An Approach To The Cross-Cultural And Intercultural Communication In The Nigerian Government-Linked Companies

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Abstract:- *Culture and communication are two commonly dependent problems. Individuals with different cultures can communicate effectively only if their cultural differences are succeeded and the eventual communication barriers overcome. It is well accepted today that cultural differences can seriously impact the activities in business institutions. With globalization and international business, effective cross-cultural communication is required at the workplace to ensure success, especially in carried out corporate social responsibility projects as a team. This study aims to examine the relationship between cross culture corporate social responsibility projects (cultural factors) and intercultural communication (IC) in Nigerian government-linked companies. It intends to show that effective communication may occur when interacting people understand and accept their cultural differences.*

Keywords:- *intercultural communication, cultural factors, government-linked companies*

1. Introduction

Over the last few years, corporate social responsibility (CSR) projects have spread extensively within the global world on the part of both experts and detectives. In practice, a new well-known arrangement of CSR projects has developed, with a multitude of organizations across the globe, corporate, and civil society sectors playing a role in its development (Waddock, 2008). Therefore, Cross-culture CSR projects discussed as the practice of the sustainability of projects that might include people from different countries that can be developed in different latitudes of the globe, or that can contain different cultures in its processes.

The globalisation of markets, growths in information-distribution and international connectivity, together with demographic changes and the increased speed of population mobility have created a situation where people from diverse cultural and language backgrounds work together to manage business and projects, resolve problems, and make decisions. Song (2017) this trend will only continue as informational and globalism continue to re-shape our workplaces and make them more hybrid and multicultural. Nowadays, in the economic environment, the successful operation of

multicultural projects has become much more complex and tough (Albert et al., 2004, p.153). And it is emphasized that multiculturalism expresses the new challenges to the project performance and managing multicultural teams is considered as a success factor in local projects (Shenhar et al., 2001). The project teams from different cultures may well bring different perspectives and styles in projects. On the one hand, it is argued that the diversity of cultures in the teams can bring to stand by the complex. Thus, These studies highlight that the multicultural corporate social responsibility project teams have become more common in recent years, and team members which were from the different cultural background, there were more innovative compared to the ones in which the team members had a similar cultural background (Sui and Yuquan, 2002). However, the studies showed that one of the main challenges in intercultural teams is communication (Ochieng and Price, 2010; Koester & Lustig, 2015). Team members based on the cultural differences, use different context in communication. Some issues of this nature can originate from cultural misunderstandings among speakers and receiver, when, both do not share similar meaning for communication.

Consequently, GLC sectors are getting enormous attention in the past few years, as the major organizations are executing the routine functions in the framework of projects so the need for cross-cultural corporate social responsibility project is growing simultaneously. The bigger the organization is the greater need for managing different intercultural communications required. These GLCs have a diverse workforce to help them achieve their goals and targets. Peoples from different backgrounds and nationalities work together as a team to accomplish common desired goals. Communication is the key factor to keep them together as a team. There are various factors which influence communication in the team projects. This study will be focused on cultural dimensions (cultural factors) which are: power distance, individualism and collectivism, masculinity and femininity, uncertainty avoidance, long term and short term orientation, indulgence and restrain. But, only three factors were used for this study. How they can affect cross cultures corporate social responsibility projects as a result of intercultural communications aspects in Nigeria government-linked companies (GLCs).

2. Literature reviews

In this section, the global factors that influence cross-cultural social responsibility projects, when they go from the home market to foreign markets will be discussed. Due to globalization and international business, people have to interact with others from different counties and cultures to become successful. Even though the foundation of the CSR is equal worldwide there are differences in the context between the countries. These differences in the CSR are a reflection of many factors but this study focuses on cultural dimension factor which are Power distance, masculinity and femininity, individualism and collectivism.

2.1 Factors Influence cross-culture corporate social responsibility projects

The concept of CSR has been formally acknowledged by the Nigerian Government as an important concept. It is believed that many factors have contributed towards the encouragement, support and commitment shown by the Government in recognising and transforming CSR practices in a more structured manner. CSR does not have a specific accepted definition but still carries different meanings global (Freeman & Hasnaoui, 2011). One frequently cited definition is the one by Carroll (1979), who defines CSR as the economic, legal, and ethical beliefs society has on organisations. In recent years, the focus on companies' engagements in social issues has increased with higher views from the community on companies' responsibilities in improving human well-being and get-together transnational CSR standards (Woo & Jin 2016).

However, the possible difficulty can fix in when CSR practices are used cross-culturally. Since cultures have a wide range of backgrounds and values, mixed understandings in practices could cause misunderstanding and rejection. Corporate Social Responsibility may comprise of a broad range of programs with different plans, different guiding principles, and diverse background of company relationships within society (Baughn & Bodie et al., 2007). If an organization operates in different countries, the language may pose a challenge. Definitions or practices of CSR in one language might not transfer to the exact meaning of another. The culture acts as the conclusive nature of a company and helps support the company's mission.

Nevertheless, corporate social responsibility in a cross-cultural environment can be successful when people of different cultures, working in the same workplace try to provide a good standard life to the community. Cross-culture reflects the character or the feel of the corporation through rooted values, beliefs and potentials (Galbreath, 2010). These are adopted and demonstrated through employee behaviours and decision-making, besides, they define the tendency and ability of a company to runs business tasks either correctly or carelessly (Hakala, 2015). The orientation of the organizational culture influences the company's tendency towards CSR and sustainability (Kalyar & Rafi et al., 2013). Hence, the following cultural

dimensions factors which are: (power distance, individualism and collectivism, masculinity and femininity were examined through intercultural communication in this study.

2.1.1 Power distance

Power distance is one of the factors that affecting intercultural communication and it was recommended by Hofstede in his cultural dimensions theory (Hofstede 1980). Power distance processes a degree to which less powerful members of groups can accept inequality division of power. This is appropriate not only within organizations structures but also within communities as a whole. Hofstede conducted a survey of IBM workers across the world and used the data to discover differences in cultural ethics. Hofstede argued that any culture can be classified using power distance, individualism and collectivism, masculinity and femininity, and uncertainty avoidance. The latter constraint, in particular, is useful in interpreting cultural likings within intercultural groups and can be theoretically used to adjust management approaches. As a result, the concept of power distance has been existence researched over the past decades. In low power distance countries, the authority is distributed within the organization. Superiors are dependent on subordinates as consultation on a limited extent. Therefore the emotional distance between them is relatively small: it is quite easy and pleasant for subordinates to approach and contact their superiors. However, in high power distance countries, power is always centralized within the organization. In Hofstede et al. (2010) Power Distance Index scores are listed for 76 countries; the countries with higher power distance are East European, Latin, Asian and African countries and lower power distance are Germanic and English-speaking Western countries. Research supports this point that peoples with high power distance are more likely to accept and be contented with unfair supervisors (Taras et al. 2010). Peoples with low power distance are more probable to react negatively when authorities treat them unfairly because they view such conduct as violating relational bonds between them and their supervisors (Tyler et al. 2000).

2.1.2 Individualism and collectivism

This dimension is one of the most significant ways in which cultures differ. This dimension refers to the relationship one perceives between one's self and the group of which one is a member. Noordin & Jusoff (2010) defines members in individualistic cultures as self-centred, competitive rather than co-operative, having low devotion for the organizations they work for, chasing their own goals, having a low need for dependence upon others, and being calculative. Members of the collectivistic cultures, on the other hand, have a "we," rather than "I" orientation, have high devotion for the organization and work toward its goals, interact with each other in an interdependent way, and take action together as a group in a co-operative manner rather than on an individual competitive basis, hence contributing to the moralizing values of combined efforts and group compensation. The difficulty of the dimension has been indicated in studies of motivation, affect, cognition, self-concept, and social behaviour (Laroche & Kalamas et al. 2005). In Hofstede et al. (2010) Individualism Index scores are listed for 76 countries; Individualism tends to prevail in developed and Western countries, while collectivism prevails in less developed and Eastern countries; Japan takes a middle position on this dimension. Also, Hofstede (1980; Nordin et al., 2010) also states that, in an individualistic culture, each manager are likely to look out for his/her interest and try to take full advantage of the gains from any opportunity that might present itself. In collectivistic cultures, on the other hand, members recognize with the organization and act in unity to achieve the organization's goals. This sense of interdependence, faithfulness, and joint obligation to the system would also raise a more co-operative and informal communication and management device to operate in the system as the goals of the organization are being accomplished.

2.1.3 Masculinity and femininity

Masculine and feminine are also known as how greatly a society twigs with, and values, traditional male and female roles. High masculinity scores are found in countries where men are expected to be strong, to be the provider, and to be self-confident. If women work outside the home, they have separate works from men, while Low masculine scores do not reverse the gender roles. In a low masculine society, the roles are simply unclear. You see women and men working together equally across many professions. Men are allowed to be sensitive and women can work hard for professional success. In Hofstede et al. (2010) Masculinity versus Femininity Index scores are presented for 76 countries; Masculinity is high in Japan, in German-speaking countries, and some Latin countries like Italy and Mexico; it is mildly high in English speaking Western countries; it is low in Nordic countries and the Netherlands and moderately low in some Latin and Asian countries like France, Spain, Portugal, Chile, Korea and Thailand.

3. Concept of Intercultural Communication

In the earlier years, the ability to communicate confidently became the main part of social interaction among people from different cultures. In the recent world, numbers of intercultural projects, immigration, and inter-nation approvals have been repeatedly increasing, which interacts with various cultures. In this relationship, there are still some worries in cross-cultural controlling including negotiation style, management style and conflict resolution etc. Consequently, many authors believe that cross-cultural difficulties can be solved or avoided through awareness of the components of intercultural communication. Thus, in the studies, the term of intercultural communication is defined as a way to understand how people from different countries and cultures communicate, act and perceive the world around them. Also, intercultural communication is the discourse between two or more speakers from different cultures or co-cultures exchanging verbal and nonverbal messages" (James, W. Neuliep 2006; Wiggins 2012, p. 552).

4. Research Framework

For this study, three out of Hofstede's cultural dimensions theory are involved. When observing cultural factors, it is vital to the Hofstede cultural dimensions. He studies IBM employees from eighty-six countries and based on his research he analysed the countries different cultural behaviours. His dimension provides an understanding of other countries cultures to be more effective when doing business inter-culturally or internationally.
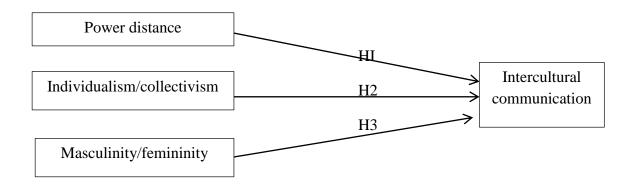

Figure 1: *Conceptual Framework*

5. Methodology

The survey method was used to collect the data from the respondent because that is the most appropriate method (Taofeeq et al., 2020). The survey questionnaire used in this study was adopted from previous studies and represents a compilation of survey items already tested for reliability and used in the earlier empirical studies by other researchers in the field.

The survey questionnaire was developed with specific questions to answer the research objectives. On this basis, this study uses a Likert scale type of questionnaire. Udayangani et al., (2006) stated that Likert scales are proper and widely used in the attitudinal measurement. The Likert scale is commonly used to measure activities, with a scale ranging from very low to very high. In this paper, the scale point were map from 1, 2, 3,4, and 5 numerical scale to quantify the intercultural communication in government-linked companies in Nigeria, in which the scale correspondingly represents respondents' from (1) very low that this factor has the dramatic influence to (5) very high that this factor has dramatic influence (Taofeeq et al., 2020). However, the SPSS statistical package approach seemed to be the appropriate data analysis technique for this study because the study aims to investigate the relationship between cultural factors and intercultural communication in Nigeria Glcs.

6. Result and Discussion

Multiple regression analysis was conducted in determining the relationship between power distance, individualism/collectivism, masculinity/femininity and intercultural communication. The multiple correlation coefficients between the predictors and the criterion variable were 0.784; the predictor accounted for 61.4% of the variance in intercultural communication. Cohen (1988) classified R^2 into three as: a) 0.02 as weak; 2) 0.13 as moderate; 3) 0.26 as substantial. Based on Cohen and Cohen (1983) and Cohen (1983) and Cohen (1988) classifications the value of R-square for this study is substantial. The outline of this model in the population was 0.604. The significant F-test shows that the relationship (58.934, p< 0.000) shows the overall significant prediction of independent variables to the dependent variable. Among the three predicting variables, individualism/collectivism is the variable that best predicts the criterion with the following values (β =.439, t= 6.750, p<.000). The next vital predictor in direction of significance is masculinity/femininity (β = .307, t= 4.809, p< .000). And the last vital predictor in order of significance is power distance (β = .303, t = 4.742, p< .000). All independent variables impacted on the directional hypothesis. Hence, hypothesis H1, H2, H3 are supported.

Table 1: Multiple Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.027	.318		-.086	.931
	PD	.325	.069	.303	4.742	.000
	INC	.431	.064	.439	6.750	.000
	MAFE	.289	.060	.307	4.809	.000

Table 2: Model Summary

R	R square	Adj. R square	R change	F change
0.784	0.614	0.604	0.614	58.934

a. Dependent Variable: IC

Table 2 above shows the linear regression model summary and overall fit statistics. The adjusted (R^2) for this model is 0.604 with R^2 of 0.614, which indicated the linear regression explained on 61.4% of the variance in the data.

Table 3: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	66.203	3	22.068	58.934	.000[b]
	Residual	41.564	111	.374		
	Total	107.767	114			

a. Dependent Variable: IC

b. Predictors: (Constant), MAFE, PD, INC

This study was done to investigate the influence of cultural factors (power distance, individualism/collectivism and masculinity/femininity) on intercultural communication in government-linked companies (GLCs) in Nigeria. There are many similar studies were done in the various organization such as the multinational companies, hospital industry, and even in government agencies (Woo, & Jin, 2016; Hakala, 2015; Laroche, et al., 2005). There have been lots of similar studies were conducted to prove that the cultural factors to influence intercultural communication, thus this provide better or valid result. Therefore, this study was extended to parties that involved in government-linked companies (GLCs) to measure the reliability of the IV's and DV's in this study, which will increase the stability on the study academically. Besides, this study would be worthy and contributes value to the academic world due to lack of study were conducted among workers working at the government-linked companies (GLCs) in Nigeria.

7. Conclusion

First of all, despite the considerable research on intercultural communication, there is a research gap in linking these to cross-cultural corporate social responsibility (Cultural Factors) on intercultural communication in government-linked companies (GLCs) in Nigeria. This gap thereby limits our understanding of the possible reasons for intercultural communication in the field of cross-cultural corporate social responsibility projects.

Besides, the study of the relationship between the cross-cultural dimension and intercultural communication among government-linked companies (GLCs) in Nigeria, has received little attention. Secondly, most researches on the government-linked companies (GLCs) in Nigeria have examined intercultural communication, not from the cross-cultural corporate social responsibility (Cultural Factors) point of view.

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