

THE INFLUENCE OF NATIONAL CULTURAL DIMENSION ON BUSINESS SUCCESS: A STUDY OF SELECTED MULTINATIONAL CORPORATIONS (MNCs) IN OGUN STATE, NIGERIA

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Abstract

This study examined the influence of National Cultural Dimensions on business success in selected Multinational Corporations (MNCs) using Geert Hofstede's four cultural dimensions model. The objective ascertained the relationship between national culture and business success. Descriptive research design and simple random sampling techniques were used to select one hundred respondents. The population of the study consists of all the management staff and employees of selected MNCs in Ogun State, Nigeria. Simple percentages were used to analyse the data while the hypothesis was tested using Chi-Square goodness of fit test. The research instrument's reliability was tested using Crombach Alpha while the validity was ascertained with content validity. The findings indicated that Hofstede's prediction were right as national cultural dimension influences MNCs' success and in this case, higher Power Distance, Uncertainty Avoidance, Collectivism and Femininity influence the success of the selected MNCs in Ogun State, Nigeria. Based on the findings, it was recommended that MNCs should work with a business philosophy that supports these cultural dimensions identified and apply it in the organisations to construct suitable organisational culture having examined the national culture of the host-country.

Keywords: Business, Employee, Cultural Dimension, Organization

JEL Classification: F16

1. INTRODUCTION

In business, each enterprise aims at the maximization of business success and minimization of failure. For realizing that goal, many firms decide to operate

internationally. In expanding the business internationally, there are many kinds of challenges facing the Multinational Corporations (MNCs). Every business whether local or international want to succeed but their success hinges around how well they can manage the influence of certain factors that contributes or influences business success. These factors range from political, religion, social, environmental and so on (Matanga, 2018). But, in the context of an international business it goes beyond all these listed, as the following four basic factor contributes; culture, legal and regulatory barriers, foreign government consideration (currency exchange rates, access to capital/resources, immigration and employment laws, etc.) and business case (feasibility study, intellectual property, partnership/liaison, etc.) However, this paper focus on culture, being the significant factor among others as it cut across every aspect of the organization internally and externally in terms of its product, management practices, adaptability, human resources, and compliance with global law and so on. Businesses deals with people and culture influences people a lot.

According to Okafor (2019), a business is a social activity aimed at creating goods and services within the legal framework of a society. It is a sum of activities involved in the creation and distribution of goods and services at a profit. It could be a commercial activity, a means of livelihood, a trade, a profession or an occupation. It is all human activities aimed at creating utilities for a profit.

Paige and Littrell (2002) in their study says that business success by intrinsic criteria include freedom and sovereignty, controlling a person's own prospect, and being one's own person in charge; at the same time as extrinsic outcomes are concerned, increased financial returns, personal income and wealth are involved. Masuo, Fong, Yanagida, & Cabal (2001) in their study found that business success is generally defined in terms of economic or financial communication which includes return on assets, sales, profits, employee's survival rates and no financial measures, such as customer satisfaction, individual development and individual achievement. Hence, business success is the achievement of the business with regards to its business goals i.e. the ability of the business to achieve its stated objectives.

With globalization making the world a smaller place in recent years, organizations (both local and foreign) are now engaging with a proliferation of nations and cultures like never. The trend of globalization has made different culture walk onto a worldwide stage (Marcello & Deslree, 2004). Stepping into this brave new world, it is important to consider the similarities and differences

between every local and global counterpart to leverage the most value out of these relationships. A part of this, whatever sector a manager, leader or an individual operates in, will be business culture. It is expedient for organizations to remain appropriate with other foreign business cultures especially when operating on an international level as it is essential to know how professional people in certain countries prefer to interact. Hence, organizations should therefore gain as much knowledge as possible about different cultures and manners of doing business across the globe.

Pankaj and Sebastian (2011) posits cultural differences while difficult to observe and measure, are obviously very important. Failure to appreciate and account for them can lead to embarrassing blunders, strain relationships and drag business performance/success.

Culture is a set of shared values, assumptions and beliefs that are learnt through membership in a group and that influence the attitude and behaviour of group members. This definition depicts that culture can be understood as a group phenomenon that distinguishes people of one group from another. From this perspective, culture exist at many different levels, including organizational functions or business units, occupational groups, industries, geographical regions and nations.

The persistence of cultural value differences is particularly relevant for large MNCs that are exposed to multiple national cultures in their daily operations. This suggests that managing across borders introduces substantial complexity because it forces multinationals to tailor their practices and approaches to each and every cultural context, they operate in.

2. STATEMENT OF THE PROBLEM

Business success is highly dependent upon organization physical situation. Culture, national mentality and many other different aspects influences it.

Although business operations are being globalized by overseas expansion and also merger and acquisition, joint ventures and strategic partnerships, global organizations need consideration of national boundaries and culture in business activities/transactions (Ugoani, 2016). The main contextual factor challenging global business success, the extent of convergence or divergence in transactions and differences between countries are especially cultural ones. Cultural factors

such as the level of education, family norms, leadership transition, language, religion, values as well as other cultural variables as desired for particular products or services determines business success. (Ifekwem & Kuye, 2018)

However, it has been ascertained that today's 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 business management. One of the biggest challenges faced by organizations is the cultural differences (Junior, Meyer, & Murphy 2006). Another is a successful adaptation of diverse cultures and their impact on daily operations. Such adaptation requires an understanding of culture, cultural diversity, views, stereotypes and values (Matijevic, Ivona, & Davor 2015). Also, due to the existence of different cultures in the world, an understanding of the cultural imperative is critical for business management. If managers do not know the culture of a country with whom or in which they operate, business performance can be extremely negative.

The impact of national culture on international business affects the core functions in human resources management, production, marketing and finances, corporate strategies, organizational structures and business ethics. Differences in national culture are reflected in business decisions (Newman & Nollen, 1996).

3. METHODOLOGY

This study uses a descriptive research design in form of field survey with the use of questionnaire because descriptive research answers the question of what influences business success considering the availability and means of communication acceptable to the respondents in focus. The population of the study comprises of all the management and employees of 5 selected MNCs in Ogun State, Nigeria. A structured questionnaire of 5-point Likert scale was used to obtain data for the study. 100 respondents were randomly selected, 20 from each MNC, one hundred (100) copies of questionnaire was administered and 94 copies retrieved was used for the analysis. Both descriptive and inferential statistics of Chi-Square test were used for analysis.

4. RESULTS AND DISCUSSION

Table 1: Gender Distribution of Respondents

GENDER	NUMBER OF RESPONDENTS	PERCENTAGES (%)
Male	82	87%
Female	12	13%
Total	94	100

Source: Author's compilation, 2019

The data shows that 87% of the respondents are male while 13% of them are female.

Table 2: Age Distribution of respondents

AGE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
20 – 30 YEARS	6	6%
31 – 40 YEARS	40	43%
41 – 50 YEARS	34	36%
51 YEARS AND ABOVE	14	15%
TOTAL	94	100

Source: Author's compilation, 2019

Table 2 shows that 6% of the respondents are within the age bracket of 20 – 30yrs, 43% are within 31 – 40yrs, 36% are within 41 – 50yrs while 15% are within 51yrs and above.

Table 3: Marital Status of the Respondents

MARITAL STATUS	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
SINGLE	8	9%
MARRIED	84	89%
DIVORCED/ SEPERATED	2	2%
WIDOWED	-	-
TOTAL	94	100%

Source: Author's compilation, 2019

Table 3 shows that 9% of the respondents are single, 89% are married, and 2% are divorced / separated while none are widowed.

Table 4: Educational Qualification of Respondents

EDUCATIONAL QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGES (%)
OND	50	53%
BSC / HND	34	36%
MSC / MBA	8	9%
PHD /OTHERS	2	2%
TOTAL	94	100%

Source: Author's compilation, 2019

Table 4 shows that 53% has OND/NCE, 36% has BSC/HND, and 9% has MSC/MBA while 2% has PHD / other qualifications.

Table 5: Respondents' years in the organization

YEARS IN ORGANISATION	NUMBER OF RESPONDENTS	PERCENTAGES (%)
1-5 YRS	6	6%
6-5 YRS	30	32%
11-15 YRS	28	30%
16 YRS AND ABOVE	30	32%
TOTAL	94	100%

Source: Author's compilation, 2019

In table 5, it was revealed that 6% of the respondents have spent within 1-5 years in the organization, 32% spent within 6-10 years, 30% spent within 11-15 years, while 32% spent 16 years & above.

Table 6: Management level of respondents in the organization

MANAGEMENT LEVEL	NUMBER OF RESPONDENTS	PERCENTAGES (%)
Top level	14	15%
Middle level	42	45%
Lower level	38	40%
TOTAL	94	100%

Source: Author's compilation, 2019

Table 6 revealed that 15% of the respondents are in the top level management position of the organization, 45% are in the middle level, while 40% are in the lower level.

Table 7: *Distribution of Respondents on “The General Management Style in the Organization is Autocratic in Nature”*

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	30	32%
AGREE	34	36%
DISAGREE	18	19%
STRONGLY DISAGREE	12	13%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 7 shows that 32% strongly agree that the general management style in the organization is autocratic in nature, 36% agrees, 19% disagrees, while 13% strongly disagrees.

Table 8: *Distribution of Respondents on “There is High Concentration of Authority in the Organization”*

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	26	28%
AGREE	54	57%
DISAGREE	14	15%
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 8 shows that 28% strongly agree that there is high concentration of authority in the organization, 57% agrees, 15% disagrees, while none strongly disagrees.

Table 9: *Distribution of Respondents on “Formal Employee Participation is Possible without Informal Consultation”*

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	20	21%
AGREE	24	26%
DISAGREE	30	32%
STRONGLY DISAGREE	20	21%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 9 shows that 21% strongly agree that formal employee participation is possible without informal consultation, 26% agrees, 32% disagrees, while 21%

strongly disagree

Table 10: Distribution of Respondents on “There is High Differential in Qualification and Status”

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	54	57%
AGREE	30	32%
DISAGREE	8	9%
STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 10 shows that 57% strongly agree that there is high differential in qualification and status, 32% agrees, 9% disagrees, while 2% strongly disagrees.

Table 11: Distribution of Respondents on “Mistakes Are Considered As Learnings for Future Project and Activities in the Organization”

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	34	36%
AGREE	32	34%
DISAGREE	22	24%
STRONGLY DISAGREE	6	6%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 11 shows that 36% strongly agree that mistakes are considered as learnings for future project and activities in the organization, 34% agrees, 24% disagrees, while 6% strongly disagrees.

Table 12: Distribution of Respondents on “Employees Are Always Enthusiastic about New Innovations and Inventions to the Organization Process”

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	34	36%
AGREE	52	55%
DISAGREE	8	9%
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 12 shows that 36% strongly agree that “employees are always enthusiastic about new innovations and inventions to the organization process, 55%

agrees, 9% disagrees, while none strongly disagrees.

Table 13: *Distribution of Respondents on “I Am Willing To Adopt a New Technology or Way of Doing Things in this Organization”.*

RESPONSE	NUMBER OF RIESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	32	34%
AGREE	46	49%
DISAGREE	16	17%
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 13 shows that 34% strongly agree on being willing to adopt a new technology or way of doing things in the organization, 49% agrees, 17% disagrees, while none strongly disagrees.

Table 14: *Distribution of Respondents on “The Management is less willing to Make Individual and Risky Decisions”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	26	28%
AGREE	40	42%
DISAGREE	22	24%
STRONGLY DISAGREE	6	6%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 14 revealed that 28% of the respondents strongly agree that the management is less willing to make individual and risky decisions, 42% agrees, 24% disagrees while 6% strongly disagree.

Table 15: *Distribution of Respondents on “The Activities in this Organization is More Structured”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	48	51%
AGREE	46	49%
DISAGREE	-	-
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 15 revealed that 51% of the respondents strongly agree that the

activities in the organization are more structured, 49% agrees, while none disagrees nor strongly disagree.

Table 16: *Distribution of Respondents on “Employee Engagement and Participation is Greatly Encouraged in this Organization”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	40	43%
AGREE	48	51%
DISAGREE	6	6%
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 16 revealed that 43% of the respondents strongly agree that employee engagement and participation is greatly encouraged in the organization, 51% agrees, 6% disagrees while none strongly disagree.

Table 17: *Distribution of Respondents on “Working in Different Teams is Prioritized”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	24	26%
AGREE	54	57%
DISAGREE	14	15%
STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 17 revealed that 26% of the respondents strongly agree that working in different teams is prioritized in the organization, 57% agrees, 15% disagrees while 2% strongly disagree.

Table 18: *Distribution of Respondents on “I Maintain Cordial Relationship with People outside My Culture at Workplace”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	26	28%
AGREE	60	64%
DISAGREE	6	6%
STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 18 revealed that 28% of the respondents strongly agree that they

maintain cordial relationship with people outside their culture at workplace, 64% agrees, 6% disagrees while 2% strongly disagree.

Table 19: *Distribution of Respondents on “Employee Value Group Welfare/Rewards as Against Individual Welfare/Rewards”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	20	21%
AGREE	48	51%
DISAGREE	16	17%
STRONGLY DISAGREE	10	11%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 19 revealed that 21% of the respondents strongly agree that employee value group welfare/rewards as against individual welfare/rewards, 51% agrees, 17% disagrees while 11% strongly disagree.

Table 20: *Distribution of Respondents on “Organizational Problems Are Solved More Effectively as a Group than as Individuals”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	44	46%
AGREE	42	45%
DISAGREE	8	9%
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 20 revealed that 46% of the respondents strongly agree that organizational problems are solved more effectively as a group than as individuals, 45% agrees, 9% disagrees while none strongly disagree.

Table 21: *Distribution of Respondents on “I Prefer Cooperation to Competition as an Employee of this Organization”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	32	34%
AGREE	58	62%
DISAGREE	2	2%
STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 21 revealed that 34% of the respondents strongly agree that they prefer cooperation to competition as an employee of the organization, 62% agrees, 2% disagrees while 2% strongly disagree.

Table 22: *Distribution of Respondents on “This Organization Integrate Itself with the National Issues like Celebrations, Independence, Customs, Etc.”*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	40	43%
AGREE	48	51%
DISAGREE	4	4%
STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 22 revealed that 43% of the respondents strongly agree that the organization integrate itself with the national issues like celebrations, independence and customs, 51% agree with that, 4% disagree, while 2% strongly disagree that the organization integrates these values.

Table 23: *Distribution of Respondents on “I Am of the Opinion that Women in This Organization Should Be Qualified to Attain Management Positions”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	50	53%
AGREE	44	47%
DISAGREE	-	-
STRONGLY DISAGREE	-	-
TOTAL	94	100%

Source: Author’s compilation, 2019

Table 23 revealed that 53% of the respondents strongly agree that they are of the opinion that women in the organization should be qualified to attain management positions, 47% agrees while none disagree nor strongly disagree.

Table 24: *Distribution of Respondents on “The Management is interested in the Quality of Work Life and This Increases Employee Commitment”.*

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	42	45%
AGREE	48	51%
DISAGREE	2	2%

STRONGLY DISAGREE	2	2%
TOTAL	94	100%

Source: Author's compilation, 2019

Table 24 revealed that 45% of the respondents strongly agree that the management is interested in the quality of work life and that increases employees' commitment, 51% agree, 2% disagree while 2% also strongly disagree.

Table 25: Distribution of Respondents on “Less – Gender Based Occupational Segregation Improves Performance”.

RESPONSE	NUMBER OF RESPONDENTS	PERCENTAGES (%)
STRONGLY AGREE	20	21%
AGREE	50	53%
DISAGREE	14	15%
STRONGLY DISAGREE	10	11%
TOTAL	94	100%

Source: Author's compilation, 2019

Table 25 revealed that 21% of the respondents strongly agree that less – gender based occupational segregation improves performance, 53% agrees, 15% disagree while 11% strongly disagree.

4.1 HYPOTHESES TESTING

4.1.1 HYPOTHESIS ONE

H₀: There is no significant relationship between power distance and business success.

H₁: There is a significant relationship between power distance and business success.

Underlying data are from MNCs' survey, 2020.

$$X^2 = \sum ((O - E)^2 / E)$$

$$E = 94/4 = 23.5$$

RESPONSE	O	E	(O - E)	(O - E) ²	(O - E) ² /E
STRONGLY AGREE	26	23.5	2.5	6.25	0.2659
AGREE	54	23.5	30.5	930.25	39.5851
DISAGREE	14	23.5	-9.5	90.25	3.8404
STRONGLY DISAGREE	-	23.5	-23.5	552.25	23.5
TOTAL	94				67.1914

$$X^2_{\text{tab}} = 7.815 (0.05, 3)$$

$$X^2_{\text{cal}} = 67.1914$$

Decision rule: Reject H_0 if $X^2_{\text{cal}} > X^2_{\text{tab}}$

Conclusion: From the above analysis $X^2_{\text{cal}} > X^2_{\text{tab}}$ therefore, we reject H_0 and say that there is a significant relationship between power distance and business success.

4.1.2 HYPOTHESIS TWO

H_0 : Uncertainty avoidance does not significantly influence business success.

H_1 : Uncertainty avoidance significantly influences business success.

Underlying data are from MNCs' survey, 2020.

$$X^2 = \sum ((O - E)^2 / E)$$

$$E = 94/4 = 23.5$$

RESPONSE	O	E	(O - E)	(O - E) ²	(O - E) ² /E
STRONGLY AGREE	34	23.5	10.5	110.25	4.6914
AGREE	52	23.5	28.5	812.25	34.5638
DISAGREE	8	23.5	-15.5	240.25	10.2234
STRONGLY DISAGREE	-	23.5	-23.5	552.25	23.5
TOTAL	94				72.9786

$$X^2_{\text{tab}} = 7.815 (0.05, 3)$$

$$X^2_{\text{cal}} = 72.9786$$

Decision rule: Reject H_0 if $X^2_{\text{cal}} > X^2_{\text{tab}}$

Conclusion: From the above analysis $X^2_{\text{cal}} > X^2_{\text{tab}}$ therefore, we reject H_0 and say that uncertainty avoidance significantly influence business success.

4.1.3 HYPOTHESIS THREE

H_0 : Individualism/Collectivism does not significantly influence business success.

H_1 : Individualism/Collectivism significantly influences business success.

Underlying data are from MNCs' survey, 2020.

$$X^2 = \sum ((O - E)^2 / E)$$

$$E = 94/4 = 23.5$$

RESPONSE	O	E	(O - E)	(O - E) ²	(O - E) ² /E
STRONGLY AGREE	20	23.5	-3.5	12.25	0.5212
AGREE	48	23.5	24.5	600.25	25.5425
DISAGREE	16	23.5	-7.5	56.25	2.3936
STRONGLY DISAGREE	10	23.5	-13.5	182.25	7.7553
TOTAL	94				36.2126

$$X^2_{tab} = 7.815 (0.05, 3)$$

$$X^2_{cal} = 36.2126$$

Decision rule: Reject H₀ if X²_{cal} > X²_{tab}

Conclusion: From the above analysis X²_{cal} > X²_{tab} therefore, we reject H₀ and say that individualism/Collectivism significantly influence business success.

4.1.4 HYPOTHESIS FOUR

H₀: Masculinity/femininity has no significant influence on business success.

H₁: Masculinity/Femininity has a significant influence on business success.

Underlying data are from MNCs' survey, 2020.

$$X^2 = \sum ((O - E)^2 / E)$$

$$E = 94/4 = 23.5$$

RESPONSE	O	E	(O - E)	(O - E) ²	(O - E) ² /E
STRONGLY AGREE	20	23.5	-3.5	12.25	0.5212
AGREE	50	23.5	26.5	702.25	29.8829
DISAGREE	14	23.5	-9.5	90.25	3.8404
STRONGLY DISAGREE	10	23.5	-13.5	182.25	7.7553
TOTAL	94				41.9998

$$X^2_{tab} = 7.815 (0.05, 3)$$

$$X^2_{cal} = 41.9998$$

Decision rule: Reject H₀ if X²_{cal} > X²_{tab}

Conclusion: From the above analysis X²_{cal} > X²_{tab} therefore, we reject H₀

and say that masculinity/femininity has a significant influence on business success.

5. DISCUSSION OF FINDINGS

In the first hypothesis, H_1 was accepted because the calculated value of chi – square is greater than the tabular value of chi – square, hence the hypothesis shows that there is a significant relationship between power distance and business success.

Hypothesis two shows that uncertainty avoidance significantly influences business success as H_2 is accepted.

The third hypothesis gave a conclusion that collectivism significantly influence business success as H_3 was accepted $X^2_{cal} > X^2_{tab}$.

The fourth hypothesis gave a result that femininity has a significant influence on business success as H_4 is accepted.

These hypothesis findings corroborate the work of Halkos & Tzeremes (2008) on “national culture and multinational performance” which posits that national culture has a direct impact on MNCs performance. Likewise, it aligns with the work of Achinivu (2017) on “the influence of culture on international management which posits that culture influence international management.

6. CONCLUSION

Based on the findings of the study, the study concluded that management style as determined by national cultural dimension influences business success because it was discovered that high differential in qualification and status, centralization of power, and so on exist within the organization and these affects the rate at which employee will be committed leading to their performance level and in turn affect business success.

It is also concluded that the cultural dimension in terms of the level of uncertainty avoidance affects the management style in the organization, the cultural dimensional nature of femininity and collectivism amidst the employee is a great deal to determine their response to work per time irrespective of the management style in vogue.

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