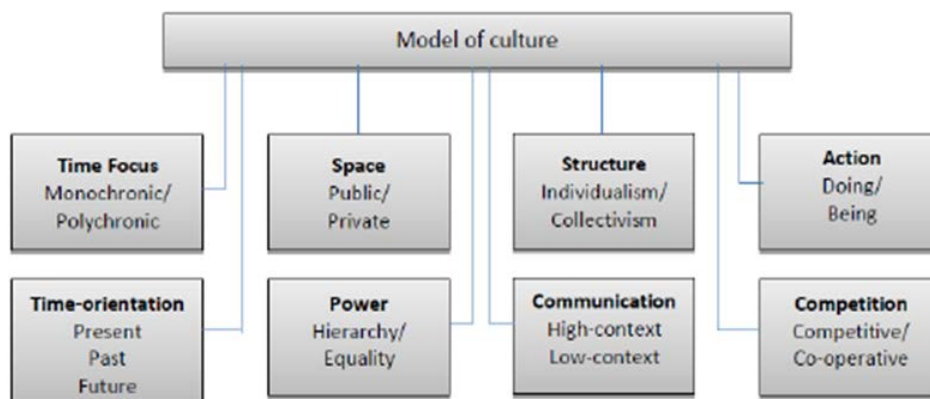
### 2.2.9 Leadership styles

This leadership style is utilized to motivate and direct others. It is also utilized to put plans and objectives into action (Newstrom, Davis, 1993). Kurt Lewin conducted the first comprehensive study on leadership styles in 1939. He recognized several leadership styles. When the relevant information is supplied and employees are motivated to complete the task, this style is applied.

- a. **Autocratic:** This type of leader tells his or her employees what they should do and how to do it, and he or she doesn't seek advice from outside experts. When a problem is being solved and people are highly motivated, this management style is typically employed.
- b. **Participative or democratic** This kind of leader promotes greater employee involvement in decision-making while still holding onto final discretion. Using this approach simply demonstrates strength, not weakness. Employees are frequently motivated by a leader's lack of expertise in a particular activity or approach. A skilled leader is supposed to be aware of all the factors that contribute to an effective workforce.
- c. **Delegated or Laissez-fair:** While still holding them accountable for their choices, this leader delegates decision-making to the team. This type of management enables staff to assess the circumstance and create a strategy that meets their requirements. This style demonstrates how a leader can initiate any necessary styles as long as they are applied at the appropriate time. You must additionally implement a new working method. In this manner, you should inform your staff that the method of doing their work is ineffective and that a new one needs to be implemented.
- d. **Situational:** A leader's capacity to initiate all styles at the appropriate moments is explained by this style. Depending on the circumstance and the demands of their followers, a competent leader will employ all three techniques.

### 2.2.10 Different Managerial Encounters in Cross-Cultural Management

Understanding cultural values can help managers improve their management techniques.



**Figure 3: A Model of Culture / Cultural Values**

**Source: Adapted from Doing Business Internationally, Participant Workbook: 2.3.**

#### **Time focus (monochronic/polychronic)**

According to Hall and Hall (1990), different cultures have different interpretations of time. In cultures that follow the monochronic time system, time is used directly to perform one activity at a time. People in cultures that use a polychronic time system frequently focus on multiple tasks at once. They also take precedence over timetables.

#### **Time orientation (past, present and future)**

Time orientation is perceived differently in different cultures. Some civilizations, for example, are concerned with the past, whereas others are obsessed with the present. While cultures concerned with the present are concerned with short-term gain, cultures concerned with the future are concerned with long-term benefits. The culture of the United States is concerned with the present, whereas the culture of Latin America is concerned with long-term aspirations and traditions.

**Power (hierarchy and equality)**

The power structure is stressed at work. Employees are expected to follow their manager's orders. Inequality is allowed in some civilizations. It is considered a negative notion in other cultures, and hence reforms are required. Hierarchy does not promote equality. Instead, it enables people to work within the organization without being bound by rules or regulations. Instead of emphasizing hierarchy, equality oriented cultures encourage managers to be involved in the work itself.

**Competitiveness (Competition)**

In most circumstances, management promotes competitiveness in the workplace. This might be done to increase the efficiency of the organization or to motivate the staff. When competition is valued, the emphasis shifts to wealth and performance. When competition is valued, the purpose of the organization is to generate money, performance, and ambitions.

**Activity (action: doing or being)**

"Being culture" is different from "doing cultures". Being cultures refers to the process of developing goals and measuring progress.

**Space (private or public)**

Space is perceived differently in different cultures. Some cultures regard it as private, while others regard it as public. Some personal difficulties are widely discussed in some cultures, whilst in others, the focus is usually on business.

**Communication (high-context or low-context)**

The context, according to Hall and Hall in 1990, is the environment in which a communication must take place. They stated that a high context is one that contains the majority of the participant's knowledge. A communication with low context uses the majority of the data in its text to convey its express code.

**Structure (individualism or collectivism)**

Structure and Individualism are terms that refer to the way business is organized. There are two different concepts that refer to collectivism: individualism and collectivism. Both concepts are based on the shared values of a group. The idea of

collectivism holds that the interests of the group come before those of the individual. In terms of individualism when it comes to parenting, the United States came out on top. This comes as a result of parents encouraging their children to be self-reliant and make independent choices. The importance of the communal perspective on life is highlighted in other cultures. Particularly in Japan, where the unique approach is frequently disregarded.

### **2.2.11 Cultural Issues about Managing a Business in Nigeria**

Nigeria is a country in West Africa, located in the Gulf of Guinea. It is bordered by other countries in the region. Lord Lugard of England established the North and South in 1914 to construct what is now known as Nigeria. The country has an abundance of natural resources, including lumber, minerals, fertilizer, and farmland. Nigeria has around 371 tribes and 400 languages. The majority of these tribes are not recognized by the government.

#### **2.2.11.1 Cultural Influence on Business in Nigeria**

Business can benefit from understanding culture, which is a description of how people live. It must have a significant impact on how a company runs. Most African nations have a high power distance culture. This culture is associated with the political structure that favors the concentration of power (Grzeda and Assogbavi 1999). In Nigeria, power is centralized. The dissemination of information and the idea of allegiance are the roots of this culture of power. It's crucial to note that collectivism is a prevalent style of thinking in Nigeria. This idea is frequently used to explain a variety of social phenomena, such as empathy. The idea of femininity has been linked in Africa to interpersonal connections and affiliation orientation among distinct communities. Everyone in the community is required to attend the funeral and donate money to the burial fund if someone passes away. Every member of the group also contributes personally to the deceased member's final expenses when they pass away or are in need. Nigerians pride themselves on their tradition of caring for one another.

## **2.3 Theoretical Framework**

### **2.3.1 Gerth Hofstede's Theory of National Culture**

The portions of a person's life that are influenced by their environment and culture are referred to as their culture. Geert Hofstede has examined the cultural makeup of more than 116,000 workers across 70 nations. He first discovered four cultural dimensions before adding a fifth factor that clarifies how and why individuals from various cultures behave. He is fully aware of the surprise many people have when learning about a foreign culture. Numerous academic and scientific circles have made substantial use of Hofstede's study's conclusions. The study of time orientation and the research of power distance are two examples of this. While the US and the UK had relatively short-term inclinations, the East Asian nations had longer-term objectives.

#### **2.3.1.1 Dimensions of Hofstede's framework of assessing culture**

##### **1. Power Distance**

The level of authority that society accepts in institutions is the focus of the acceptance component. How reluctant are workers to talk to their supervisors about their disagreements? This is so because it's typical to have equal power in the workplace. Employees are more devoted to their boss in nations with high degrees of power distance. A centralized structure and autocratic leadership are the results of this conduct. Autocratic management styles are more prevalent in nations with little power distance, such as the Philippines and Mexico.

##### **2. Uncertainty Avoidance**

The degree of uncertainty that people experience in their society is described by this dimension. The inhabitants of nations with high levels of uncertainty avoidance typically adhere to rigorous laws and regulations. This value is valued in a commercial setting. It offers stability and reduces danger. Protests and other types of activity are tolerated in nations with low levels of uncertainty avoidance, which also reduces the likelihood of nationalist sentiment. The job market in this nation is very fluid.

### **3. Individualism vs Collectivism**

Individual dimensions make up Hofstede's third dimension. According to this theory, people only have the bare necessities for maintaining their families and selves. Pakistan, a country with low levels of individualism, places a strong emphasis on group accomplishments and peace. Other nations, like India, also frequently use this idea. Individualism is seen in some nations, like the US and the UK. They also present democracy and independent thought. Collectivists contend that the group's will is superior to the individual's. Through peer pressure and the worry of judgment, they impose control over their members. Individualism-driven cultures are distinct from those that value harmony and maintaining face. In contrast, paternalistic recruiting and promotion methods are more likely to be adopted in cultures that value autonomy and self-respect.

### **4. Masculinity vs Femininity**

The degree of adherence to traditional values is the subject of the fourth value, masculinity. Another attribute of it is a lack of empathy for others. Women are expected to raise their families at home in civilizations that have strong patriarchal structures. It can be challenging to balance work and personal life in businesses. Women are more likely to advance in their careers and require less aggressiveness in societies with low levels of masculinity. In the US, this is also accurate. The Hofstede dimension is intricate and dependent on one another. Complicated interactions between them result in complex outcomes. Deresky (2010) found that women from female-collectivist societies are more open to cooperative techniques than women from male-dominated individualistic civilizations. Women typically put less emphasis on building relationships and more emphasis on taking care of their bodies. Working together is seen as a show of weakness in masculine cultures, thus they form coalitions to share risk.

### **5. Time Orientation: Long term/ Short term**

A culture's long-term attitude is to embrace delayed gratification. Managers are more focused on long-term objectives and are willing to work toward short-term profitability in the majority of Asian nations. However, in other nations, short-term

success and profitability are more valued. The four dimensions are: power distance, dependence needs, low and rules, and consensus. These dimensions are related to the supervisor/subordinate relationship. Different cultures have their own consumption patterns. For instance, the British prefer to serve tea as a light and hot drink, while the Americans are more likely to drink it as a hot and heavy drink. Through his work, Hofstede encouraged companies to look at how cultures fit into their global operations. This helped them adapt to the changes brought about by the diversity of their customers and employees. Ali and Shackleton (1990) reported that their study on uncertainty avoidance and power distance among Pakistani, Sudanese, and British managers produced similar results to those of Hofstede.

### **2.3.2 Trompenaars Cultural Dimension**

Additionally, Fons Trompenaars investigated value chains' impact on management. In 28 nations, Fons Trompenaars carried out research on values. He researched ways to enhance value management. Trompenaars' research on several dimensions is consistent with those of other scholars. The way you view time and how focused you are on the inside compared to the outside are two examples of these. The various studies conducted by Trompenaars help us understand the various dimensions of a country and their effect on daily business activities. Building on the relational and value orientations of Talcott Parsons, Trompenaars presented five relationship orientations that are culturally relevant. Trompenaars also focused on the attitudes toward time and environment, which are both important factors in how cultures differ. His findings help explain how various cultures can work together to attract and retain international business.

#### **1. Universalism vs. Particularism**

The two basic terms used to categorize various beliefs and practices are universalism and particularism. When we examine this idea, we discover that both the universalistic and the particularistic approaches apply laws and systems without taking into account the circumstances of individuals. Furthermore, in particularistic communities, knowledge is more likely to be shared with a buddy than with another person. Universalist societies place more emphasis on formal rules than on interpersonal interactions. People tend to think that a deal is a deal even if business contracts are frequently subject to intense scrutiny. People in particularism cultures



frequently alter their agreements as they get to know one another. Additionally, this culture alters how people carry out transactions. People from universalist cultures need to be ready to deal with personal ramblings and irrelevant conversations that won't get anywhere in a particularist setting.

### **Individualism vs. Communitarianism**

Individualism and communitarianism are two different concepts that refer to people who see themselves as part of a group. Although Trompenaars and Hofstede diverged in their interpretations of these two relationships, the basic meaning remained the same. These countries have high individualism. Although Argentina and Mexico are moderately collectivistic, they may be changing their cultural values due to the current global economy. For instance, Mexico may have transitioned from a dominating collectivistic cultural value to a more individualist one with the ratification of the North American Free Trade Agreement. Trompenaars also observed that it now seems as though the former communist countries are more individualistic. In highly individualistic cultures, decisions are typically made by a representative. People typically accomplish things on their own and with significant responsibility. Trompenaars counsels people to be patient and work on establishing enduring relationships with those who come from more individualistic cultures. People should be ready to make snap decisions when interacting with individuals from individualistic cultures. Negotiating with individualists is different from dealing with a group. For instance, if you are dealing with a person who is highly respected by his or her organization, then you should not deal with that person.

#### **2. Neutral vs. Emotional**

- 3.** Cultures that suppress their emotions are neutral. People tend to keep their composure in the UK and Japan. Emotions are freely expressed in cultures where they are accepted. When happy, people in these cultures frequently grin a lot and become animated. Professor Trompenaars from the University of Amsterdam suggests that individuals from emotional cultures provide more information while transacting business in neutral cultures. People from neutral cultures should endeavor to express their emotions when urged to behave in a particular way without becoming offended by the antics of the other group.

#### **4. Specific vs. Diffuse**

People who have a sizable public space they can easily share and defend from others are said to have a culture. A dispersed culture is one in which people actively maintain their private spaces while arranging public and private areas. Different cultures value particular traits, like openness and extroversion in people. People from these cultures have distinctive cultural traits and are frequently introverted. They frequently mix their personal and professional life. For instance, in the United States, students frequently address professors as "Doctor Smith." He may be addressed as Bob when shopping, or he may seek the clerk's opinion on a few of his purchases. Even if they might not be able to change their status legally, some people nonetheless act in certain ways depending on how the public perceives them. In class, Bob is not permitted to use the title "Doctor Smith" and has his own area. In Germany, the term "Professor Doktor Schmidt" is often used to refer to him in public. In Germany, people frequently refer to him in the public as "Professor Doktor Schmidt." Even his wife addressed him politely in front of others. When conducting business across diverse cultural boundaries, people should show respect for the status, experience, and history of their clients. When individuals from diverse cultural backgrounds conduct business with others from one particular cultural background, they should act in a professional manner without making use of titles, honors, or achievements.

#### **5. Achievement vs. Ascription**

People are awarded status in an accomplishment culture based on how well they carry out their responsibilities. In an attribution culture, people are praised for their accomplishments. When determining a person's position in a certain culture, attribution cultures take into account a number of variables, including their age, gender, and social relationships. According to Trompenaars, individuals from accomplishment cultures should make sure that their organization has a specific group of elders and official position holders who can impress the opposing party when working with ascription cultures (those with a specific set of rules and values). It is crucial for people from ascription cultures to have the knowledge and evidence needed to persuade their counterparts that they are competent of carrying out the task when working in an accomplishment culture.

## **6. Time**

Another cultural distinction, in addition to relational orientations, is how people view time. People in societies where the sequential approach is common tend to do one thing at a time and rigorously adhere to schedules. This desire for sticking to plans is also common in societies when doing so avoids becoming mired down in specifics. People in synchronous-time cultures do not greet each other as they enter their office (Luthans and Doh, 2009). In the US, people tend to follow a set schedule and stick to it. In Mexico and France, people are more flexible and tend to follow a set schedule (Deresky, 2010). In the US, people tend to set a schedule and stick to it. In France, they are more likely to experience frustration and conflict. Mexicans tend to be more flexible with their work schedules. They also tend to be more mobile, which allows them to be more flexible. Like the Mexicans, the French often have goals and objectives but leave the details to their planners. The difference between civilizations that are past- and present-focused is referred to as a time-related contrast. The future is more significant than the past for the majority of nations. All three historical periods are equally important in nations where the present is valued most, such as Spain and Indonesia. International managers are advised by Trompenaars to be aware of the key competences and time constraints that the other party has for completing tasks. Before making any changes, managers should take the organization's history and customs into account while working with cultures that are past- or present-focused.

## **7. The Environment**

The inner and exterior directions of humans were the main subjects of this investigation. They were prompted to think about how they interact with their surroundings. He put up the following claims: I am responsible for everything that occurs to me, however occasionally I feel like I don't have enough influence over the course my life is taking. In the US, managers believe that they are masters of their environment. This helps explain why some people seem to get out of control and others are not. Many cultures hold that in order to maintain harmony with nature, one must cultivate a flexible mentality. Trompenaars warns against assuming the adversary will follow the rules or control the situation. The US demanded a trade-off instead of strengthening trade barriers. They need to be persistent and polite when conversing with people from cultures that place greater value on letting things unfold naturally.

### **2.3.3 Andre Laurent's study of Management styles**

This essay tries to highlight a few of the presumptions managers may hold on organizational and management structures. In 1983, Laurent examined the managerial values in nine different nations, including the US.

#### ***Perception of the organization***

This element focuses on the social function of managers and how they view their level of authority inside the company. Managers in the French and Italian regions are more aware of their political responsibilities and the value of power motivation. Differing country leaders report different levels of organizational structure. This suggests that they tend to interpret their experiences in terms of power. The French and Italian managers are more likely to describe their political role as that of a power-motivated individual.

#### ***Authority systems***

We look at the idea of hierarchical structure in an organization. If managers concur that a hierarchy makes it easier for them to identify those who are in positions of authority over them, then this argument contends that the perception of an authority crisis within an organization justifies the existence of a hierarchical structure. The study focused on 3 countries; Italy, France, and Spain. It revealed that the managerial systems of these countries are different from those of the US. According to the French, Italian, and Belgian managers, authority is defined by the concept of personal and social relationships. The concept of authority seems to have gained acceptance among managers.

#### ***Role formulation systems***

It's common to undervalue the significance of clearly defining the responsibilities and duties of organizational members. The study found that although there is a lower demand for formalization in some countries, such as the US and the Netherlands, it is still necessary in others.

### *Hierarchical systems*

It is discovered that managers' perceptions toward connections inside firms vary. This study also revealed that the attitudes of managers towards relationships have a tendency to vary depending on the country where they live. These differences help understand the attitudes of managers towards traditional hierarchical structure. It is mainly used for managing multiple roles and responsibilities. Although managers in Italy and Sweden are comfortable with the matrix structure, they are not convinced that it is the best option for them.

### **2.3.4 Communications Theory: Edward T. Hall**

This study shows that the success of the structure in Sweden is superior to that of Italy. The management process is a process that managers use to express their cultural values. Cross-cultural competency is the process that results from this. A pioneer in the field of intercultural communication research is E.T. Hall. Years of study and observation of the worlds of animals went into the development of his art. His main contribution was to aid in the first stages of cultural understanding. His idea that culture is communication is one of Hall's most significant contributions. Culture as communication was not previously the subject of a complete theory.

### *Context*

In high context cultures, the language is often implicit, and the context is more important than the words. In low context cultures, the words are often used entirely by themselves. This is not acceptable in high context cultures. Close connections are often the reason why people behave in a certain way. In contrast, most people in low context societies have a large number of connections but are rarely connected for an extended period of time. Families are no exception to this rule; in these societies, cultural practices and values are frequently expressed implicitly or subtly. This might have an impact on how people act in these civilizations. Because it must be expressed primarily through content and is direct and combative, the low context culture is predominantly heterogeneous. Traditions and long-lasting ties are valued in high context cultures. It is easy to understand.

### ***Time***

There are two patterns of time that define the cultures of different kinds of people. These patterns are the monochronic and the polychronic. P-time is a system that stresses the involvement of people in transactions, which results in poor service. M-time patterns are more prevalent in low context cultures, while in high context cultures P-time patterns predominate. In a polychronic society, members tend to be very open and communicate with each other in a way that is not expected or implied. This culture is also very focused on social interaction and mutual understanding. In high context Japan, verbal communication is often not needed. This is because people in the high context do not know each other.

### ***Space***

Many of us are concerned about the issue of space.

### ***The need for space***

More room is needed for people everywhere. People using that place are viewed as threats and are not permitted to trespass on it. Some people require more room, while others require less. Cultural aspects, such the amount of space required to live in America and Japan, might have an impact on this.

### ***High territoriality***

Some people exhibit greater territoriality. They may have territory they claim and engage in border disputes with their neighbors. In the workplace, territoriality often manifests itself in the form of paper fights. This can happen even at desk-level.

### ***Low territoriality***

Less territorial people typically have less control over their surroundings and things. They also tend to be less concerned about material ownership.

## **Theories on International Management**

Theories of international management assist businesses in planning their global operations (Morschett et al. 2015). The concepts of international management are often used to evaluate the performance of companies.

### **2.3.5 Dynamic Theories of Internationalization**

The primary justification for the existence of multinational firms is typically represented by this concept of internationalization. It is a dynamic process rather than a static one. While it is possible to analyze a company's configuration at any point in time, it is not generally considered when changing operations.

#### **2.3.5.1 Stages Models of Internationalization**

The company's behavioral philosophy conceptualizes the stages of internationalization. They imply a connection between the decision-makers' level of commitment and their level of knowledge (Johanson and Vahlne, 1977). The main presumption is that businesses want to reduce their exposure to markets they are unfamiliar with. According to the IP model, businesses frequently choose overseas markets based on how close they are to domestic markets and that internationalization frequently occurs along a psychic distance chain.

- 1) Internationalization is a process that involves incremental decisions. The decisions that are made during the course of the process are not the result of a long-term strategic planning.
- 2) Internationalization is an integral part of our business strategy. It is also a process that requires time and effort to implement.
- 3) Internationalization is a process of change and development that takes place in stages.
- 4) Internationalization is a process that can be initiated by any organization. It is an adaptive process that involves time and resource commitment.
- 5) During the internationalization process, companies accumulate valuable knowledge which can be used for further developing their internationalization strategies.
- 6) The stages models help companies determine the uncertainty involved in operating in a foreign country. They also help them gauge the willingness to invest in that country.

### **2.3.5.2 Born Globals**

The IP phases models are criticized for not giving enough information on how and why a process or operation should be carried out. They also fail to consider the different elements that contribute to the success of a procedure or an operation. Due to this phenomena, businesses are already expanding internationally as soon as they are founded (Oviatt and McDouglas, 1994; Knight and Cavusgil, 1996). The growth of transnational businesses has posed a challenge to traditional IP development patterns. Instead of focusing just on the home market, they have begun to expand into other countries at the same time. This phenomenon is also known as "Born Globals," "International New Ventures," "Innate Exporters," "Global Start-ups," or simply "Born Globals." Born Globals are companies that seek a major competitive edge by sourcing and marketing their products in many nations. A born global firm is one that has internationalized within three years of its inception and generates at least 25% of its revenue from export. According to this article, born globals can successfully adopt an internationalization strategy.

### **2.3.5.3 Comparison between the Internationalization Process Model and the Born Globals**

There are various arguments that explain how born globals can effectively adopt an internationalized strategy.

1. 1. According to the IP model, only businesses that were established internationally can gain experience. In the case of multinational corporations, the original management team members or the founders frequently have prior knowledge of and expertise in operating in other markets.
2. 2. In the IP model, businesses initially have a domestic outlook before eventually realizing the opportunities the global market offers.
3. 3. In the IP model, one can only develop a market knowledge base from personal experience.
4. 4. Born globals frequently concentrate on a small number of narrow sectors with insufficient prospects for survival. The next step is to take advantage of the market opportunity across numerous nations.



5. Born globals frequently offer an exclusive commodity or service that outperforms the competitors. They are able to overcome the drawbacks of being in unfamiliar nations thanks to this tactic.

### **2.3.6 Contingency Theory**

According to the contingency hypothesis, there is no one right solution to resolve a management issue. Instead, it asserts that successful leaders can always be counted on to deliver in a variety of contexts.

The contingency theory argues that management problems can be solved by taking advantage of the changes that are inevitable in an organization. This idea contends that management should take a distinctive strategy rather than consistently taking the same measures. Organizational management is not a given. Instead, it must be accomplished in a method that is both efficient and long-lasting.

- i) The concept of contingency theory stems from the fact that organizations and individuals are bound to change as they get older. It implies that issues should be resolved depending on the current condition rather than on previously employed solutions (Thomas, 1991).
- ii) No matter how well-intentioned or how good a management practice may be, organizations are not designed to meet the environmental challenges.
- iii) A well-designed style helps an organization get better satisfaction from its work.
- iv) The concept of environment-based leadership is that it focuses on the integration of the various components of the organization into one cohesive whole. It also describes two contrasting leadership philosophies, task-motivated leadership and relationship-oriented leadership.
- v) The Fiedler leadership style was measured using the Least Preferred Co-Worker Scale.
- vi) Leader-member relations are a concept that pertains to the general atmosphere of a group. It describes the feelings that the group has for its leader.
- vii) Job management is related to task structure, authority position, and task clarity. These three elements affect how favorable different organizational situations are.

### ***Strengths of the Contingency Approach***

1. The concept of contingency theory has widened the scope of leadership theory to include a variety of leadership styles. This approach emphasizes the significance of style and the demands of various settings.
2. Because it is founded on actual study, contingency theory has withstood the test of time.
3. According to contingency theory, leaders should not be expected to be equally effective in all settings. Instead, they should be evaluated based on their leadership style.
4. The contingency theory gives information on leadership styles that can be used to create leadership profiles.

### **2.3.7 William Ouchi Theory Z**

The Theory Z is a Japanese management style. Theory Z is a model created by Ouchi that mistakenly states that it was developed by McGregor. It is based on the principles of modern Japanese management. Ouchi's model "Theory Z", which is based on the idea of trust and freedom, is flawed and doesn't take into account the principles of modern Japanese management. Based on the collectivist culture and value system, American Management style is developed. The management style of the US and Japan has a clear difference. Both countries have a tendency to make decisions based on the principles of management control and communication.

Subtlety and Trust are two key factors that will help you create a favorable work environment for your employees. Trust is a concept that refers to the belief that an organization is doing its best to provide a safe and comfortable working environment for its employees. This belief is also known as intimacy.

### ***Life time employment***

Theory Z is a feature that gives assurance of a job security for employees. It is a concept that works towards putting employees in a position to succeed. According to Yoji (1988), life time employment provides employees with a sense of belonging and a stable management of labour.

The American system does not encourage long-term work. This means that one can be fired at any time. This problem has hampered the productivity of American businesses (Ouchi, 1993).

### ***Holistic concern for people***

Theory Z differs from the American management style. It focuses on the individualist view of employees, which it considers wrong and unproductive. Theory Z focuses on the importance of various factors that affect an employee's performance. Employees' participation in decision making helps in achieving goals and improving the organization's efficiency. In Japanese management style, employees are responsible for their decisions and are accountable for their actions.

### ***Participative approach***

The Japanese way of doing things goes beyond only a quality circle, where few executives make choices but rather managers and their staff do. In American management, decisions are made by the employees themselves. The managers make decisions based on their own emotions rather than taking their opinions into consideration. This study compared the Japanese management style and the American management style in terms of applying it to different cultures.

## **2.4 Empirical Framework**

This section examines numerous academic works that discuss the cultural implications of global management methods.

### **2.4.1 Culture Contrasted to International Management**

The research of Adekunle and Akhaba (2014) focuses on the impact of cross-cultural management on organizational performance in Nigeria. It was conducted in order to investigate managerial behavior and the impact of culture on organizational performance. Using data collection and questionnaires, the researchers investigated the impact of managerial practices on organizational performance. They also discovered that managerial behaviors can influence organizational culture. It was also recommended that organizations in Nigeria establish structures that encourage good ethical behaviour among their employees and managers. In the paper, Kawar discussed

the various differences in the way individuals approach and communicate with each other in order to understand the various facets of cross-cultural management. Cross-cultural differences can occur when people of different cultures interact with each other. This article talks about the various factors that influence the way people approach work and how these differences can affect their performance. Some people may struggle to grasp one other's work methods and values due to cultural differences. Working with people from varied cultural origins is critical for successful management. The report mentions two corporations that are located in Western countries and operate in many parts of the world. They produce good managerial outcomes across cultures. The role of culture in internationalization decisions was investigated in this study.

The authors used a variety of analytical parameters such as social ontology, positive liberty, and common spaces, to analyse how culture influences decisions regarding international expansion. The study showed that cultural differences could be easily understood and managed by managerial practices. The study was not designed to provide a strategy or a plan to deal with cultural differences when planning a foreign market entry. Instead, it focused on identifying and addressing the various cultural differences that arise when planning a foreign market entry. This study explored the importance of identifying cultural and organizational anchors in evaluating locations. It also highlighted the need for managers to be more explicit in their assessments. The authors of this study utilized various methods to collect data for this study. They selected various firms for the study and conducted interviews with various participants. They were also asked to identify colleagues from various levels who are involved in internationalization decisions. They carried out interviews with various internationalization experts and business leaders. The first section focused on identifying strategies and their determinants. The first section focused on the cultural difference between the US and other countries, and the second section explored the various business environment scanning practices in the US. This study focused on the management of cross cultural interactions among expatriates in India. The study analysed the leadership styles of expatriates in the country. Due to the diversity of India's society, many multinational companies (MNCs) do not understand its multi-cultural nature. This study analysed the leadership style of expatriates. According to the author, the leadership style of an expatriate employee affects the job performance

of the individual. Other factors that influence the performance of an expatriate are: Organization culture, Negotiating techniques, and management style.

In order to identify the managerial traits of upper middle level executives in the information technology sector, the study made use of a variety of questionnaires. The study added that it is crucial to pay close attention to the challenges posed by the cultural transformation once the appropriate CEO has been hired for a position in global management.

Staheli (2003) seeks to examine the management of cross-cultural operations within a Swiss financial services firm. It will introduce in the country new conceptual frameworks for cross-cultural management. Limiting the scope of research to Switzerland, Lewis (1999) conducts an analysis of both the country's cultural assessments and the subcultures within the country. The proposed hypothesis presented two conceptual frameworks: one for cross-cultural teams and the other for cross-cultural leaders in Switzerland. The framework for the first is focused on the roles of cross-cultural team members.

Aluko (2003) investigated the role of culture in organizational success. The goal of this study was to discover the cultural elements that influence organizational success. The study employed both quantitative and qualitative methods. It was noted that, while all companies operate inside a specific culture, they all perform and develop their performance in various ways (Blunt and Jones, 1992; George and Jones, 1996). The management problems that organizations face are often rooted in the culture of a society. The study focused on how to relate the various aspects of operations in Nigeria to their cultural settings. This study served as a template for other researchers in the area of organization management.

In Switzerland, social, institutional, and sub-organizational subcultures, along with leadership paradigms, will be examined, and the variations or resemblance among the empirically examined cultures will serve as the foundation for fresh conceptual frameworks for cross-cultural managing. Limiting the focus to Switzerland, according to (Lewis, 1999), will fill a gap in current research on cultural classifications within countries. Dwelling in the investigated country and accepting Swiss value systems, according to the author, will let people examine their culture from both an emic (inside

Switzerland) and an etic (contrasting subcultures) scholastic standpoint. Smith and Bond (1993), Bird (2000), House (1996), and Gudykunst (1994).

In short, the study offered a hypothesis in the context of two conceptual frameworks: one for cross-cultural teamwork, and the other for cross-cultural leadership patterns in Switzerland. The analytical component was influenced by amalgamation of qualitative and quantitative methodologies, with triangulation being used to verify empirical findings from a top one percent case study.

Aluko (2003) investigated the multifaceted influence of culture on firm success in chosen textile enterprises in Nigeria." The major goals of this study were to investigate the cultural characteristics that induced firms performance, the type of the relationship between two variables. It was also discovered that both descriptive and inferential statistical methods were employed. Parametric and non-parametric statistics appear to have been utilized to analyse the data in the same study. It was noted that all firms function within a specific culture, and it is being widely recognized in current firm success debates that managers and other institutional practitioners must understand the structure of their cultural environments if their organizations are to develop professionally. Zakaria (1998), as well as George and Jones (1996), (1997). Furthermore, corporate executives appear bewildered by a variety of management challenges that come from a society's culture and impede progress toward outstanding productivity. The primary motivation behind this study was an effort to connect the Nigerian scenario or businesses operating in Nigeria to their own cultural origins. In order to obtain the best results, the study concentrated on how to better integrate organizations with their cultural contexts. Additionally, this study made some significant conclusions; workers in the textile industry appear to have assimilated the industrial culture, regardless of their cultural backgrounds. The results of the cultural variables study showed a high level of dedication to work, lower labor turnover and absenteeism, positive ideas about work, good working values, behaviors, and norms, and positive working values and attitudes in all of the firms investigated.

Somalingam and Shanthakumar (2013) concentrated on particular culture and adopting distinct cultures in a cross-cultural setting without abandoning traditional/national culture. They said in their report that managers would have to get along with people from different cultural backgrounds as globalization spread. The

study focused on two aspects of cross-cultural management: identifying the relationship between knowledge management and cultural practices, and measuring the cultural impact on organizational behavioral patterns in a multinational firm's working environment. It also intends to look into the bicultural conduct of Indian software engineers. Regarding this study, a number of academic researchers have argued vehemently that adjusting workers' bicultural or multicultural behavior will benefit multinational firms. The results of this study also suggest that more research is needed to confirm the multiple issues with how Indian expats are handled across cultures in European and Western economies. In order to distinguish some of the common effects of individual and institutional culture, as well as managers' personal attributes, on the effectiveness of project communication, Tran and Skitmore (2002) presented the findings of an empirical study of managers in the construction industry in Singapore. The study's findings suggested that managers' attitudes and behaviors toward communication may be influenced by their level of competence. They also suggested that public perceptions of effective communication and its limitations, as well as how people behave with one another and how they want to be treated, may differ across national cultures.

Junior, Meyer, and Murphy (2006) investigated how culture influences international trade. They claimed that globalization has enhanced the importance of cultural aspects in relationships with other countries. The current research literature identified a number of characteristics that influence a population's or region's identity. These characteristics are frequently overlooked by foreigners looking for fresh investment opportunities around the world, resulting in arguments, obstacles, and failures. Managers who presume that the prevalent norms in their home nations are exactly identical in foreign contexts frequently face difficulties in their firms' success. It was found that in order to prosper, it is crucial to comprehend the cultural context and make the necessary adjustments to prevent challenges that could arise and adversely affect corporate performance.

Kittler, Rygl, and Mackinnon looked at the influential idea of high-/low-context interaction from Edward T. Hall and how it was used in cross-cultural research (2011). According to Hall's thesis, people create meaning by fusing predetermined culture, particular situation, and knowledge. Hall's theory has been classified by country

because it is believed that how such context is used varies between cultures. Over time, it has become more common to categorize (national) cultures as either "high-context" (HC) or "low-context" (LC) (LC). Additionally, their research reviews the literature on Hall's HC/LC paradigm because future studies using his context idea as a fundamental criterion in cross-cultural research will need to rely on a reliable and trustworthy nation categorization.

The nation classification associated with Hall's idea is disputed by the writers as not being supported by reliable and verified evidence, which is followed by an extensive review. The analysis concludes by showing that the majority of earlier studies relied on HC/LC nation classifications based on what appears to be insufficient data.

## **2.5 Gaps in Literature**

Numerous studies on how culture impacts international management have been conducted in relation to this study. Several additions to knowledge have been made, as well as suggestions for further investigation. The effects of cross-cultural management practice on Nigerian firms was studied by Adekunle and Akhaba (2014). Saranya, Duraisamy (2015) conducted a similar study focusing on Indian organizations, whereas Staeheli (2003) studied cross-cultural management in Swiss organizations. Additionally, gaps were found in Aluko's (2003) study on the impact of culture on organizational performance, which was analogous to our study but focused on textile businesses in Nigeria. An investigation on how culture affects global management was done by Tran and Skitmore in 2002. A research gap was found to be the focus on particular construction sector managers in Singapore. The majority of academicians ignore the crucial management facets of multinational firms, such as the requirement that specialists have a thorough understanding of the culture of the host nation.

This inquiry, on the other hand, focused on a Multi-National Corporation (Cosco Shipping) with headquarters in Nigeria and sought to objectively evaluate both generated and adopted variables in order to ascertain the significant influence of culture on international management.



## **CHAPTER III**

### **Research Methodology**

The many techniques that were employed to gather and analyze data for this study are described in this chapter. This chapter discussed the study's design, study population, sampling method, sample size calculation, data collection instrument, data collection, and statistical analysis processes. Prior expectations, data treatment, and ethical considerations are also included.

#### **3.1. Study Design**

The impact of culture on international management was examined among the staff of Cosco Shipping, Lagos, Nigeria, using a cross-sectional research methodology. Cross-sectional survey designs, according to Asiyebi & Ishola (2018), primarily concentrate on important fact, opinion, reasons, attitudes, and behavior of respondents to a specific research instrument. With a sample population that is typically a tiny piece of the whole population, cross-sectional research provides advantages over other methods of study that use individuals with unique qualities. It entails obtaining data from a population, or a subset representative, at a specific moment (Alobari, Naenwi, Zukbee, & Miebaka, 2018; Uwuigbe, Amiolemen, Uwuigbe, Asiriwa, & Jafaru, 2017). The researcher has no direct control over the independent variables in cross-sectional survey design because their impact has already been felt (Mugenda and Mugenda, 2009).

#### **3.2. Population of the Study**

The term "population" refers to all the things, people, or events that will be included in the study (Christensen, 2001). The employees of Cosco shipping in Nigeria make up the majority of the study's population. The study was conducted among the employees of the Lagos state branch of Cosco Shipping in Nigeria. Employees are selected since they have extensive knowledge of the company. Due to their relevance in expressing their views regarding the impact of culture on international management, the study made use of all levels of workers in the business.

### **3.3. Sampling Unit**

The unit of sampling was employee who are full staff of Cosco shipping, Lagos state, Nigeria. The full staff were selected as sampling unit due to their expertise and level of experience which goes a long way in the provision of quality data needed to enhance the generalizability of the research. Choosing this class of workers as sampling unit was particularly taken into account because of their involvement in industrial roles which considerably enhanced the quality of data obtained in the field.

### **3.4. Sampling Frame**

The total number of full-time employees in the chosen company served as the sampling frame for the study. The total staff count was obtained from the organization register and confirmed online. All full-time employee class groups will be included in these.

### **3.5. Sample Size Determination**

Sampling is the process of choosing representative samples from the entire population in order to draw conclusions about the population. The sample size for the investigation was determined using the Israel table for sample size determination (Israel, 2018). In Nigeria, Cosco Shipping employs 51,200 people, with around 4,000 of them working in Lagos. According to the table, a sample size of 400 participants is a sufficient representation of this community at a 95% confidence level for a population of this size.

### **3.6. Sampling Technique**

Odugbemi & Oyesiku, 2000 opined that cost-effectiveness, time-saving, reliability in dealing with respondents, representativeness, high level of accuracy, and absence of bias are key considerations in choosing the sampling procedure or technique suitable for a study. The employees to be sampled in the company were selected using a simple random sampling method.

### 3.7. Method of Data Collection

Primary data was gathered in order to effectively address the aim of the research. In statistical surveys, it is crucial to work on primary data hence the need to source for primary data (Onakoya, Moses, Iyiola, Salau, & Ayoade, 2018). The research used a quantitative approach and relied on data from primary sources. The primary data was sourced from the staff of Cosco Shipping, Lagos state branch, Nigeria through a semi-structured self-administered questionnaire. This approach was employed because it aids the collection of primary data that revealed the current state of the study respondents and promote authenticity of the study (Binuyo, Ekpe, & Binuyo, 2019). Furthermore, primary data sources are appropriate for cross-section study designs since they provide a snapshot of respondents' attitudes and perceptions (Ehijiele & Sina, 2018). Additionally, it helps to lessen the possibility of receiving erroneous data and also increases the possibility of learning more about the topic under investigation.

### 3.8. Research Instrument

The research tool for gathering data for the study was a semi-structured questionnaire. It provides the researcher with the chance to inquire about the viewpoints, actions, attitudes, preferences, and intentions of a large number of respondents (Onakoya et al., 2018). It assists in gathering feedback based on the perspective of the respondents on the study subject of interest. Its use improves the comparability of results and makes it easier to demonstrate the relationship between variables. Its scale measurement system makes data collection from considerable number of full-time employees in the company convenient and swift without being narrow-minded of the opinion of the entire populace. According to Distanont, Khongmalai, & Distanont, 2019, questionnaire can be self-administered, and often convenient to utilize compare to the other survey instruments.

Based on the research of Aluko (2003), Ogbonna (2010), Ma & Ran (2011), Goolaup & Ismayilov (2011), Saranya (2015), Adewunmi and Akhaba (2014), the research instrument was adopted and changed. Sections A through H make up the instrument's many sections. The demographic characteristics of the respondents are covered in Section A, while the cultural differences and technology transfer, cross-cultural

management practices, work values and leadership behavior, power distance and leadership style, cross-cultural communication and management practices, social structure and managerial choices, and attitude toward time are covered in Sections B through H. The 28-item survey, which was sent to the company's personnel and management, measures the research variables of interest on a five-point Likert scale, from "Strongly Agree (1) to Strongly Disagree (5)." The surveys were taken from the respondents by field assistants.

### **3.9. Administration of Research Instrument**

For administration and follow-up on the research instrument, the researcher employed the services of research assistants and administrative support from the respective organisation. The research assistants essentially help with the questionnaire administration, obtain informed consents, and guide the study participants in the filling of the research instrument and retrieval of the data collection instruments. The researcher kept regular contact with the research assistants to ensure that the assessment process run smoothly thus, all bottlenecks were promptly attended to.

### **3.10. Validity of the Research Instrument**

Content and construct validity were carried out to verify measurement validity. The content validity was done by the investigator's supervisors and scholars with experience in this field of study. The questionnaire's grammatical structure, logical structure, and content were thoroughly reviewed to confirm that the information sought from participants will be captured by the questionnaire. The questionnaire was segmented into sections for construct validity to ensure that each section adequately measure the information for a particular aim while also maintaining a close relationship with the study framework.

### **3.11. Reliability of the Research Instrument**

To evaluate the internal consistency of the research instrument to be used, the investigator leveraged on the outcome of the reliability test conducted by Achinivu,

2017 who utilised the instrument to investigate similar construct in Nigeria. The Cronbach Alpha coefficient as reported by him was 0.74 thus, the instrument was adjudged reliable because according to Nunnaly (1978) and Devellis (2003) a value of 0.7 will imply that the tested items correlate highly among themselves and there is consistency in measuring the concept of study interest.

### **3.12. Methods of Data Analysis**

For the statistical analysis of the research, descriptive and inferential analysis were performed. Data entry and statistical analysis of the primary data were performed using Microsoft Excel and the statistical package for social sciences version 26. To provide the descriptive analysis, percentages, the mean, and the standard deviation were used. To display the characteristics of the information gathered from the respondents, tables and figures were used. The inferential analysis used linear regression to account for the impact of the independent variable on the dependent variable. A p-value of less than 0.05 was regarded as statistically significant (95% degree of confidence) for the given hypothesis.

#### **3.12.1. Data Treatment**

To reduce data entry errors, the primary data collected was double-checked for verification. The original questionnaires were used to check for errors, inconsistencies, and missing data. After that, Microsoft Excel was used to decode the questionnaire into numerical values before being exported into the Statistical Package for Social Science (SPSS) for statistical analysis.

#### **3.12.2. A Priori Expectations**

Every study has expectations, primarily in relation to the research's major and sub-variables. In this study, it was anticipated that the independent variables would have an impact on the dependent variables. This has to do with how culture affects global management.

### 3.13. **Ethical Considerations**

The study subjects provided their verbal consent. This quickens the responders' voluntary engagement. Additionally, the study tool was created such that the participants' identities were concealed. The goal is to protect the participants' identities while also increasing the confidentiality of the research process. Furthermore, the investigator duly acknowledges, cite and reference all scholarly works being utilized. To ensure originality of the study plagiarism was avoided. Lastly, the study was carried out in alignment with the approved proposal by the University Research Ethics Committee

## CHAPTER IV

### Findings and Discussion

The study's conclusions are presented in this section after the primary data collected from the sampled study population has been analyzed. To describe the respondents' demographic traits, descriptive analysis was used. While regression analysis was used to evaluate the proposed hypothesis, Pearson correlation was used to examine the relationship between the variables under examination. Microsoft Excel was used for data entry, and the statistical software for social sciences (SPSS) version 26 was used for all other analytical tasks. 400 copies of the data collection forms were circulated; 396 copies, or 99% of them, were fully completed and returned.

#### **4.1.1. Socio-demographic Characteristics of Study Respondents'**

As shown in the table 2 below the age category of respondents showed that 174 (43.9%) of the respondents were between the ages of 31-40 years, 111 (28.0%) were between the ages of 21-30 years, 109 (27.5%) were between the ages of 41-50 years and 2 (0.5%) were between the ages of 51 years and above. The respondents sex distribution revealed that 292 (73.7%) were males and 104 (26.3%) were females. 77.5% of the respondents were married while 19.5 were single, 1.5% were divorced, 1.5% were separated and 0.3% were widowed meanwhile the distribution of respondents according to the highest educational qualification reveals that 193 (48.7%) have OND/Diploma, 112 (28.3%) have HND/Bachelor's Degree, 40 (10.1%) have O'level, 38 (9.6%) have PhD, 9 (2.3%) have Master's Degree, 2 (0.5%) have first school leaving certificate and 2 (0.5%) have no formal education. 64.9% indicated Yoruba, 28.5 % indicated Igbo, and 3.3% indicated Hausa as their ethnicity; other ethnicity indicated were African-Non Nigerian (2.3%), European (0.5%), Asian (0.3%) and American (0.3%). More so, the result revealed that 174 (43.9%) have spent 6-10 years working with the organization, 114 (28.8%) spent between 1- 5 years, 20.5% spent 11-15 years and 6.8% spent between 16 to 20 years working for the organization. The study respondents comprised mostly of individuals who reported their job position as employee (F=284; 71.7%), while 17.2% were supervisors, 10.1% were senior managers and 1.0% did not specify their job position. The average age of the study participants was approximately 37 years (Min: 22; Max: 52; STD: 7.071) and the mean year spent in the organization was approximately 8 years.

**Table 2: Respondents' Demographic Information (n=396)**

<b>Variables</b>		<b>F</b>	<b>%</b>
Sex	Male	292	73.7
	Female	104	26.3
Marital Status	Single	76	19.2
	Married	306	77.5
	Divorced	6	1.5
	Separated	6	1.5
	Widowed	1	0.3
Ethnicity	Igbo	113	28.5
	Yoruba	257	64.9
	Hausa	13	3.3
	African (Non-Nigerian)	9	2.3
	European	2	0.5
	Asian	1	0.3
	American	1	0.3
Highest level of qualification	Illiterate/ No formal education	2	0.5
	First School Leaving Certificate	2	0.5
	O'Level	40	10.1
	OND/Diploma	193	48.7
	HND/B.Sc.	112	28.3
	M.sc/other equivalent	9	2.3
	PhD	38	9.6
Job Position	Senior Manager	40	10.1
	Supervisor	68	17.2
	Employer	284	71.7
	Others	4	1.0
Age group	21- 30 years	111	28.0
	31- 40 years	174	43.9
	41-50 years	109	27.5
	51 year and above	2	0.5
Years of service	1 – 5	114	28.8
	6 – 10	174	43.9
	11– 15	81	20.5
	16 –20	27	6.8
	<b>Mean (Min ± Max)</b>		<b>STD</b>
Age		36.12 (22 ± 52)	7.071
Years of service		8.23(1 ± 20)	4.131

*STD- Standard Deviation; % -Percentage, F- Frequency, Min- Minimum, Max- maximum*



#### **4.1.2 Descriptive Statistics of Cultural Differences and Transfer of Technology**

The four criteria that were used to assess cultural disparities and technological transfer are listed in Table 3 below. A total of 67.9% of respondents acknowledged having encountered various operating procedures that seem strange since joining the firm. 0.5% fairly agreed, and 31.6% strongly agreed. This demonstrates that the majority of the participants were in agreement with having encountered various, seemingly foreign operating procedures while employed by the firm. According to the information on strategies employed, 83.3% of the sampled population agreed, 16.4% strongly agreed, and 0.3% reasonably agreed that implementing methods utilized by their parent firm had a good impact on their operations. This suggests that the majority of survey participants agreed that implementing the parent company's initiatives had a favorable impact on the organization's operations. Additionally, 81.3% of the tested population agreed, 16.9% strongly agreed, and 1.8% reasonably agreed that being among people from different ethnic backgrounds has exposed them to various cultural practices. Finally, 84.1% of all respondents approved, 10.9% highly approved, and 5.1% reasonably approved of being exposed to a more sophisticated approach in the course of their employment after working with individuals from a variety of cultural backgrounds.

**Table 3: Descriptive Statistics of Cultural differences and Transfer of Technology**

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>FA</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
I have experienced different modes of operations that appears foreign since working for this organization	125 31.6	269 67.9	2 0.5	-	-	4.31	.474
Implementing Strategies used by the parent company in our operations has influenced it positively	65 16.4	330 83.3	1 0.3	-	-	4.16	.375
Being in an environment with people from diverse cultural background has exposed me to different cultural activities	67 16.9	322 81.3	7 1.8	-	-	4.15	.405
Having worked with people from diverse array of culture, I have been exposed to a more advanced technique in carrying out my job	43 10.9	333 84.1	20 5.1	-	-	4.06	.395

#### **4.1.3. Descriptive Statistics of Cross-Cultural Management Practices**

Table 4 below reported the descriptive analysis of cross cultural management practices. The first item was about how an individual's personal views influence their decisions about the organization's success; 57.8% agreed, 41.9 strongly agreed, and 0.3% reasonably agreed that their personal beliefs influence their decisions about the organization's success. According to the second question, 92.2% of the total sampled population agreed, 7.6% strongly agreed, and 0.3% reasonably agreed that they found it easy to conform to control policies established by their firm to monitor performance. To the third item, unethical behavior of employees in the organization affects managers' actions, 53.8% agreed, 45.7% strongly agreed, and 1.8% fairly agreed.

**Table 4: Descriptive Statistics of Cross-Cultural Management Practices**

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>FA</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
My personal belief has serious impact on my decision toward the success of the organization	166 41.9	229 57.8	1 0.3			4.42	.499
As a local, I find it easy to adhere to the control policies set by the organization to monitor performance.	30 7.6	365 92.2	1 0.3			4.07	.270
Unethical behaviours of the staffs in the organization affects managers' decisions	181 45.7	213 53.8	2 0.5			4.45	.508
Management adheres to the defined values of this organization	144 36.4	247 61.9	7 1.8			4.35	.512

#### **4.1.4. Descriptive Statistics of Work Values and Leadership behaviour**

The descriptive statistics of the items used to test for work values and leadership behavior are shown in table 5 below. Four items were included in the questionnaire to analyze respondents' responses to the variables. The first item assessed workers' satisfaction with the organization's adopted leadership style; the response found that 43.2% fairly agreed, 37.4% strongly agreed, 19.2% agreed, and 0.3% disagreed that workers are satisfied with the organization's leadership style. Managers in the organization tend to adjust their leadership style to the conduct and behaviors of their employees, with 45.7 agreeing, 30.1% strongly agreeing, and 24.2

fairly agreeing. Furthermore, 49.5% agreed, 29.5% strongly agreed, and 21.0% reasonably agreed that their personal values are consistent with the organization's values and standards. According to the fourth item, 49.5% of respondents agreed, 48.7% strongly agreed, and 1.8% reasonably agreed that values, attitudes, and perceptions of work, commitment to work, norms, and so on have a good influence on workers.

**Table 5: Descriptive Statistics of Work Values and Leadership Behaviour**

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>FA</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
Workers derive satisfaction from the leadership style adopted in the organization	148 37.4	76 19.2	171 43.2	1 0.3		3.94	.902
Managers in this organization tend to adapt their leadership style to the conduct and behaviours of their employees	119 30.1	181 45.7	96 24.2			4.06	.735
My personal values are in accordance with the values, and standard set by the organization	117 29.5	196 49.5	83 21.0			4.09	.706
Values, attitudes and perception of work, commitment to work, norms, etc. have positive influence on workers.	193 48.7	196 49.5	7 1.8			4.47	.534

#### **4.1.5: Descriptive Statistics of Power Distance and Leadership style**

According to table 6, 63.6% of respondents fairly agreed, 32.3% agreed, and 4.0% strongly agreed that the organization's management sees itself as being active in the

job itself rather than just giving directives. The second item revealed that 76.3% of the sampled respondents reasonably agreed, 22.5% agreed, and 1.3% strongly agreed that everyone, regardless of status in the business, is treated fairly and equitably. 90.4% of respondents agreed fairly, 4.0% agreed, and 5.6% strongly agreed that employee contributions are always taken into account when making managerial choices. This revealed that the majority of respondents agreed that the contributions of employees are always taken into account when making managerial choices. The final item on the table reveals that 322 (81.3%) respondents fairly agreed that the organization's general leadership style is democratic, while 36 (9.1%) agreed and 24 (6.1%) strongly agreed. This means that a bigger proportion of respondents agree that the organization's overall leadership style is democratic.

**Table 6: Descriptive Statistics of Power Distance and Leadership Style**

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>FA</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
The management sees itself as being involved in the work itself rather than just give directions	16 4.0	128 32.3	252 63.6			3.40	.568
Everyone is treated fairly and equally regardless of their position in the organization	5 1.3	89 22.5	302 76.3			3.25	.462
Employees contributions are always considered in making managerial decisions	22 5.6	16 4.0	358 90.4			3.15	.490
I would describe the general leadership style in the organization as democratic	24 6.1	36 9.1	322 81.3	14 3.5		3.18	.582

#### 4.1.6: Descriptive Statistics of Cross-Cultural Communication and Management Practices

The descriptive analysis of cross-cultural communication and its impact on management practices is presented in Table 7. The first item showed that 365 (92.2%) of research respondents agreed, 16 (4.0%) agreed fairly, and 15 (3.8%) strongly agreed that communication techniques are in place to assist avoid potential conflicts and misunderstandings inside the firm. As a result, the majority of respondents feel that communication techniques are in place to assist prevent potential conflicts and misunderstandings inside the firm. The statement that 'the communication approach utilized within the organization has resulted in successful cooperation amongst the staff' received 62.1% agreement, 32.1% strongly agreement, and 5.8% fairly agreement. The third question reveals that 374 (94.4%) agreed, 14 (3.5) strongly agreed, and 8 (2.0% fairly agreed to the assertion that they maintain a friendly connection with colleagues who do not share my ethnic identity. According to the last item on the table, 87.9% of respondents agreed, 9.8% strongly agreed, and 1.3% reasonably agreed that the organization maintains a solid communication line with different locations throughout the world.

**Table 7: Descriptive Statistics of Cross-Cultural Communication and Management Practices**

Item	SA F (%)	A F (%)	FA F (%)	D F (%)	SD F (%)	Mean	STD
There are communication strategies implemented to help minimize potential disputes and misunderstanding within the organization	15 3.8	365 92.2	16 4.0	-	-	4.00	.280
The communication method used within the organization has brought about effective cooperation amongst the employees	127 32.1	246 62.1	23 5.8	-	-	4.26	.557

I maintain a cordial relationship with workers who do not share the same ethnic identity with me.	14	374	8	-	-	4.02	.236
	3.5	94.4	2.0				
The organization maintains a solid communication channel with other regions around the world	39	348	5	4	-	4.07	.384
	9.8	87.9	1.3	1.0			

#### 4.1.7: Descriptive Statistics of Social Structure and Managerial Decisions

According to table 8, 52.8% of respondents fairly agreed, 45.7% agreed, and 1.5% strongly agreed with the first item in the section, "the organization emphasizes group welfare more than individual rewards." The second item reveals that 302 (76.2%) respondents agree, 80 (20.2%) agree, and 14 (3.5%) strongly agree that the organization prioritizes group welfare over personal welfare. Being accepted by the members of your work group in the organization is very important, according to 263 (66.4%) respondents, 100 (25.3%) strongly agreed, 29 (7.3%) fairly agree, and 4 (1.0%) disagree. The last item on the table shows that 311 (78.5%) respondents felt that tackling organizational challenges as a group is more effective than doing so alone. 76 respondents, or 19.2%, strongly agreed, 8 respondents, or 2.0%, fairly agreed, and 1 (0.3%) disagreed. As a result, the majority of respondents feel that tackling organizational challenges as a group is more effective than doing so alone.

**Table 8: Descriptive Statistics of Social Structure and Managerial Decisions**

Item	SA F (%)	A F (%)	FA F (%)	D F (%)	SD F (%)	Mean	STD
The organization values group welfare more than individual rewards.	6 1.5	181 45.7	209 52.8	- -	- -	3.49	.530
The organization puts the welfare of the group above personal welfare	14 3.5	80 20.2	302 76.3	- -	- -	3.27	.519
Being accepted by the members of your work group in the organization is very important.	100 25.3	263 66.4	29 7.3	4 1.0	- -	4.16	.585
Solving Organizational Problems is more effective being done as a group rather than being done individually	76 19.2	311 78.5	8 2.0	1 0.3	- -	4.17	.442

#### 4.1.8: Descriptive Statistics of Attitude toward Time and Managerial Decisions

The descriptive analysis of the effect of time attitude on managerial decisions is presented in table 9 below. The first item reveals that 71.5% agreed, 16.9% strongly agreed, and 11.6% reasonably agreed that doing a lot of labor is more satisfying than doing nothing. 236 (59.6%) agreed, 94 (23.7%) agreed fairly, 65 (16.5%) agreed strongly, and 1 (0.3%) disagreed that they believe in conducting things at work in a way that saves time and labor. 43.4% agreed, 38.9% disagreed, and 12.9% and 4.8% agreed and strongly disagreed with the assertion that they prefer doing things the traditional manner to the current way. According to the last item on the table, 280 (70.8%) strongly agreed, 101 (25.5%) agreed, 13 (3.3%) fairly agreed, and 2 (0.5%)



disagreed that management forces people to perform tasks according to pre-determined schedules. As a result, the majority of participants highly agreed.

**Table 9: Descriptive Statistics of Attitude toward Time and Managerial**

**Decisions**

<b>Item</b>	<b>SA</b>	<b>A</b>	<b>FA</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
Accomplishing a great deal of work is more rewarding than spending time in leisure.	67 16.9	283 71.5	46 11.6	-	-	4.05	.532
I believe in doing things at work in a way that saves time and manpower	65 16.5	236 59.5	94 23.7	1 0.3	-	3.92	.644
I prefer doing things the traditional way rather than the modern way	19 4.8	51 12.9	172 43.4	154 38.9	-	2.84	.827
The management compels workers to carry out activities according to pre-set schedules	280 70.8	101 25.5	13 3.3	2 0.5	-	4.66	.566

## 4.2: HYPOTHESIS TESTING

Significant value of less than or equal to 0.05, will denote that the stated hypothesis is acceptable while if greater than 0.05, the stated hypothesis will be rejected.

### Hypothesis 1

HO<sub>1</sub>: Power distance have significant effect on the leadership style of cross cultural managers

**Table 10: Linear Regression Analysis of the Effect of Power Distance on the Leadership Style of Cross Cultural Managers**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.429 <sup>a</sup>	.184	.182	.526

a. Predictors: (Constant), SE14

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.573	1	24.573	88.779	.000 <sup>b</sup>
	Residual	109.054	394	.277		
	Total	133.626	395			

a. Dependent Variable: SE16 (leadership style)  
b. Predictors: (Constant), SE14 (power distance)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.422	.188		7.556	.000
	SE14	.540	.057	.429	9.422	.000

a. Dependent Variable: SE16

According to the table above, the correlation coefficient signified by 'R' is ".429." This demonstrates that the dependent variable (leadership style) and the independent variable have a positive linear relationship (power distance). The table also shows the amount of contribution made by the independent variable (Power distance) to the dependent variable (leadership style), which is marked by the symbol "R square," which is .184. As a result, power distance accounts for 18.4% of the leadership style

in the organization. This is statistically significant ( $p < 0.05$ ), indicating that the stated hypothesis (HO1) is correct.

## Hypothesis 2

HO<sub>2</sub>: Cross-Cultural Communication has significant effect on management practices

**Table 11: Linear Regression Analysis of the Effect of Cross-Cultural Communication on Management Practices**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.346 <sup>a</sup>	.120	.117	.263
a. Predictors: (Constant), Cross Cultural Communication				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.710	1	3.710	53.561	.000 <sup>b</sup>
	Residual	27.288	394	.069		
	Total	30.997	395			
a. Dependent Variable: Management Practices						
b. Predictors: (Constant), Cross Cultural Communication						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.345	.226		10.371	.000
	SF19	.411	.056	.346	7.319	.000
a. Dependent Variable: Management Practices						

According to the table above, the correlation coefficient signified by 'R' is ".346." This demonstrates that the dependent variable (management techniques) and the independent variable have a positive linear relationship (cross cultural

communication). The table also shows the degree of contribution made by the independent variable (cross-cultural communication) to the dependent variable (management practices), which is marked by the symbol "R square," which is .117. As a result, cross-cultural communication influenced 11.7% of management practices in the organization. This is statistically significant ( $p < 0.05$ ), indicating that the stated hypothesis (HO2) is correct.

### Hypothesis 3

HO<sub>3</sub>: Social structure has significant effect on the decisions of cross cultural managers

**Table 12: Linear Regression Analysis of the Effect of Social Structure on the Decisions of Cross Cultural Managers**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.182 <sup>a</sup>	.033	.031	.511
a. Predictors: (Constant), Social structure				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.527	1	3.527	13.488	.000 <sup>b</sup>
	Residual	103.019	394	.261		
	Total	106.545	395			
a. Dependent Variable: Managerial decision						
b. Predictors: (Constant), Social structure						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.600	.185		14.068	.000
	SG23	.162	.044	.182	3.673	.000
a. Dependent Variable: Managerial decision						

According to the table above, the correlation coefficient signified by 'R' is ".182." This demonstrates that the dependent variable (managerial decision) and the independent variable have a positive linear relationship (social structure). The table also shows the amount of contribution made by the independent variable (social structure) to the dependent variable (managerial decision), which is marked by the symbol "R square," which is .031. As a result, the social structure of the organization might explain 3.1% of managerial decisions. This is statistically significant ( $p < 0.05$ ), indicating that the stated hypothesis (HO3) is correct.

#### Hypothesis 4

HO<sub>4</sub>: Employees attitude toward time has significant effect on managers' decisions

**Table 13: Linear Regression Analysis of the Effect of Employees Attitude toward Time on Managers Decisions**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.143 <sup>a</sup>	.021	.018	.560
a. Predictors: (Constant), Attitude towards time				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.595	1	2.595	8.262	.004 <sup>b</sup>
	Residual	123.736	394	.314		
	Total	126.331	395			
a. Dependent Variable: Managerial decision						
b. Predictors: (Constant), Attitude towards time						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.163	.176		29.382	.000
	SH26	-.127	.044	-.143	-2.874	.004
a. Dependent Variable: Managerial decision						

According to the table above, the correlation coefficient signified by 'R' is ".143." This demonstrates that the dependent variable (managerial decision) and the independent variable have a positive linear relationship (attitude towards time). The table also shows the amount of contribution made by the independent variable (time attitude) to the dependent variable (managerial choice), which is marked by "R square," which is .021. As a result, 2.1% of managerial decisions may be explained by the employee's attitude toward time. This is statistically significant ( $p < 0.05$ ), indicating that the stated hypothesis (HO4) is correct.

**Table 14: Hypotheses Summary**

Hypothesis	P-value	Decision
HO <sub>1</sub> : Power distance has significant impact on the leadership style of cross cultural managers	.000	Accept
HO <sub>2</sub> : Cross-cultural communication has significant impact on management practices	.000	Accept
HO <sub>3</sub> : The social structure has significant influence on the decision of cross cultural managers	.000	Accept
HO <sub>4</sub> : The attitude of the employees toward time has significant impact on the decision of managers	.004	Accept

### 4.3 DISCUSSION

According to the findings of this survey, the average age of the study participants was roughly 37 years, with the majority of respondents ranging in age from 31 to 40 years. As a result, the active age range of the Cocos Shipping lies between the ages of 31 and 40. The replies were overwhelmingly male, revealing the manufacturing company's gender preference and personnel balance. The majority of respondents were married and were of the Yoruba ethnic group. According to the distribution of respondents by highest level of education, it was discovered that most had an OND or diploma, followed by those with an HND or bachelor's degree, the majority of whom were employed as evidenced by their employment position. Thus, it may be concluded that the bulk of the organization's workforce consists of highly skilled workers, which is

likely to improve job performance. Furthermore, the average year spent working for the company was close to 8 years.

According to table 3, nearly all of the survey respondents acknowledged that they have experienced other modes of operations that appear alien since working for the organization, and that their operations have been positively influenced by incorporating techniques utilized by their parent firm. Furthermore, the majority stated that being in an environment with people from other ethnic backgrounds exposed them to different cultural activities as well as a more advanced technique in their employment.

According to the results shown in Table 4, the majority of respondents agreed that personal beliefs influence their decisions regarding the success of the organization. They also found it simple to follow the control policies established by their organization to monitor performance. They also agreed that managers are affected by unethical staff behavior in the organization and that management should uphold the organization's defined values.

The study found that the majority of respondents fairly agreed that workers derive satisfaction from the leadership style adopted in the organization, and a significant percentage agreed that managers tend to adapt their leadership style to the conduct and behaviors of their employees and agreed that their personal values are in accordance with the values, and standard set by the organization. Nearly the same percentage of respondents, however, strongly agreed and agreed that values are in accordance with the organization's values.

According to the examination of the data in table 6, practically all of the respondents fairly agreed that the organization's management perceives itself as being involved in the job itself rather than simply giving directives. Similarly, the majority of respondents fairly agreed that everyone is treated fairly and equally regardless of their position in the organization and that employee contributions are always considered when making managerial decisions, while a sizable percentage also fairly agreed that the organization's general leadership style is democratic.

Almost all respondents believed that there are communication techniques in place to assist prevent potential disagreements and misunderstandings within the organization, and that the communication strategy utilized inside the firm has resulted in effective

employee cooperation. They also agreed that they maintain cordial relationships with workers who do not share the same ethnic identity as them, and that the organization maintains a strong communication line with other parts of the world (table 7).

According to table 8, a larger percentage of respondents fairly agreed that the organization values group welfare more than individual rewards and prioritizes group welfare over personal welfare, whereas they agreed that being accepted by the members of their work group in the organization is very important and that solving organizational problems is more effective when done as a group rather than individually.

The majority of respondents agreed that completing a large amount of work is more rewarding than spending time in leisure, believed in doing things at work in a way that saves time and manpower, and fairly agreed that they prefer doing things the traditional way rather than the modern way, but strongly agreed that management requires workers to complete activities according to pre-set schedules.

The study found a statistically significant positive linear relationship between leadership style and power distance, and 18.4% of the leadership styles in the organization were found to be as a result of power distance at a statistically significant level, implying that the stated hypothesis (HO1) was accepted (table 10).

The study discovered a statistically significant positive linear relationship between management practices and cross-cultural communication, as shown in table 11, and 11.7% of management practices in the organization were found to be as a result of cross-cultural communication. As a result, the stated hypothesis (HO2) was accepted.

The study discovered a statistically significant positive linear link between management choice and organizational social structure, as illustrated in table 12. The stated hypothesis (HO3) was accepted because it was shown that 3.1% of managerial decisions could be explained by the social structure of the company at a statistically significant level.

A positive linear association between management choice and attitude toward time is also statistically significant. The stated hypothesis (HO4) was accepted since 2.1% of the managerial decisions were found to be statistically significantly explainable by attitude toward time (table 13)



## CHAPTER V

### Conclusion and Recommendations

#### 5.1 Conclusion

It is crucial to remember that this study on the impact of culture on global management only focused on the aspects of culture that were relevant to its goals. Cosco Shipping served as the case study for this study. Based on the findings of this study, it is safe to say that culture has an impact on international management and determines a multinational organization's success; this refutes the assertion of all detractors that culture has no bearing on international management. The results of this study do not represent a verdict on the impact of culture on business management in other cultures; rather, they offer reliable data that international organizations can rely on and that other academics or researchers can use as the foundation for future studies on this topic. Multinational corporations should be able to adapt to different cultural norms in order to be successful and satisfy management, employees, and customers. International management is significantly impacted by factors including social structure, time orientation, power distance, cross-cultural communication, cultural diversity, and so forth. Employees at the company displayed a statistically significant cultural diversity, including different work attitudes, values, and worldviews. The expatriate workers who enter the country to work in the organization do not find it difficult to learn about Nigerian culture, which is a collectivist, high context culture. They also understand how to integrate well and ensure an environment that is conducive to people of different cultures working and guaranteeing cooperation among themselves. The Nigerian culture is diverse, ranging from language to lifestyle, but in general, it is easy to learn and adjust to, owing to the fact that the cultural background is substantial, there is a high degree of power distance in organizations and the country as a whole, and the level of collectivism is substantial. Cross-cultural communication has an impact on the company's managerial functioning.

#### 5.2 Recommendations

Based on the findings of the study the following recommendations were made, both to organizations and for further studies:

### **5.2.1. To Organizations**

1. There should be an improved communication channel between the company and other subsidiaries all over the world, which is necessary to stay on track with activities taking place in many countries other than Nigeria and the primary company's country, as well as to develop a cohesive way of thinking about how the activity might benefit not only the state's economy, but other regions in which they are engaged.
2. Organizations should improve communication and interactions between employees and management in order to foster internal synergy and support management in dealing with difficulties such as conflict, dispute, and so on.
3. The organization has a collectivist social structure therein. As a result, they are advised to maintain and even raise the level of team spirit that they foster, to direct employees, particularly newly hired employees, toward appreciating group achievements, and to restrict the extent to which they encourage rivalry amongst individuals within the firm.
4. The organizations must keep track of workers' attendance at work.
5. Management must guarantee that a system is in place to monitor employee performance, such as how well they attend work, what motivates them to work, and how well they handle duties in relation to the organization's pre-set timeline.
6. Management should take note of such persons and compare their approach to the firm's strategy in order to identify which method generates the best results among both methods.

### **5.2.2. Recommendations for Further Studies**

1. Research work of similar construct can be done with other MNCs, such as airlines, manufacturing, telecommunication, or other industries. So as to ascertain the suitability of this findings to other industry.
2. Further investigation can also be conducted within already established industries in Nigeria which are looking to grow into international level.
3. Comparative study of organizational cultures that exist within an organization at different cultural setting can also be carried out.

4. Other studies can investigate other aspect, elements or forms of culture as it relates to international management. These may include; market culture, negotiation amongst different cultures, among others.

### **5.3. Managerial Implications**

1. Managers and employees should be knowledgeable about the environment in which they work, particularly if they are new to it.
2. Organizations must first understand Cultural Diversity in the context of multiple cultural contexts, since it is the key to effective cross-cultural relationships.
3. The organization should be sensitive to the cultural base of their business site and adapt their business operations to fit the culture.
4. Businesses should become aware of the numerous cultures that exist inside them.
5. The institution should promote its unique culture that separates it from other enterprises in the same industry, and it should ensure that everyone in the organization follows the culture.
6. Regardless of the systematic approach used to carry out activities both within and outside the company, management must ensure that they consult other initiatives deemed effective by other organizational members and use them as a standard against the pre-set procedure and execute which will yield a good outcome.
7. With regards to conflict resolution, organizations engaging in cross-cultural management should be certain that they approach such issues without regard for one's cultural context.
8. Management team should adopt a much more situational leadership in their task of designing procedures and decision making. This will lead in a more productive and effective workplace.

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## Appendices

### Appendix A

#### ICIM ACADEMIC RESEARCH QUESTIONNAIRE

Dear Respondent,

The main purpose of this study is to investigate the “**The Influence of Culture on International Management**”. This study is in partial fulfillment of the award of Master degree to the researcher. All the information you provide will be used solely for the purpose of this research. Please note that no name is required and your participation is voluntary. The result from this questionnaire will be treated with utmost confidentiality. Kindly answer each question as sincere as possible.

Thanks, in anticipation of your co-operation.

BELLO OLUMIDE TOLULOPE

Researcher.

International Business Department

Near East University

#### **Section A: Demographic Information**

1. Age at last birthday (In Years) .....
2. Sex: Male ( ) Female ( )
3. Marital status: Single ( ) Married ( ) Divorced ( ) Separated ( ) Widowed ( )
4. Your Ethnicity: Nigerian: Igbo ( ) Yoruba ( ) Hausa ( )
5. Others Expatriates: African -Non-Nigerian ( ) European ( ) Asian ( ) American ( )  
Australian ( )
6. Highest educational qualification:(a) Illiterate/No formal education ( ) (b) First  
leaving school certificate ( ) (c) O’level ( ) (d) OND/Diploma ( ) (e) HND/BSc ( )  
(f)M.sc/other equivalent ( ) (g) PhD ( )

7. Job Position: Snr. Manager ( ) Supervisor ( ) Employee ( ) Others (Specify) .....
8. Years of service in the organization .....

**INSTRUCTION**

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/N	Item	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 carrying out my job					

**SECTION C: Cross-Cultural Management Practices**

S/N	Item	SA	A	FA	D	SD
5	My personal belief has serious impact on my decision towards 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 behaviours of the staffs in the organization affects managers' decisions					
8	Management adheres to the defined values of the organization					

**SECTION D: Work Values and Leadership behaviour**

S/N	Item	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 behaviours 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/N	Item	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 the 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/N	Item	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/N	Item	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 effectively being done as a group rather than being done individually					

### SECTION H: Attitude toward time and managerial decisions

S/N	Item	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					

## Appendix B

### Olumide

#### ORJİNALLİK RAPORU

% <b>14</b>	% <b>14</b>	% <b>1</b>	%
BENZERLİK ENDEKSİ	İNTERNET KAYNAKLARI	YAYINLAR	ÖĞRENCİ ÖDEVLERİ

#### BİRİNCİL KAYNAKLAR

<b>1</b>	<a href="http://eprints.covenantuniversity.edu.ng">eprints.covenantuniversity.edu.ng</a> İnternet Kaynağı	% <b>10</b>
<b>2</b>	<a href="http://projectgist.com.ng">projectgist.com.ng</a> İnternet Kaynağı	% <b>1</b>
<b>3</b>	<a href="http://customtutors.org">customtutors.org</a> İnternet Kaynağı	<% <b>1</b>
<b>4</b>	<a href="http://cpb-us-w2.wpmucdn.com">cpb-us-w2.wpmucdn.com</a> İnternet Kaynağı	<% <b>1</b>
<b>5</b>	<a href="http://hdl.handle.net">hdl.handle.net</a> İnternet Kaynağı	<% <b>1</b>
<b>6</b>	<a href="http://ijrcm.org.in">ijrcm.org.in</a> İnternet Kaynağı	<% <b>1</b>
<b>7</b>	<a href="http://www.researchgate.net">www.researchgate.net</a> İnternet Kaynağı	<% <b>1</b>
<b>8</b>	<a href="http://www.slideshare.net">www.slideshare.net</a> İnternet Kaynağı	<% <b>1</b>
<b>9</b>	<a href="http://www.wphes-journal.eu">www.wphes-journal.eu</a> İnternet Kaynağı	<% <b>1</b>

## Appendix B

### Ethical Approval



YAKIN DOĞU ÜNİVERSİTESİ

BİLİMSEL ARAŞTIRMALAR ETİK KURULU

03.05.2021

Dear Bello Olamide Tolulope,

Your application titled "**The Influence of Culture on International Management: A study of COSCO Shipping Nig. Ltd**" with the application number NEU/SS/2021/989 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

**Note:** If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.