academicresearchJournals

Vol. 6(3), pp. 32-42, October 2018
DOI: 10.14662/IJEBM2018.045

ISSN: 2384-6151
http://www.academicresearchjournals.org/IJEBM/Index.htm

International Journal of Economic and Business Management

Full Length Research

CULTURAL IMPERATIVE IN GLOBAL BUSINESS MANAGEMENT: A Study of Selected Multinational Companies in Nigeria

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Accepted 8 October 2018

This work examined cultural imperative in global business management using multinational companies in Nigeria. Relevant conceptual, theoretical and empirical literatures were reviewed. The study adopted survey research method. The population of the study comprise of all the employees of five selected multinational companies in Nigeria. A sample size of three hundred and fifty respondents was purposively selected for the study. The data generated were analyzed using descriptive correlation analysis and multiple regression analysis. Based on the analyzed data obtained from the employees of the multi-national companies, the study found that power distance, degree of individuality and degree of masculinity are imperative in global business management in Nigeria. The study also found that the level of uncertainty avoidance does not affect global business management in Nigeria. The study recommends that since three dimensions of Hofstede model of power distance, individualism and masculinity were found to be imperative in managing global business in Nigeria, multinational companies operating in Nigeria should take note of this in managing their business as any negligence might cost them their expected business outcomes.

Key Words: Culture, Business, Multinational Companies

Cite This Article As: Dim, E.O., Emehelu, C.I. (2018). Cultural Imperative in Global Business Management: A Study of Selected Multinational Companies in Nigeria. Inter. J. Econ. Bus. Manage. 6(3): 32-42.

INTRODUCTION

BACKGROUND OF THE STUDY

Revolutionary changes in technologies have provided the mechanism that propels the growth of international business. The intensification of competition at both domestic and international level has driven firms to look beyond their domestic markets for new opportunities. The progressive removal of barriers to trade and capital movements has stimulated greater flow of exports, imports and Foreign Direct Investment (FDI). Multinational enterprises have emerged as the key agents of international economic co-ordination. They provide the capability to generate innovations and deliver new goods and services to the market; they also provide the capability to exploit these technological advances at a global level; and they are a depiction of the capacity of international managerial co-ordination to operate efficiently across international boundaries (Niki, 2010).

The world is getting flatter – doing business anywhere in the world is easier today because of major changes in technology, politics and expanded educational opportunities (Meyer et al, 2006). Therefore globalization, the communication facilities based on technology, the reduction on transportation cost and, consequently the increase in the interaction between countries is boosting the number of organizations entering the world of international business. As a consequence, the organizations as they act commercially in several countries, they see themselves obligated to adjust to the laws, the policies, the habits, the tastes and the preferences of these countries, as a path to become more effective in a different context. All these elements are direct expressions of a country's culture and this is something not always visible to the eyes of foreigners interested in doing business in a new country (Meyer et al, 2006)

Attention to culture in the international business environment is critical to the entry and sustainability of organizations, multinational enterprises, in the global marketplace. Virtually every structure, function, and operation of any successful international business is influenced by its own home culture and the culture of its host country, e.g., strategic formulation, organizational design, human resource management, leadership, marketing, accounting, mergers and alliances, and the management of its supply claim (Wisma, 2011). (Cullen et al, 2008) reported that international business management is inseparable from the sphere of patterned cultural behaviors because culture is represented in terms of the pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. International managers have to decide to choose and adjust their strategies aligned with each country's culture.

Culture exerts influence in business and in the administration of organizations, under different forms when frontiers are crossed; it is common to meet a different, distinct reality with its own characteristics, up to them unknown by the visitor. The organization, when intensifying relationship with partners in other countries and when establishing themselves in other parts of the world, are subject to an increased influence of the cultural component in their business (Meyer et al, 2006). The importance of the culture is so big in the international sense that more and more it is affecting the relationships among international actors. For (Huntington, 2003) since the end of the cold war, international business has been reshaped by cultural forces.

STATEMENT OF THE PROBLEM

Today world is represented by a large interaction among companies localized in all parts of the planet and by an intense movement of people, merchandise and services. In this context, the cultural dimension is constituted, in a crescent form, in a strategic component in the international business. These businesses require from the companies, contacts, trip and meetings among potential buyers, sellers and partners interested in developing commercial relations, negotiations and alliances for business success. In these activities, problems of a cultural nature emerge influencing, many times, the development of the negotiations. It is important that people who represent companies abroad become aware of the cultural differences and of the possible influences of these differences in the success of their jobs. (Meyer et al, 2006)

(Niki, 2010) notes that cultural factors are one of the most frequent and difficult barriers to be overcome by anyone doing business in an international arena. One of the biggest challenges faced by organizations that operate in the international market is the cultural differences (Meyer et al, 2006). Another to international business is a successful adaption of diverse culture and their impact on daily operations. Such adaptation requires an understanding of cultures, cultural diversity, views, stereotypes and values.

Also, due to the existence of different cultures in the world, an understanding of the cultural imperative is critical for global business. If global managers do not know the culture of a country with whom or in which they operate, business performance can be extremely negative. However, it is rather difficult to recognize a direct influence of culture on business. Cultural diversity is a part of reality, so ignoring it is unproductive and undesirable; therefore the focal interest of the study is to examine the cultural imperatives in global business management.

OBJECTIVES OF THE STUDY

The major objective of the study is to examine cultural imperative in global business management. The specific objectives include:

1. To determine whether power distance affect global business management in Nigeria.
2. To determine whether the level of uncertainty avoidance affects global business management in Nigeria.
3. To ascertain whether the degree of individualism affect global business management in Nigeria.
4. To investigate whether the degree of masculinity affect global business management in Nigeria.

RESEARCH QUESTIONS

The following research questions were formulated to guide this study.

1. To what extent does power distance affect global business management in Nigeria?
2. To what extent does the level of uncertainty avoidance affects global business management in Nigeria?
3. To what degree does the level of individualism imperative affect global business management in Nigeria?
4. To what degree does the degree of masculinity affect global business management in Nigeria?

SIGNIFICANCE OF THE STUDY

This study will make enormous contributions especially to global business managers, policy formulators and students/researchers by giving them insight on how to respect the cultures of foreign land for survival of Business.

SCOPE OF THE STUDY

The study covers cultural imperative in global business management. This study will be carried out in these multinational companies namely;

1. Unilever Nigeria Plc with the parent company in Netherland
2. Nestle Nigeria Plc with the parent company in Switzerland
3. GlaxoSmithKline consumer Nigeria Plc with the parent company in United Kingdoms
4. John Holt Plc with the parent company in United Kingdom
5. Elf petroleum Nigeria limited with the parent company in France.

REVIEW OF RELATED LITERATURE

CONCEPTUAL REVIEW

International Business/ Multinational Corporations

International business can be defined as all business transactions that involve two or more countries. It involves the movement of resources, goods, services, capital, finances, and managerial and technical skills across national boundaries. The general label, international business, encompasses the areas of international trade international investment. International trade is defined as the transfer of goods (visible business) or services (invisible business) among two or more countries (Tsai, 2003). Goods (visible business) are defined as raw materials, semi-finished, and finished products. services (invisible business) include activities such as accounting, transportation, communication, legal counsel, banking, insurance, and health care; the label also covers intangible capital such as trademark, patent, and technical assistance (Loth and Parks, 2002)

International investment includes both foreign portfolio investment (FPI) and foreign direct investment (FDI). Foreign portfolio investment refers to the international flow of capital invested in paper assets. This term not only involves buying share or securities, but also includes providing financial services to foreign owners (Weighel, Gregory & wagle, 1997; Bergsten & Noland,1993).Foreign direct investment is defined as the investment in productive assets, such as equipment or facilities through acquisition, lease, or new construction from one country to another (Deichmann, 2004). This process is a significant transfer of productive domestic technology and manages into global networks (Kaminski, 1999; Bersten & Noland, 1993).

This transfer does not just provide benefits network to host countries, but also provide advantages to the countries of origin. Hill (2001) indicated that FDI provides a positive contribution to the economic development of the host countries, such as increased flows of capital, improved technology and management, and higher economic growth rates. He also noted the following three advantages of FDI to the countries of origin:

First, the capital account of the home country's balance of payment benefits from the inward flow of foreign earnings; second, benefits to the home country from outward FDI help raise the employment rate; and third, benefit for the home countries Multinational Enterprises (MNEs) which learn valuable skills from its exposure to foreign market that can subsequencetly be transferred back to the home country.

A multinational corporation on the other hand is a company or enterprise operating in several countries, usually defined as one that has 25% or more of its output capacity located outside its country of origin (Niki, 2010). Multinational corporations are companies which seek to operate strategically on a global scale. A multinational corporation is a company, firm or enterprise that operates worldwide with its headquarters in a metropolitan or developed country.

Multinational corporations (MNCs) can spur economic activities in developing countries and provide opportunities to improve the qualities of life, economic growth, regional and global (Litvin, 2002).

INTERNATIONAL MANAGER

When an organization decides to become an international enterprise a lot of issues will emerge, some organizations have consulting firms to deal with these issues but some organization do it themselves first of all necessary information should be gathered like culture, currency, environment, language, political & legal issues. International manager develops strategies; deploy resources then make sure that their organization has competitive edge over others, managerial approach that works in one country might not necessarily work in the other country because of environmental difference. For this reason manager will need skills beyond those managing in his/her home country.

A manager that goes beyond national boundaries is termed an international manager. International manager is one who handles ideas, resources and people belonging to different cultural environment, can work with multinational corporation, international organization, institution located in foreign country or in local, regional or national organization where people do not share same pattern of thinking, feeling and behavior. Managers have to know that only educational background will not be enough for them to be effective and efficient managers. A deeper understanding of intercultural relation and various cultural practices and belief, management activities as planning, organizing, leading and controlling must be approached from cross cultural perspective if private and public organizations want to keep productivity inside and outside the countries and cultures to which they belong.

GLOBAL BUSINESS MANAGEMENT

Global business management refers to the way an organization manages its business internationally, including its sales, marketing, hiring and finance practices. Global business management is the management of business operation for an organization that conducts business in more than one country (Trompenaars et al, 2008). As technology continues to connect the world, many organizations have taken advantage of the opportunity to conduct business globally (Tsai, 2003). Global management combines knowledge of business, culture, history and social practices to help companies find their niches in the international business community and successfully work with other cultures (Tatum, 2010). Global business management requires knowledge and skills above and beyond normal business expertise, such as familiarity with the business regulations of the nations in which the organization operates, understanding of local customs and laws, and the capability to conduct transaction that may involve multiple currencies. Global business manager need to possess the same skills as domestic managers, like critical thinking, problem solving and business skill, in addition to understanding global economics, multicultural business practices and foreign languages. Background knowledge of basic business principles, like marketing, finance and supply chain management is necessary, along with specialized knowledge in applying business practices on a global scale.

Power Distance

Degree to which the less powerful members of a group or society accept and expect that the power in institutions and organizations is distributed unequally (Hosfstede, 2001). Individuals with high power distance accept the inequality of power, perceive differences between superiors and subordinates as natural, and believe superiors are entitled to special privileges. In contrast, individuals from low power distance cultures are likely to tolerate class distinctions, are more likely to prefer democratic participation, and are less afraid of disagreeing with superiors than are individuals from high power distance cultures (Lim, Leung, Sia, & Lee, 2004). In this dimension, inequality and power is perceived from the followers, or the lower level. A higher degree of the Index indicates that hierarchy is 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.

Uncertainty Avoidance

This is the degree to which members of a society deal with a society's tolerance for uncertainty and ambiguity, leading them to support beliefs promising certainty and to maintaining institutions protecting conformity (Hosftede, 1990). People in uncertainty avoiding countries are more emotional and motivated by inner nervous energy. In the opposite type, uncertainty accepting cultures are more tolerant of opinion different from what they are used to. Individuals with high uncertainty avoidance are more concerned with security in life, prefer clear hierarchical structures in organizations, feel a greater need for written rules and procedures, and are more tolerant of uncertainty.

Individualism

This is defined as the degree to which individuals are integrated into groups. In individualists' societies, the individual pursues self interests, individual expression, and loose ties between individuals and the society and organizations to which they belong (Hofstede, 2001). 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 to tie extended families and others into in-groups. These in-groups are faced with undoubted loyalty and support each other when a conflict arises with another in-group (Hofsede,2001).

Masculinity

This is defined as a society preference for achievement, heroism, assertiveness, and material success. Masculine individuals are characterized as assertive, aggressive, ambitious, competitive, and materialistic, while feminine individuals, in contrast, are described as modest, humble, nurturing and responsible (Hofstede, 2001). Feminine individuals are also more individuals, and define achievement in terms of close human relationships rather than material success (Bhagat, Steverson, & Segovis, 2007). 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.

Theoretical Framework

This study adopted Hofstede's model. This model becomes useful for the study because it is highly valuable in research studies related to culture and international business management (Xiumei and Jinying, 2011).

The role of national culture in international business has received considerable attention partly because of the seminar work of Hofstede on cultural dimensions. The focus on national cultural as major variable in global management research has been primarily guided and inspired by the classic work of Hofstede (1980), although there is already a vibrant literature on culture and organizational behavior prior to the popularity of cultural dimentions (Bhagat & McQuaid, 1982). Hofstede identified four major dimensions of culture in this framework: Individualism-collectivism, power distance, uncertainty avoidance, and masculinity-femininity. Hofstede's study confirms that national culture have a great influence on the work values Hofstede (2001). His dimensions of national culture, determined for 53 countries and regions of the world, lead by the number of quotes and by importance in the field of cross-cultural management.

METHODOLOGY

Research Design

This research adopted the descriptive survey method. This approach is a research method that studies people or objects, their attitudes, belief system, opinions and other behavioral manifestations. The actual environment after a given time, survey must depend instead on samples of respondents drawn from the population and considered a representative of the population.

Population

The population of the study comprise of 70 employees each from five selected multinational companies in Nigeria. The companies include:

- Unilever Nigeria Plc with the parent company in Netherlands,= 70
- Nestle Nigeria Plc with the parent company in Switzerland,= 70
- GlaxoSmithKline Consumer Nigeria Plc with the parent company in United Kingdom, = 70
- John Holt Plc with the parent company in United Kingdom, and = 70
- Elf petroleum Nigeria limited with the parent company in France. = 70

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Instruments of Data collection

The instrument employed for data collection is questionnaire constructed by the researcher. The instrument consists of two parts. Part 1 is designed to gather demographic information about the cultural imperative of global business management in Nigeria.

Method of Administration of Instrument

The researcher employed a face-to-face mode of questionnaire administration on the respondents. This is to ensure a high percent return of the questionnaire administered on the respondents.

Method of Data Analysis

The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. The tools used in analyzing the data collected include simple percentages, descriptive statistics and correlation analysis. The study also employed multiple Regression Analysis (MRA) method to determine the imperativeness of culture in global business management. The regression model is represented as:

$$Y=\alpha+ \beta_1X_1 + \beta_2X_2+ \beta_3X_3+\beta_nX_n+\d{e}$$

where:

Y = Global Business Management (GBM)
α = Constant Term
ß = Beta coefficients
X_1 = Power Distance (PD)
X_2 = Uncertainty Avoidance (UA)
X_3 = Degree of individualism (DI)
X_4 = Degree of Masculinity (DM)
ẹ = Error Term

Demographic Characteristics of the Respondents

In the section, the demographic features of the respondents such as gender, marital status, age bracket, educational qualification and working experience are presented and analyzed. Note that a total of two hundred and thirty two respondents were sampled and the result are presented in the table 1.

The table 1 shows the demographic profile of the employees of the sampled multinational companies in Nigeria. A higher proportion of the respondents (59%) are male while 41% of the respondents are female. Table 1 also shows that 40% of the respondents are single, 53% are married while the remaining 7% of the respondents are either divorced or separated.

Table 1 further shows that 40% of the respondents have either Ordinary National Diploma or National certificate on Education as their educational qualification. 36% of the respondents agreed that they have either Bachelor of Science (B.Sc) or Higher National Diploma(HND). 205 of the respondents were found to possess M.Sc/MBA while the remaining 4% of the respondents have PhD and others has qualification. The table further revealed the age bracket of the respondents. The distribution shows that 14% of the respondents are between the age bracket of 20 to 30 years while 108 respondents representing 35% are within the age bracket of 31- 40years. On the same note, 41% of the respondents are within the age bracket of 41 – 50 years while the remaining respondents representing 10% are within the age bracket of 51 years and above.

Descriptive Analysis

This section presents the description statistics on culture and global business management. The aim of the analysis is to examine the performance of the culture variables in relation to global business management. The analysis of the individual characteristics of these variables is presented in the table 2.

This table 2 presents the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for global business management is 20.28 while the standard deviation is 3.330. power distance and Uncertainty avoidance recorded a mean value of 17.82 and 17.86 with a standard deviation of 4.255 and 43.697 respectively. Degree of individualism and degree of masculinity have mean value of 18.27 and 18.78 with standard deviation of 4.109 and 4.264 respectively.

Correlation Analysis

Here, Pearson correlation was employed to measure the strength and relationship between independent variables. The Pearson correlation coefficient is a measure the strength of a linear association between two variables and is denoted by r. Table 3 shows the summary of correlation coefficient.

The table 3 shows the extent of association between the dependent and independent variables used in the study. The correlation coefficient between power distance and global business management shows the value of 0.141 which is statistically signified at 0.01 level of significance. This indicates that power distance has a positive moderate relationship with global business management. uncertainty avoidance recorded a correlation coefficient of 0.49 with global business management and this is statistically insignificant. This shows that uncertainty avoidance has weak relationship with global business management.

Furthermore, the correlation between degree of masculinity and global business management recorded a correlation coefficient of 0.216 which is statistically significant at 0.05 level of significance. This indicates that degree of masculinity has a strong relationship with global business management. Also, degree of individuality recorded a correlation coefficient of -0.290 with global business management. This shows that degree of individuality has a strong relationship with global business management.

Multiple Regression Analysis

Multiple regression result was employed to test the imperativeness of culture on global business management. the result of the multiple regression analysis is presented in the tables 4.

The f-statistics value of 6.830 in table 5 with f-statistics probably of 0.000 shows that the independent variable. This shows that degree of masculinity, uncertainty avoidance, degree of individuality, power distance can collectively explain the variations in global business management in the selected multinational companies.

Table 6 shows the coefficient of the individual variables and their probability values. Power distance has regression coefficient of 0.118 with a probability value of

Table 1: Demographic Profile of the Respondents

Demographic Variables	Particulars	No. of Respondents	Percentage
Gender	Female	126	41
	Male	185	59
Marital Statues	Single	124	40
	Married	166	53
	Separated/ Divorced	21	7
Educational Qualification	OND/NCE	123	40
	B.Sc./HND	113	36
	MSC/MBA	62	20
	PhD and others	7	4
Age Bracket	20 – 30 years	42	14
	31 – 40 years	108	35
	41 – 50 years	128	41
	51 years and above	33	10

Source: Field Survey, 2018

Table 2 Descriptive Characteristics of the variables

Variables	Mean	Standard Deviation
Global Business Management	20.28	3.330
Power Distance	17.82	4.255
Uncertainty Avoidance	17.86	3.697
Degree of individualism	18.27	4.109
Degree of Masculinity	18.78	4.264

Source: Author's Compilation from SPSS Version 21. 0

Table 3. Correlation Matricx

	GBM	PD	UA	DM	DI
Pearson correlation	1	141	049	216	290
Global business management sig.(2-tailed)		013	388	000	114
N	311	311	311	311	311
Pearson correlation	141	1	247	049	024
Power Distance sig. (2-tailed)	013		000	394	672
N	311	311	311	311	311
Pearson correlation	049	247	1	020	075
Uncertainty Avoidance sig. (2-tailed)	388	000		728	189
N	311	311	311	311	311
Pearson correlation	216	049	020	1	075
Degree of Masculinity sig. (2-tailed)	000	394	728		189
N	311	311	311	311	311
Pearson correlation	290	024	075	075	1
Degree of Individuality sig. (tailed)	114	672	189	189	
N	311	311	311	311	311

*Correlation is significant at the 0.05 level (2-tailed).
**Correlation is significant at the 0.01 level (2-tailed).
Source: Author's compilation from SPSS Version 21.0

Table 4. Summary of the Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.286[a]	.682	.570	3.212	1.767

a. Predicator (Constant), Degree of Masculinity, Uncertainty Avoidance, Degree of Individual, Power Distance.
b. Dependent Variable: Global Business Management Source: SPSS Version 21.0

Table 5. ANOVA Result

Model	Sum of squares	df	Mean Square	F	Sig.
regression	281.805	4	70.451	6.830	.000[b]
1 regression	3156.413	306	10.315		
Total	3438.219	310			

a. Dependent Variable: Global Business Management
b. Predictor: (Constant), Degree of Masculinity, Uncertainty Avoidance, Degree of individuality Power Distance.
Source: SPSS Version 21.0

Table 6. Coefficients of the Model

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18.325	1.834	151	9.994	000
Power distance	118	044		2.660	008
1uncertainty Avoidance	081	051	090	1.591	113
Degree of individuality	091	046	109	2.980	041
Degree of masculinity	174	045	215	3.908	000

a. Dependent Variable: Global Business Management
Source: SPSS Version 21.0

0.008. This implies that power distance is imperative in global business management in Nigeria. Uncertainty avoidance has a regression coefficient of 0.081 with a probability value of 0.113 implying that the level of uncertainty avoidance does not affect global business management in Nigeria.

Furthermore, degree of individuality has a regression coefficient of 0.091 with a probability value of 0.049. This implies that the level of individualism is not imperative in global business management in Nigeria. On a similar note, degree of masculinity affect global business management in Nigeria.

Test of Hypotheses

Here, the four hypotheses formulated were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table 7.

Test of Hypothesis One

Ho: power distance is not imperative in global business management in Nigeria.
Hi: power distance is imperative in global business management in Nigeria.

In testing this hypothesis, the t-statistics and probability

Table 7. T-Statics and probability Value from the Regression Result

Independent Variables		t	Sig
	(constant)	9.994	000
	Power Distance	2.660	008
1	Uncertainty Avoidance	1.591	133
	Degree of individuality	2.980	041
	Degree of Masculinity	3.908	000

a. Dependent Variable: Global Business Management
b. Source: Authors Compilation from the Regression Result

value in table 7 is used. Power distance has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that power distance is imperative in global business management in Nigeria.

Test of hypothesis Two

Ho: the level of uncertainty avoidance does not affect global business management in Nigeria.
Hi: the level of uncertainty avoidance affects global business management in Nigeria.

Level of uncertainty avoidance has a t-statistic of 1.591 and a probability value of 0.113 which is statistically insignificant. Therefore, we accept the null hypothesis and reject the alternative hypothesis which state that the level of uncertainty avoidance does not affect global business management in Nigeria.

Test of Hypothesis Three

Ho: The degree of individualism is not imperative in global business management in Nigeria.
Hi: The degree of individualism is imperative in global business management in Nigeria.

The degree of individualism has a t-statistics of 2.980 and a probability value of 0.041 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis which state that the degree of individualism is imperative in global business management in Nigeria.

Test of Hypothesis Four

Ho: The degree of masculinity does not affect global business management in Nigeria.
Hi: The degree of masculinity does not affect global business management in Nigeria.

The degree of masculinity had a t-statistics of 3.908 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis and conclude that the degree of masculinity does not affect global business management in Nigeria.

DISCUSSION OF FINDINGS

This work examined cultural imperative in global business management using multinational companies in Nigeria. A total of five multinational companies in Nigeria were studied. The hypotheses formulated were tested using multiple regression analysis. At the end of the following were discovered.

The study found that power distance is imperative in global business management in Nigeria. This agrees with the findings of Hofstede (2001) that societies with high power distance accept large differences in power within the organization, staff show great respect for those who have the power, and the title, rank and status have considerable weight. Employees that are trained have better knowledge, culture must be part of training which gives the organization competitive edge for greater performance.

CONCLUSION

This study examined cultural imperative in global business management using multinational companies in Nigeria. Data were sourced from employees of five selected multinational companies. The study found that power distance is imperative in global business management in Nigeria. The study also found that the level of uncertainty avoidance does not affect global business management in Nigeria. The study also revealed that the level of individualism is imperative in global business management in Nigeria. Finally, the study revealed that the degree of masculinity affects global business management in Nigeria.

International business management is inseparable from the patterned cultural behaviors because culture is represented in terms of the pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. Attention to culture in the international business environment is critical to the entry and sustainability of organizations, multinational enterprises, in the global marketplace. Virtually every structure function, and operation of any successful international business is influenced by its own home culture and the culture and the culture of its host country. Knowing and understanding the cultural differences are indispensable conditions for the success in international business. Therefore, this study concludes that culture is imperative in global business management.

RECOMMENDATION

Base on the findings and conclusion of this study, it is recommended that:

1. Since three dimensions of Hofstede model of power distance, individualism and masculinity were found to be imperative in managing global business in Nigeria, multinational companies operating in Nigeria should take note of this in managing their businesses as any negligence might cost them their expected business outcomes.
2. Managers by taking over the prevailing norms in their country, assumes they are equally valid in other contexts, may find difficulties in the performance of their company. It is not sufficient for the businessman to be aware of the cultural differences and adjust to them as it is a requirement for the success of any manager who acts in a globalized economy.
3. Employees of multinational companies need to be trained in body language, strategies, temper control, international manners, customs and other aspects of culture. A better knowledge of culture will be helpful in understanding business and in realizing which management styles are most appropriate for a particular country or region.
4. It is important that people who represent companies both within and abroad become aware of the cultural differences and of the possible influences of these differences in the success of their jobs

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