

EFFECT OF CROSS-CULTURAL MANAGEMENT DIMENSIONS ON PERFORMANCE OF MANUFACTURING FIRMS IN THE SOUTH-EAST, NIGERIA: A STUDY OF EMENITE MANUFACTURING COMPANY LTD

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Abstract

In recent times, the issue of cross cultural management has taken the centre stage both in the areas of research and practice. As a result of the globalization of business operations, with its attendant culturally diverse workforce, there is the need to pay attention to the roles and impact of cross-cultural aspect of management in organizations. The target of this research is to examine the effect of cross cultural management dimensions on performance of manufacturing firms in the south-east, Nigeria (A case study of Emenite Manufacturing company Ltd, Enugu). The study adopted the survey research method. The population was 42 employees of the firm which also served as the sample size. In this work., primary data was collected through questionnaires from 42 workers . The regression and correlation analysis were used to test the hypothesis. The cross cultural management dimension has a positive effect on performance of Emenite Manufacturing company Ltd., Enugu. Similarly, power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity also have a positive significant effect on performance of Emenite Manufacturing company Ltd, Enugu.. It was recommended that management of Emenite Manufacturing company Ltd should establish structures in their organization that will encourage equitable application of cross-cultural management dimensions as this has significant effect on the organizational performance.

Keywords: Culture, Cross-cultural Management, its Dimensions and Emenite Manufacturing company Ltd, Enugu

Introduction

In recent times, there has been growing recognition for contemporary managers to develop a universal focus to management practices as narrow view is inappropriate due to diversity in culture which often time poses some serious challenges for managers in today's organization. Hence, it is pertinent for managers to instill social cultural issues in management practices, opportunity to

enter into, contribute to, and learn about a new culture, present an opportunity to learn new ways of thinking about the management of people, resources and processes in organization, about working with and through people across a range of national and international business and management backgrounds, in order to enable management professionals clearly identify with the impact of different cultural values on management and leadership styles in different cultures globally. Hicks and Gullet (2016) observe that a general applicability of management fundamental is culture bound as many applications to organization and leadership were inappropriate to local situations, as the native culture and personality play a significant role in organizational success. Cultural differences do affect managerial behavior and practices. It is unquestionable that culture influences management practices in any country (Schein, 2014), posit that the way of doing things in one culture may not always be the same in another country. Hence, what is good in one culture may be bad in another, as people tend to act, perceive, see things and do things in different ways, at different time and at different places. Moers (2015) further asserts that Cultural differences do affect managerial behavior and practices such as planning, organizing, staffing and controlling. In line with this view, Eccles (2017) affirm that Culture also affects interpersonal relations as seen in negotiation; hence it is essential that being aware of cultural difference is a prerequisite for personal and organizational success. However, Schein (2014) opined that cross cultural management practice is even more important today than it has been in the past due to increased competition, globalization, mergers, acquisition, takeovers, alliances and various workforce development which have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering product and services, product strategy and process innovation and ability to successfully introduce new technologies, such as information technology, effective management of dispersed work unit and increasing workforce diversity, and managing of workforce diversity facilitation and support teamwork. In the same vein, Simons and Davila (2014) note that there is greater need to adapt to external and internal changes of organizational culture because it has become imperative today as the world is moving towards knowledge based economy. Maximizing the values of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and

application, and the willingness share knowledge with others (Simons and Davila ,2014).

It is in the course of the above that this study intends to determine the effect of cross- cultural management dimensions on performance of performance of Emenite Manufacturing company Ltd, Enugu, Nigeria

Statement of the Problem

The number of multinational corporations investing in the country has been increasing and thus all multinational organizations have the objective of maintaining a competitive edge over others. It is for this reason that cross-cultural management practice is a key concept that merits the attention of scholars when analysing organizational performance (Hofstede, 2014). Manufacturing firms in Nigeria have tried to incorporate cross-cultural management practices into their operations. However, they continue to face increasing challenges in implementing these practices due to Nigeria's status as a multi-cultured country and that most foreign organizations still continue to apply home country practices (Dimba & K'obonyo, 2017).

Despite the increase in local and foreign firms, there is still limited literature on cross-cultural management practices in developing countries and their impact on performance of manufacturing firms (Debrah & Ofori 2015). Nigeria is a developing country with a diverse cultural orientation and therefore it is imperative for foreign firms to understand this diversity and develop practices that harmonize difference in operating environment between home country and host country. The existing studies in this relation (Kandula, 2016) have taken a universal approach in relation to cross-cultural management practices and organization performance. This has created a gap on the issue of the effect of cross-cultural management practices on organizational performance in developing countries (Kotter & Heskett, 2012).

The effect of cross-cultural management practices on organization performance has been extensively discussed. Various researchers have looked at organization performance through different views, but few have focused on the effect of cross cultural management practices (Dimba et al, 2017). In addition, there have been mixed findings with regards to the influence of cross-cultural management practices on organizational performance. Therefore, despite the growing research in this area, there seems to be no agreed consensus on the influence of cross-

cultural management practices on organizational performance neither had any research be done with regards to impact of cross cultural management dimensions on firm`s performance in developing countries (Kandula, 2016; Cleveland, 2015).

On this premise, this study sought to determine the effect of cross-cultural management dimensions on performance of Emenite Manufacturing company Ltd Enugu, Nigeria

Objectives of the Study

In line the challenges aforementioned, the major objective of the study is to determine the effect of cross cultural management dimension on performance of manufacturing firms in the south-east (A case study of Emenite Manufacturing company Ltd, Enugu, Nigeria). Specifically, other objectives are:

- i. To determine the effectiveness of power distance on performance of Emenite Manufacturing company Ltd, Enugu.
- ii. To ascertain the effectiveness of uncertainty avoidance on performance of Emenite Manufacturing company Ltd
- iii. To examine the effectiveness of Individualism and collectivism on performance of Emenite Manufacturing company Ltd., Enugu.
- iv. To determine the effectiveness of masculinity and femininity on performance of Emenite Manufacturing company Ltd., Enugu.

Research Questions

- i. To what extent does power distance influence the performance of Emenite Manufacturing company Ltd, Enugu?
- ii. To what extent does the uncertainty avoidance influence the performance of Emenite Manufacturing company Ltd., Enugu?
- iii. To what extent do Individualism and collectivism influence the Performance of Emenite Manufacturing company Ltd.,Enugu?
- iv. To what extent do masculinity and femininity influence the performance of Emenite Manufacturing company Ltd.,Enugu?

Statement of Hypothesis

The statement of hypothesis include the following:

1. Ho; Power distance has no significant influence on performance of Emenite Manufacturing company Ltd., Enugu.
2. Ho: Uncertainty avoidance has no significant influence performance of Emenite Manufacturing company Ltd., Enugu.
3. Ho; Both Individualism and collectivism have no significant influence on Performance of Emenite Manufacturing company Ltd., Enugu..
4. Ho: Both masculinity and femininity have no significant on performance of Emenite Manufacturing company Ltd., Enugu.

Literature Review

Culture

In the word of Gullet (2016), the word culture comes in two meanings. The first meaning is “civilization” which entails arts and crafts, education and manners. While the second meaning refers to the way people think, feel and act in accordance with the values and norms dominant in their society. According to Cleveland (2015), culture is defined as “the collective programming of the mind distinguishing the members of one group or category of people from another.” In simple words, culture refers to the values known to a certain ethnic group of the same social background. Most of one’s culture is acquired during childhood, before puberty. Hofstede (2014) define culture as a mental program that differentiates a group of people from another. People are connected to their close by society through this mental program and it helps people identify who they are and where they belong. Trompenaars and Hampden-Turner (2017) identifies that culture has several layers where values and norms are one of them. Norms are unspoken mutual rules among a group of people and describe how people would normally act in different situations. Values are the definition of good and bad relevant to ideals shared by people belonging to the same group and describe how people strive to behave. Axelrod (2017) concluded his research about culture by seeing a common thread used by scholars that culture is a set of features. These features can be ideas, norms, beliefs, knowledge, behavior, etc. Even though culture is not universally defined, the presented definitions have a common understanding that culture subsets of something shared and learned by people. However, the content of the culture depends on diverse definitions.

Cross-Cultural Management

Adler (2018) defines cross-cultural management as the description, comparison and interaction of organizational behavior within countries and cultures, organizational behavior across countries and cultures; and between coworkers and other people from different countries and cultures. According to Richard (2019), Cross cultural management is the study of the behavior of people in organization located in cultures and nations around the world. It focuses on the description of organizational behavior within countries and cultures, on the comparison of organizational behavior across countries and cultures and most importantly, on the interaction of people from different countries working with the same organization or within the same environment. Richard (2019), note further that the implication is that often time different meanings, interpretations may be given to similar activities in two different cultures but the diverse nature of the workforce accounts for the variations of interpretation given to employee behaviors depending on its cultural setting. Cross-cultural management mainly deals with concepts such as values, attitudes, assumptions, behavior and organization al outcomes such as motivation (Brooks, 2016). Some other concepts employed in cross-cultural management are derived from social psychology, sociology, anthropology: cognition, perception and attributions. Some of these concepts are most relevant and they include Cognition, perception, attribution, attitudes, Values norms and rules. Lahey, (2017) state that Cognition encompasses the intellectual processes through which information is obtained, transformed, stored, retrieved, and used. Gudykunst, (2015) posit that perception may be defined as our awareness of what is taking place in the environment or as one's experience of an event or the process by which a person senses reality and comes to a particular understanding or view. Gudykunst, (2015) define attributions as the attempts made by people to explain others' behavior. In other words, attribution signifies determining why events occur and the reason may be either *personal* or *situational*.

Adler (2018) observes that attitudes are formed through direct, personal experience, genetic and physiological factors, and third determinants like parents and groups, and mass media, and can, but are not necessarily predictive of behavior. Unlike attitudes, Hofstede, (2014) identify that *values* are general in nature; they do not focus on a specific event, but they cover many attitudes. Rokeach, (2017) defines values as enduring belief that a specific mode of conduct

or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. Hofstede (2014) further explain that values as broad tendency which exhibited by people to prefer certain states of affairs over others. Gudykunst, (2015), state that *Norms* are guidelines of how we should or should not behave. They have a basis in morality. According to Hofstede (2014), *rules* are guidelines for the ways we are expected to communicate, and are not based in morality.

Cross- Cultural Management Dimensions

From the cross-cultural study, Geert Hofstede developed four dimensions of national cultures: consisting of power distance, masculinity/femininity, individualism/collectivism and uncertainty avoidance. These dimensions apply to the differences in behavior and attitudes of individuals (Hofstede, 2014) e.g. employees and managers operating in different countries. Another researcher, Michael Bond conducted the Chinese value survey in 1991 and realized that there is a wider difference between eastern and western cultures, and from this Hofstede developed a fifth dimension which is long-term orientation versus short-term orientation (Hofstede, Hofstede & Minkov, 2016). Later on, a sixth dimension was developed which is indulgence (Hofstede, Hofstede & Minkov, 2016). They are:

- **Power distance index (PDI):** The power distance index is defined as "the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally". In this dimension, inequality and power is perceived from the followers, or the lower strata. A higher degree of the Index indicates that hierarchy is clearly established and executed in society, without doubt or reason. A lower degree of the Index signifies that people question authority and attempt to distribute power.
- **Individualism vs. collectivism (IDV):** This index explores the "degree to which people in a society are integrated into groups". Individualistic societies have loose ties that often only relate an individual to his/her immediate family. They emphasize the "I" versus the "we". Its counterpart, collectivism, describes a society in which tightly-integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and support each other when a conflict arises with another in-group.

- **Uncertainty avoidance (UAI):** The uncertainty avoidance index is defined as "a society's tolerance for ambiguity", in which people embrace or avert an event of something unexpected, unknown, or away from the status quo. Societies that score a high degree in this index opt for stiff codes of behavior, guidelines, laws, and generally rely on absolute truth, or the belief that one lone truth dictates everything and people know what it is. A lower degree in this index shows more acceptance of differing thoughts or ideas. Society tends to impose fewer regulations, ambiguity is more accustomed to, and the environment is more free-flowing.
- **Masculinity vs. femininity (MAS):** In this dimension, masculinity is defined as "a preference in society for achievement, heroism, assertiveness and material rewards for success". Its counterpart represents "a preference for cooperation, modesty, caring for the weak and quality of life". Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are somewhat assertive and competitive, but notably less than men. In other words, they still recognize a gap between male and female values. This dimension is frequently viewed as taboo in highly masculine societies.

Other Cross Cultural Management Dimensions

- **Long-term orientation vs. short-term orientation (LTO):** This dimension associates the connection of the past with the current and future actions/challenges. A lower degree of this index (short-term) indicates that traditions are honored and kept, while steadfastness is valued. Societies with a high degree in this index (long-term) view adaptation and circumstantial, pragmatic problem-solving as a necessity. A poor country that is short-term oriented usually has little to no economic development, while long-term oriented countries continue to develop to a point.
- **Indulgence vs. restraint (IND):** This dimension refers to the degree of freedom that societal norms give to citizens in fulfilling their human desires. Indulgence is defined as "a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun". Its counterpart is defined as "a society that controls gratification of needs and regulates it by means of strict social norms".

Organization Performance

Organization performance can be described as the attainment of particular objectives measured on the basis of identified set standards (Richard, 2019). Kenney (2012) stated that employee's performance is measured against the performance standards set by the organization. Good organization performance illustrates how well an employee has performed his or her assigned task. All organizations have set certain expectations towards the employees and their performance in order to achieve allocated objectives. To achieve this, they should set goals and standards against which individual and organizational performance can be measured (Needy, 2019).

Performance measures are largely described as two dimensional (Adler 2018). One dimension is the objective performance, which involves financial and market-based measures, such as capacity utilization, profitability and market share. The other is subjective (judgmental) performance which involves customer and employee based measures, such as service quality, employee and customer satisfaction (Ojo, 2019). Judgmental measures are important prerequisites for profitability and imply that for a company to achieve successful objective performance, careful attention must be paid to the service quality offered, as well as to both customer and employee satisfaction (Adler 2018).

According to Neely (2019), organization performance can be measured by financial and non-financial indicators. Financial indicators are the traditional performance measures that use figures and include revenue, profit, return on investment, cash flow position and sales among others (Luther, 2015). On the other hand, non-financial indicators give information on the activities that an organization sees as important to the achievement of its strategic objectives. Non-financial indicators include measures that relate to customer relationships, employees, product and service quality, and market share (Kaplan & Norton, 2017).

The roles of financial performance measures used by organizations are becoming inadequate because of rapid changes such as accelerated technologies, increased product and movement of people across the globe and which in turn leads to multi-cultured organizations (Moers, 2015). From a uniquely financial perspective, modern day organizations have begun to consider non-financial perspectives, as well as to include a cause and effect relation between the

operational dimension and the organization behaviour dimension (Torres & Bruelles, 2019). The crucial importance of non-financial indicators which are based on employee success strategies are perceived to be immune from the various shortcomings of financial measures (Kaplan, 2017; Eccles, 2018). Simons and Davila (2014), argued that classic financial indicators for measuring performance are useful but are not specifically destined to reflect the organization's quality of work when implementing strategies.

Lockwood (2017) indicated that cross-cultural management practices with strong momentum and adoption have a positive effect on improving performance of a company. Tumer (2017) argued that organization members with different nationalities need to be encouraged to cooperate, explore and innovate especially when there is a change in the working environment in order to improve performance. Organizations can create a wonderful phenomenon of complementing or melding different cultures in cross-cultural management to enable its members to accommodate, or accept all cultures, for achievement of organizational goals (Lahey, 2017). The organizations performance measure that this study therefore focused on was employee satisfaction. This is because the study adopts people based independent variables and thus this indicator will be based on employees in an organization. Kenny (2012) added that, if employees are satisfied with working in a particular organization or team, they create more value, both individually and collectively, because the services they offer are improved by their better knowledge of their team-mates and of the particular methods and environment of the organization. Gullet (2016) in his study pointed out that as an employer, you need to understand why your employees are emotionally connected to your organization. He further argues that emotionally connected employees are employees who perform better because they are engaged and productive, and they feel validated and appreciated.

Managing Cultural Differences

Managing a culturally diverse labor force properly results in a competitive advantage since people from different cultures contribute with different viewpoints, skills, and concerns. Managing the workforce effectively means that the workforce is able to execute their work at its full potential in a work environment where there is no discrimination among the employees (Torres & Bruxelles, 2019). One of the key components to create an advantage is to make the employment connected to the organization (Farren & Nelson, 2015). To

succeed with managing cultural diversity, the organization has to obtain a culture where people respect each other, where people feel included and where the employees can use their knowledge to its full potential (Lockwood, 2017).

The ability to effectively manage diversity encourages innovation that is fundamental for development and keeping a competitive advantage in a global economy. Researchers within cross-cultural management have suggested several ways for organizations to manage cultural diversity. However, it seems that there is an agreement regarding the organizations need to use an open-minded approach and have to reshape how they work. Having employees from different backgrounds means that the company culture have to be adjusted to fit them in order to conduct their work as efficient and effectively as possible. Kundu (2017) presents different approaches managers take towards differentiation. They can ignore, minimize or manage the differences among the labor force. If managers adapt to the ignoring approach they believe that the way they are doing things is the best way and consider diversity having an insignificant effect on the organization. When management chooses the minimizing approach, they acknowledge the diversity but see it as a problem rather than an advantage. With this approach managers tries to get all the employees to adapt to a homogenous culture, or force them into the patterns of the culture that is dominating within the organization. The last approach presented is where management managing the differences since they recognize that there can be both advantages and disadvantage with diversity.

Management is trained to acknowledge the cultural diversity and to know how to best adopt the differences to maximize the benefits. Furthermore, cross-cultural training can be used to minimize the gap between the employment. Organizations can implement training to get their employees to understand other cultures to decrease biases and discrimination to make the employees work well when situated with others from different backgrounds (Farren & Nelson, 2015). There are two types of training that can have a big impact on how diversity is managed. The first is where employees with different backgrounds are trained together for a specific skill (Kundu, 2017). The other training is for managers and employees who frequently work with people from diverse cultures. Organizations can use practical real-life training to show how employees should handle different situations that can emerge from diversity (Kundu, 2017). There are several techniques that can be used when training the

employment in cross-cultural diversity. The employees can get environmental briefings, orientation in other cultures, language training, and field experience (Needy 2019).

There are several advantages with a culturally diverse workforce and if managed right, organizations can create a competitive advantage. To remain the competitive advantage, organizations have to establish long-term strategies rather than short-term. Management has the important task to remove the limitations with diversity so the labor force can accomplish work reflecting their full potential. The task should be perceived as an opportunity to maximize the positive effect of the organization and has to be utilized to every business activity of the organization (Kundu, 2017). However, there is no “best way” to manage people from different cultures and one management style may not fit all types of labor forces (Hofstede, Hofstede & Minkov, 2016). It is of importance for managers to understand different values, attitudes and behaviors that differ between national cultures. Therefore, cultural diversity calls for variation in management practices (Schein 2014).

Strategies for Managing Cultural Differences

The extent to which managers and employees recognize cultural diversity and its potential advantages and disadvantages defines an organization’s approach (strategy) to manage cultural diversity. Adler (2018) has identified the following strategies for managing cultural differences.

Ignore differences: By following this strategy, managers do not recognize cultural differences (diversity) or its impact on the organization. This strategy is very popular in parochial type of organizations. In such type of organizations, managers and employees believe that “our way is the only way” to manage and organize. Therefore, they do not see any impact of cultural diversity on managing an organization. They consider the diversity is irrelevant. The strategy of ignoring differences precludes effective management of cultural diversity and also precludes the possibility of minimizing negative impacts and increasing positive impacts of diversity.

Minimize differences: This strategy of minimizing cultural differences is commonly adopted by ethnocentric organizations. Here managers do recognize cultural diversity but only as a source of problems. In an ethnocentric organization, managers believe that “our way is the best way” to organize and manage. They consider others’ ways of doing as inferior ways of managing. In

this approach managers try to reduce the problems of differences by reducing diversity. They do not think about the advantages of diversity. Such type of organizations tries either to select a culturally homogenous workforce or to attempt to socialize all employees into the behaviour patterns of the dominant culture. Ethnocentric organizations, by minimizing differences, prevent the possibility of benefiting from the many cultures present.

Managing differences: The organizations which adopt the strategy of managing differences are synergistic organizations. These type of organizations recognize the impacts of cultural diversity that leads to both advantages and disadvantages. Managers using synergistic approach believe that “our way and their way of behaving and managing differ, but neither is superior to the other”. Creative combinations of our way and their way may be the best approach to organizing and managing. By adopting synergistic approach, managers and employees minimize potential problems by managing the impacts of cultural diversity, not by attempting to minimize the diversity itself. In the same manner, managers maximize the potential advantages by managing the impacts of diversity, rather than by ignoring them. Organizations which use the strategy of managing differences train their managers and employees to recognize cultural differences and to use cultural differences to create advantages for the organization.

Correlations of values with other country differences

Researchers have grouped some countries together by comparing countries' value scores with other country difference such as geographical proximity, shared language, related historical background, similar religious beliefs and practices, common philosophical influences, and identical political systems; in other words, everything which is implied by the definition of a nation's culture. For example, low power distance is associated with consultative political practices and income equity, whereas high power distance is correlated with unequal income distribution, as well as bribery and corruption in domestic politics. Individualism is positively correlated with social mobility and national wealth. As a country becomes richer, its culture becomes more individualistic.

Another example of correlation was drawn by the Sigma Two Group in 2015. They have studied the correlation between countries' cultural dimensions and their predominant religion based on the *World Factbook* 2014. On average, predominantly Catholic countries show very high uncertainty avoidance,

relatively high power distance, moderate masculinity and relatively low individualism, whereas predominantly atheist countries have low uncertainty avoidance, very high power distance, moderate masculinity, and very low individualism. Needy (2019) found inverse correlations between rates of specific kinds of innovation in manufacturing companies and the percentage of large companies per country as well as the employment of a specific kind of manufacturing strategy. The national culture measure of power distance is positively correlated with the ratio of companies with process innovation only over the companies with any of the three types of innovation considered in the country (determinant of correlation: 28%). Hence in countries with higher power distance, innovative manufacturing companies are somewhat more bound to resort to process innovations.

Torres et al (2019) created an automated computer framework to compute cultural distance (score that quantifies cultural similarity between two countries) from online social networks data and correlated their results with Hofstede's cultural dimensions. They found positive correlations between their results of cultural distance and distances based on Hofstede's cultural scores. In addition, they correlated their cultural metrics of online social networks with Hofstede's dimensions which resulted in four strong correlations. E.g., countries with higher individualism score have more tendency toward Art-oriented tweets.

The quantification of cultural dimensions enables people to make cross-regional comparisons and form an image of the differences between not just countries but entire regions. For example, the cultural model of the Mediterranean countries is dominated by high levels of acceptance of inequalities, with uncertainty aversion influencing their choices. With regard to individualism, Mediterranean countries tend to be characterized by moderate levels of individualistic behavior. The same applies to masculinity. Future orientation places Mediterranean countries in a middle ranking, and they show a preference for indulgence values.

Effect of Cross- Cultural Management Practices on Organizational performance

Eccles (2018) note that an important factor influencing the challenges, understanding and interpretation of the appraisal process, its development, implementation, and other appraisal related elements and functions in Organizations, is related to important organizational outcomes such as performance. According to Brooks (2016), an intimate knowledge of cross-culture

should improve managerial ability to analyze organizational behavior in order to manage and lead people in organizations. Brooks (2016) state that cross cultural management practices enables managerial ability to analyze organizational behavior which translates into superior corporate performance. Kundu (2017) observe that cross-cultural cultural management practice help employees to understand organizational event, and employees can communicate more efficiently and effectively thereby, reaching higher level of cooperation with each other because they share common mental models of realities. Tumer (2017) point out that cross-culture management practices influences organizational performance. To this end, Gullet (2016), cited in Kundu (2017), suggest that the reliability of cross-culture and organizational performance encourages the identification of relevant determinants of organizational performance. In compliance with this thought, some indicators were used to assess the impact of cross-culture practices on organizational performance. Luther (2015) cited in Kaplan (2017), contend that one of the relevant determinants of organizational performance is employee behaviour. He further observed that some of the cross-cultural factors that determine employee's behaviour such as the family background, beliefs and religion, values, attitudes and perception of work, commitment to work; norms and collectivism versus individualism have positive impact on workers. According to Eccles (2018), when workers exhibit positive work values and attitudes in organization, this will reduce the incidences of lateness to work and absenteeism, labour turnover are very low, the level of commitment to work is relatively high while the premium and emphasis placed on the achievement of power, wealth and prestige made the workers more effort at work.

Ojo (2019) emphasizes the impact strong powerful culture has on organizational performance. He posited that strong culture have been hailed as key to improved performance. However, strong culture has almost always been the driving force behind continued success in business. Accordingly, strong culture firms are said to generate an almost tangible social force field of energy that empowers employees and drives the organization towards superior performance. Cleveland (2015) cited in Ojo (2019), have connected strong shared values with commitment to self-confidence, ethical behavior and reduced job stress. On the hand, Lahey (2017) argue that for firm's culture to provide sustained competitive advantages and thus by implication, be source of sustained superior financial performance, certain conditions must be fulfilled; the culture must be valuable, it must enable

a firm to do things and behave in ways that lead to high sales, low costs high margins, or in other ways add financial value to firms. However, Lahey (2017) posits further that superior financial performance is an economic concept; hence for culture to generate such performance, it must have positive economic consequence. As such, Lahey (2017) suggests that culture must be rare; it must have attributes and characteristics that are not common to the cultures of multiple firms. Therefore, such culture must be imperfectly imitable; and firms without these cultures cannot engage in activities that will change their culture to include the required characteristics and if they try to imitate these cultures they will be at some disadvantages e.g. reputational, experience e.t.c. compared to the firm they are trying to imitate (Lahey (2017)).

Perceptions on Cross-Cultural Management Practices in Africa

The culture of a society describes the pattern of behavior which relates to the values and beliefs that are developed over a period of time. The cultural impact of management on organizations is reflected in the basic beliefs and behavior of managers. The most common aspect is how people think and behave (Dimba et al,2017) For example in South Africa which is made up of a population of well over 42 million people, comprising of about 75% Blacks, 12% Whites, 9% colored and 3% Indians, is already known as is a culturally diverse nation. This diversity goes on, as population grows and long exposure to western education and management practices persist, it has influenced different styles of management in South Africa (Schein (2014)). However, Needy (2019) observe that Ghana, comprises of about 100 linguistic and cultural groups whose major ethnic groups are Akan, Ewe, Mole-Dagbane, Guan and Ga-Adangbe. These ethnic groups share a common cultural heritage, history, language and origin. The major languages are Twi, Fanth, Ga,Hausa, Dagbane, Ewe, and Nzema with English Language as the official language. The management style prevalent in a culturally diverse society like Ghana can be appraised in line with the common characteristics of Africa society and Hofstede's (2014) classification of societal cultures. Moreover, Schein (2014) note that organizational power in Ghana is based on clear system of hierarchy as autocratic leadership style is common place as a result of organization hierarchy and respect for age in Africa. Hence, authority is rarely questioned and decision making is highly centralized as absolute objectives rests with God. Managers are paternalistic in nature as they show adequate concern for the welfare of the subordinates and harmony is thus maintained.

Research Methodology

This research work adopted survey research design in order to determine the effect of Cross-Cultural Management Dimensions on Performance of Manufacturing Firms in the south east, Nigeria (A Study of Emenite Manufacturing company Ltd., Enugu). The population was 42 employees of the firm which also served as the sample size because of the poor population. In this work, primary data was collected through questionnaires from 42 workers. The regression and correlation analysis were used to test the hypothesis.

Hypothesis Testing

Data was analyzed using SPSS version 16 and Microsoft excel. The Pearson correlation was used to show the degree of linear relationship between variables while one-way ANOVA was employed to determine the significance of the relationship. According to Table 1 below, there is an evidence to accept the hypothesis that cross-cultural management dimensions have a significant effect on performance at the confidence level of 0.99. Table 2 also confirms that dimensions of cross-cultural management practices such as power distance, uncertainty avoidance, individualism and collectivism, etc also have significant effect on performance at a confidence level of 0.99. Based on this, there is enough evidence to accept hypothesis.

Table 1: Correlation Analysis

Cross cultural Management	Pearson Correlation Sig.(2 tailed) N	Cross Cultural MGT. 1 42	Org Perf. .839** .000 42
Organizational Performance	Pearson Correlation Sig. (2-tailed) N	.839** .000 42	1 42

** Correlation is Significant at the level 0. 01(2-tailed)

Table 2 shows the correlation analysis of all variables involved. These variables have a positive effect on organizational performance. The value of power distance for organizational performance is 0.736 significant at $r = 0.01\%$. The value for uncertainty avoidance is 0.837% ($r = 0.01\%$) which shows the high significance relations while values for individualism and collectivism as well as of masculinity and femininity are 0.767 and 0.815 both with $r = 0.01\%$. As all the values of cross-cultural management dimensions have significant positive effect on organizational performance so hypothesis is acceptable that cross-cultural management dimensions have positive effect on organizational performance.

Table 2: Correlation Analysis

		PD	UA	IC	MF	OG
Power Distance	Pearson Correlation	1	.812**	.910		.736
	Sig. (2-tailed)		.000	.000	.000	.000
Uncertainty Avoidance	Pearson Correlation	.812**	1	.829**	.841**	.837**
	Sig. (2-tailed)	.000		.000	.000	.000
Individualism and collectivism	Pearson Correlation	.910**	.829**	1	.861**	.767**
	Sig. (2-tailed)	.000	.000		.000	.000
Masculinity And Femininity	Pearson Correlation	.773**	.841**	.861**	1	.815**
	Sig. (2-tailed)	.000	.000	.000		.000
Organizational Performance	Pearson Correlation	.736**	.837**	.767**	.815**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

N	42	42	42	42	42
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** Correlation is Significant at the level 0. 01(2-tailed)

Table 3 shows that the value of R Square is .744 which is the explained variance in the dependent organizational performance. As value of R = .83 which shows the model fit and quite acceptable value for acceptance of model.

Table 3 Model Summary

Model	R	R Square	Adjusted R	Std. Error of the Estimate
1	.863	.744	.695	8.80383

- a. Predictors: (Constant):Power distance, Uncertainty Avoidance, individualism and collectivism, Masculinity and Femininity

Table 4 shows that F statistics is significant at .000 which shows that fitness of the model. Therefore, cross-cultural management dimensions are a strong predictor of organizational performance.

Table 4 Anova

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	4729.247	4	1182.312	15.254	.000
Residual	1627.657	21	77.507		
Total	6356.904	42			

- a. Predictors: (Constant):Power distance, Uncertainty Avoidance, Individualism and Collectivism, Masculinity and Femininity
 b. Dependent Variable: Emenite Manufacturing company Ltd.,Enugu

Conclusions

This study presented the effect of cross-cultural management dimensions on performance of manufacturing firm in the south-east, Nigeria. Cross-cultural management practice is a complex and multi-leveled concept that requires various types of indicators. For this study, the cross-cultural management

dimensions that were used were power distance, uncertainty avoidance, collectivism and individualism as well as masculinity and femininity. From the data that was presented many multinational corporations are now increasing their operations in developing countries such as Nigeria. This is evident by the fact that many of them owned by both locals and foreigners and that these organizations have a fair number of employees. In addition, the study revealed that Emenite Manufacturing company Ltd, Enugu, Nigeria has to some extent adopted these cross-cultural management practices in order to influence performance. However, very few organizations have adopted these practices to a great extent which would enable them reduce the conflict of cultural diversity and hence improve their performance.

The relationship between cross-cultural management dimensions and organization performance was analyzed using regression analysis. The results showed that power distance, uncertainty avoidance, collectivism and individualism as well as masculinity and femininity were significant in explaining Organizational performance.

Recommendations

The findings of this study show that cross-cultural management dimensions have effect on organizational performance. This provides a strong indication that organizations that adopt cross-cultural management practices within their operations have a high chance of ensuring organization performance. The most common cross-cultural management dimension was power distance followed by uncertainty avoidance. In this regard, it is recommended that organizations need to ensure that once they have the most suitable employees, they need to develop their skills in the area of cross cultural dimensions to enhance performance.

In an era of increased globalization, Organizations that explore different markets need to adopt cross-cultural management dimensions in order to reduce conflict arising from different cultures. The findings of the current study provide important pointers and recommends to managers of organizations the need to ensure that they adopt cross-cultural management dimension specifically power distance and uncertainty avoidance which will improve the overall organization performance.

Suggestions for Future Research

Cross-cultural dimensions studies dealing with organizational performance in Nigeria remain largely an uncharted course. In short, there are not many studies that have focused on how organizations perform in the different ethno-cultural and geographical locations in Nigeria and beyond. There is therefore a tremendous potential for research in this direction. The present study of the effect of cross cultural management dimensions on organizational performance is an ambitious attempt to pave the way for future research from a similar perspective. Moreover, this study is a relatively small one. In this regard, survey research methods covering large number of firms from diverse ethno-geographical and cultural background will be relevant. However, such research efforts will require greater financial, human and material resources than are currently at our disposal. Fundamentally, there appears to be a veritable gap in the sociology of organizations dealing with the way in which cultural dimensions and values influence work behaviour and how this in turn determines organizational performance. Management scientists must think anew about the roles of cross-cultural management dimensions in organizations and its overall impact of organizational performance.

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