

The impact of national culture on strategic management of an international businesses

UNIVERSITY OF WALES TRINITY SAINT DAVID

MBA- General management

The impact of national culture on strategic management of an international businesses: A case study of SMEs in Tanzania.

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Master's Degrees by Examination and Dissertation

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Abstract

The concepts of strategic management and international culture have attained increasing attention with scholars and practitioners conducting several researches in these areas. However limited research has been done to examine the relationship between national culture and strategic management of international businesses. The existence of this gap in the research informs the basis for this dissertation, which examines the impact of national culture on strategic management in an international business. The study aims to examine how national culture impacts strategic management of an international business. To achieve the objective, a mixed methods approach of research was adopted with data collected by means of a questionnaire. 162 respondents from Tanzania returned the questionnaires on line and the results were analyses against both Hofstede's five national cultural dimensions and strategic management practices. The results indicated an existence of a relationship between national culture and strategic management practices. Although the research was conducted in Tanzania, it informs on the valuable work that can be furthered on in examining the impact of national culture on strategic management.

Keywords: Hofstede's national culture dimensions, strategic management, SWOT analysis, Porter's five forces,

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CHAPTER 1

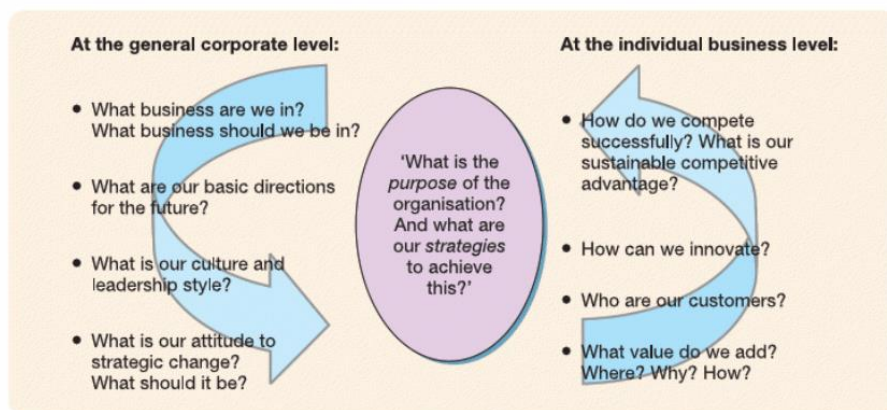
1.1 Introduction and back ground

The study aims at providing a background on the impact of national culture on the strategic management of an international businesses in the context of internationally own small and medium enterprises in Tanzania. To attain the above objective, emphasis is put on the concept of national culture, and its impact on strategic management of international businesses. The study provides an over view of Tanzania's national culture, a rational as well as the scope of the research is made. Further objectives and dissertation structure are later on introduced.

1.1.1 Back ground on strategic management

Strategic management is defined as the identification of an organisation's purpose, plans and the right actions to attain the particular set purpose. And thus, it is inevitable to plan a strategy and execute the strategy over give time which is often known as a prescriptive perspective (Lynch, 2018).

Figure 1. Essence of strategic management



Lynch (2018)

Furthermore, the concept of strategic management involves both emergent and major initiatives as taken by top executives of a business on behalf of the business shareholders to utilize the resources to ensure enhanced performance of the business in the Macro environment (Jemison, 1981). Thus this

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definition of strategic management endulges both the emergent and prescriptive or intended perspective (Lynch, 2018).

Earlier definitions such as stated by Learned *et al* (1965) included business policy with the intent to establish an understanding of general management functions, responsibilities, and problems influencing the overall business success. Thus, strategic management was preceded by business policy (Van Cauwenbergh and Cool, 1982).

Lynch (2018) acknowledges Schendel and Hofer (1979)'s postulation of strategic management as a process focused on the entrepreneurial action of a business in terms of growth, renewal, and strategy development. Strategic management is therefore a process linking the internal resources of a business with the its external relations such as competitors, suppliers, customers, and the social economic environment of the business (Lynch, 2018; Bracker,1980). The ultimate objective of strategic management is to create and sustain competitive advantage (Bowman and Singh, 2002).

1.1.2 Back ground to Hofstede's Cultural Dimensions Theory

Back ground of Culture

Culture's description as the collective programming of one's mind enables the characterization of members of one group as part, or an independent variable. Although this phenomenon is invariably collective, its possible to maintain its connection to divergent collectives (Hofstede, 2001, p. 5). With each collective comprising of a diverse group of individuals, the perception of a variation in individual characteristics as implied in Sternberg (1995)'s explanations regarding the bell curve. A shift in the bell curve happens when ever movement from one group to another happens, thus suggesting cultural variation between the two groups (Hofstede, 2001, p. 5).

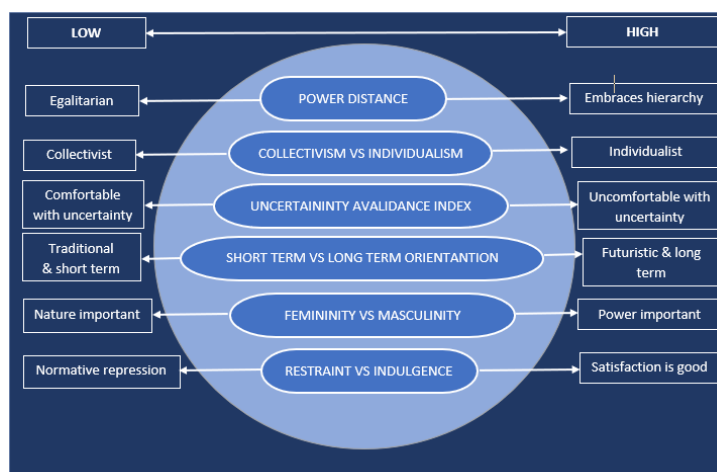
In Anthropology, culture denotes tribes (Barnard, 2019) while organisations, sociology and political science use the term to refer to nations. The culture of occupations remains a subject for further research as little is explored in this field. Culture has also been used denote characteristics of a particular gender, generation, and social class. Whilst national, gender and societal cultures adopted by individual prior to their youthful stage, tend to have more influence on their minds in comparison

to occupational and organizational cultures. However, nature of culture as a concept is subject to scope of the study. As such, when one starts a new job, the subliminal societal cultural values begin to suffice as individuals begin to show preferences of one state of affairs over another (Hofstede, 2001, p. 5).

Hofstede's Cultural dimensions theory

Cultural variations across countries formed the basis on which Hofstede developed his intercultural concept. With the development of the concept of culture into the cross-cultural field, came the definition of culture. Thus, "culture is the collective programming of the mind that distinguishes members of one group to another" (Hofstede, 1980, p. 25). However, the broadness of the collective phenomenon makes complicates the designing of hypotheses of a testable nature.

Figure 2. An interpretation of Hofstede's culture dimensions theory



Source : Author

1.1.4 Back ground of Tanzania's national culture; *Hofstede's' cultural dimensions*

Exploration of Tanzania's culture using Hofstede's cultural dimension model gives a more succinct view of Tanzania's cultural drivers in relation to the rest of the world cultures.

Power distance

The power distance dimension explains the inequality among people in the society; explicitly expressing culture's attitude towards the inequalities. In other words, it's the degree to which organisation members with less power in a country accept and expect the unequal distribution of

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power. The score exhibited by the Tanzanians on Hofstede's cultural index implies the degree of acceptance of hierarchical order when it comes to power. In organisations, this power index score denotes popularization of centralization, the presence inequalities, that are inherent in nature; thus, subordinates attaching a high level of benevolence to their leaders in the organisation.

Individualism

Individualism refers to the extent to which interdependence among society or organisation members is maintained. Essentially, the level to which the self-image of organisation members identifies with "We" or "I". While collective society promote a sense of belonging to a group, people in individualistic societies focus on themselves and their immediate family. A 25 score in individualism makes Tanzania more of a collective society. Tanzanians consider loyalty with paramount importance, superseding societal rules, with every member in the organisation taking responsibility for another.

Masculinity

A 50% score on this dimension makes Tanzania a less competitive country and there more of a feminine society. The Tanzanian society is made up of people who work to live, valuing solidarity, and equality as they work with manager who work for consensus. As such negotiation and compromise form the basis for conflict resolution. Flexibility and free time are valuable incentives in business with emphasis on people's wellbeing and status more subtle. For manager in this society to effective, they must exhibit supportiveness and involve subordinates in decision making.

Uncertainty avoidance

Ambiguity breeds anxiety. Thus, various cultures have developed their own way of dealing with the unknown future. The threat associated with ambiguity often creates a sense of scepticism and as such, organisations and society have all intent to avoid uncertainty. Tanzania's score of 50 on the uncertainty avoidance dimension reflects the society's neutral position on the uncertainty avoidance.

Long term orientation

Society's ability to remain attached to its past, whilst addressing the present as well as future challenges is reflected in its ability to prioritise their goals. Normative societies like Tanzania maintained a low score of 34, implying that they tend to be short term oriented. People in organisations in Tanzania therefore tend to have a short-term oriented culture. Thus, there is exhibition of a considerable amount of respect for the traditions, marginal propensity to consume as opposed to save and quick result oriented.

Indulgence

Tanzania's score of 38 characterizes restraint. Thus, there is a tendency towards scepticism contrary to societies with a high score on indulgence. Tanzanian tend not to put emphasis on the control of the satisfaction of desires.

1.2. Rational

1.2.1. Aim

The purpose of the study is to examine how national culture impacts strategic management of an international business.

1.2.2 Objectives

1. To establish the core strategic management activities of an international business affected by national culture
2. To examine the impact of national culture on strategic management.
3. To establish the dominant national culture dimensions affecting the strategic management of an international business.

1.2.3 Research questions

1. How does national culture influence strategic management of an international business?

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2. Which tools and techniques of strategic management are affected by national culture in an international business?
3. Which aspects of national culture affect strategic management of an international business?

1.3. Dissertation structure

The research is divided into six chapters to facilitate the achievement of the set objectives.

Chapter 1: The introduction and background

This chapter serves to introduce the reader to the concepts of national culture and strategic management. The chapter provides a brief background of the concept Tanzania's national cultural scores on Hofstede's culture dimensions index as well as the international business sector in Tanzania. The chapter also includes the scope and rational, aim as well as the objectives of the study.

Chapter 2: Literature Review

This chapter reviews existing literature about strategic management in international business. The chapter evaluates the strategic management activities affected by national culture, as well as examining the core dimension affecting strategic management with in an international business.

Chapter 3: Research methodology

In this chapter, analysis of the research topic is introduced; explaining the research methods applied during the data collection and analysis processes as well as the justification of the choice of data collection. Information regarding the collection of primary data, analysis methods, validity of the research, confidentiality, ethics, and the limitations in the study.

Chapter 4: Findings and Discussion

The summary of the findings from the research as obtained in form the questionnaire is presented in this chapter.

Chapter 5: Research analysis and discussion

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A combination of analysis from the findings with the discussion of the literatures reviews is made in this chapter.

Chapter 6: Conclusion and recommendation

In this chapter a conclusion of the research is made summarising key issues as emphasized by the analysis as well as the discussion. Furthermore, recommendations are made.

CHAPTER 2

2.0 Literature review

The review of a selected group of literature or materials containing evidence relevant to the subject being discussed, pointing out perspectives for and against a particular topic with the intention of meeting the research aims and objectives, whilst maintaining particular views on the subject being investigated can be referred to as the literature review (Hart,1998). Essentially it elucidates on the relationship between previous and present research done on a specific topic (White, 2002).

This chapter provides an analysis on the literature regarding culture, the implications of national culture dimensions and how they affect strategic management activities in an international organisation. Specifically, how national culture dimensions influence the organisation internal resources such as the organisation structure, managerial authority, how subordinates relate with their supervisors. How national culture affects staff's relationship with companies, management of human resources, managers, and supervisors' characteristics as well as entrepreneurship and innovation within the organisation. An analysis of strategic management models such as SWOT, PESTEL and Porter's five forces is with respect to the hypotheses.

Culture

Culture involves a group of fundamental values; An understanding of one's wants and learned behaviours as exhibited by a member of a family or institution (Philip et al., 2005). In fact, Keegan (2004) had expounded on the culture's fundamental values as being either conscious or unconsciously

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existing along-side attitudes, ideas, and characters. Thus, moulding one's behaviour and being passed on across generations.

The concept of culture as a consolidated system characterising learned patterns of behaviour among society members was suggested by (Kohl, 2011, P.25). He further asserts culture as people's way of life and thus including what a group does, says, makes, and thinks, not with holding the group's attitudes, systems as well as members' feelings.

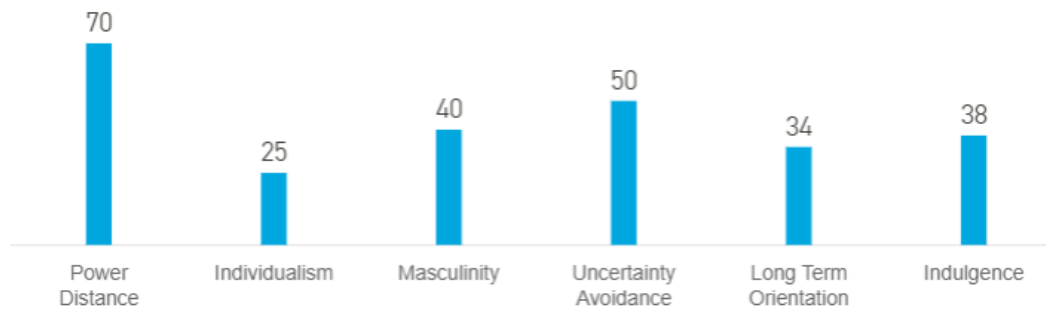
Moreover, a country and nation's identity are characterised by its culture. Although it differs from one nation to another, one can sum up culture as the values, beliefs, attitude, and customs distinguishing one group of people from another. Culture predominantly sums up arts, beliefs, laws, morals, capabilities, customs as well as habits learns by people of a particular society (Keegan, 2004).

Linton (1940)'s inkling of linking the culture to the way a group of people do things. This notion therefore informs an interpretation of culture as a relative guide of behaviour in a group of people passed on from one generation to another. Thus, connoting culture as being normative, comprising a prescription of do's and don'ts binding the group members. Culture ultimately ripples off a pattern of life in the society in which social arrangements, materials and activities characterise a particular group (Goodenough, 1957).

2.1 Hofstede's cultural dimensions and their impact on strategic management

In his definition Hofstede (2001) infers that culture answers questions about who people in a society are, acceptable and non-acceptable behaviours in their society. For example, the famous "American dream" of hard work enables one to chieve their dream. This would be a typical example of culture, in particular the American culture.

Figure 1. Hofstede's culture dimension ; a case study of Tanzania



Source: hofstede-insights.com (2021)

Importance of culture in management

The question is, what is the relevance of a manager's understanding culture in an international environment? Hofstede (2001) made submissions regarding interactions between people from different countries and the possibility of misunderstandings between them in the absence of proper management of the interactions. Cross cultural misunderstandings have been known to destroy personal and business relationships. An example of an American manager posted in Beijing is more likely to get frustrated by their Chinese counterparts who are more into the culture of socializing as opposed to closing a business deal (Peterson, 2011).

As such, a clearer understanding of the host country's culture would better prevent post cultural misunderstandings. And thus, any one doing business with the Chinese would understand beforehand that the Chinese people prefer to get to know their proposed business associate before the actual deal is signed off (Peterson, 2011). Hofstede's interpretation of cultural dimensions determines the relevance of culture in strategic management of an international organisation.

2.1.1 Implications of culture on strategic management: Internal management

In this section, literature about only four of the cultural dimensions are analysed, specifically the power distance, individualism vs collectivism, uncertainty avoidance as well as the masculinity vs feminism.

Power Distance

The people's acceptability of the distance between them and the authority or power is vital in management of an international organisation. Societies where people tend to accept the power inequality are characterised with high power distance scores. As such people in power are likely to be treated with as much benevolence as possible attaching certain benefits to the power. In contrast, societies where all members believe to be equal are characterised by low power distance scores (Hofstede and Consequences, 2001).

For an international management, Hofstede, and Consequences (2001) assert that power distance does have implications such as work-related issues. As much as managers must express authority, it is imperative that they also understand the distance between them and their subordinates in the society. Needless to mention their subordinate's expectations directions from their managers and the assumption that they will execute as directed. For example, societies with high power distance have employees characterised by the assumption that with age and seniority comes wisdom. And thus, a multinational considering sending someone to negotiate business in a country where the power distance index is high, needs consider selecting some of their senior and older managers if they want to be respected.

Figure 3 below for illustration of the implications of power distance on internal management.

Type of Work Activity	High Power Distance	Low Power Distance
Organizational structures	Very centralized Tall hierarchies with clear levels of managers and subordinates	Flat organizational hierarchies Decentralized structures
Managerial authority	Concentration of authority at the top Managers rely on formal rules to manage Authoritative managerial style and decision making	Dispersed authority Managers rely on personal experience More consultative or collaborative forms of decision making
Relationship with supervisors	Subordinates expect to be told what to do Perfect boss is seen as one who is an autocrat Information sharing constrained by hierarchy	Subordinates often expected to be consulted Ideal manager is seen as a democratic leader Openness to sharing information
Other issues	Wide salary gap between top and bottom of organization Managers often feel underpaid and dissatisfied with careers	Low salary gap between top and bottom of company Managers feel paid adequately and are satisfied

Source: Hofstede (2001a)

Individualism and Collectivism

Whilst individualism is associated with the individual's relationship to the group, collectivism is associated with the group's relationship as one sole entity (Abraham, 1997). Thus, societies where individual performance is put considered more important during the rewards and recognitions for achievements, the individual index score tends to be high. Conversely, people in high collectivism score areas consider their associations with a group to be paramount. Such groups would include teams, family, or a social class of sort (Hofstede and Consequences, 2001). As such, members in collectivist societies focus on their contributions as a group. Such illustration is indicated in the figure 4 below.

Figure 4 below for illustration of the implications of individualism vs collectivism on internal management.

Implications of Individualism		
Type of Work Activity	Low Individualism/High Collectivism	High Individualism/Low Collectivism
Relationship with companies	Employees act in the interest of in-group (members of the family or same university) Employee commitment to company relatively low Employee-employer relationships is almost like a family link	Employees act in their own interests Employee commitment to organizations high Employee-employer relationship based on the market
Human resource, management	Hiring and promotion takes in-group into consideration Better to reward based on equality (give everyone the same reward) rather than equity (base reward on work effort) Relatives of employees preferred in hiring Training best when focused at group level	Hiring and promotions based on rules Family relationships unimportant in hiring Better to reward based on equity Training done best individually
Other issues	Belief in collective decisions Treating friends better than others is normal Support of teamwork Less mobility across occupations Personal relationships very critical in business	Belief in individual decision making Treating friends better than others at the workplace is considered unethical More mobility across occupations within company Tasks and company prevail over personal relationships in business

Source: Hofstede (2001a)

Uncertainty Avoidance

In his submissions, Taylor (2000) urges that members in the different societies respond to uncertainty, risk as well as unpredictable situations differently. A notion that asserts Arrindell et al (1997)'s idea of acceptance of unpredictable situations and uncertainty being rare in societies with high levels of uncertainty avoidance. Thus, work environments in countries with a high score on uncertainty avoidance are characterised with strict rules and regulations to ensure certainty and stability (Hofstede and Consequences, 2001).

In contrast countries with a low uncertainty avoidance index, are characterised with societies where people less affected by ambiguous and risky situations. In such work environments. people tend to

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embrace change, risk as well as unpredictability with ease (Hofstede and Consequences, 2001). For example, managers in an international organisation in a high uncertainty avoidance country would require structures and order to minimise levels of ambiguity and uncertainty among their subordinates (Li and Harrison, 2008). The order of the day is dominated by the culture of written policies and procedures that would clearly define the organisations expectations as far as the employees are concerned (Warnecke, 2003).

Furthermore, managers are expected to provide clear as well as explicit directions articulately defining the manager's expectations in relation to the employee performance. Therefore the manager must ensure that employee experience reduced levels of ambiguity and thus minimise anxiety among their subordinates (Warnecke, 2003).

Conversely, the societies whose culture has a low uncertainty avoidance index are typified with high acceptance levels of ambiguity. As such managers are denoted as the type providing freedom and flexibility to their subordinates. The organisation structure allows room for fewer policies and procedures (Sharma and Singh, 2018).

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Figure 5 below for illustration of the implications of uncertainty avoidance on internal management.

Implications of Uncertainty Avoidance		
Type of Work Activity	Low Uncertainty Avoidance	High Uncertainty Avoidance
Relationship with companies	Weak loyalty to companies Average duration of employment shorter Preference for smaller organizations	Strong loyalty to employing organizations Employment are long term in duration Preference for larger companies
Characteristics of supervisors/managers	Superiors optimistic about subordinate ambition and leadership abilities Top managers usually involved in strategy Power of superiors based on relationships and position Transformational leaders preferred	Superiors pessimistic about subordinate ambition Top managers often involved in operations Power of superiors based on control of uncertainties Hierarchical control roles preferred
Entrepreneurship and innovation	Innovators feel less constrained by rules Renegade championing Tolerance for ambiguity in procedures and structures Innovation welcomed	Innovators feel constrained by rules Rational championing Formalized management structures Innovation resisted

Source: Hofstede (2001a)

Masculinity

In their submissions, Tlaiss and Kauser (2011) explain how members of the society relate to earnings and advancements in terms of masculinity. As suggested by Hauff et al (2015), individuals in countries with high masculinity index score attach more importance to the clarity of gender roles and how they affect the society's output. Consequently, work takes first place, followed by family as well as leisure. Such societies are characterised by people working long hours with little or no time for vacation.

Figure 6 illustrates the impact of masculinity on in internal management of an organisation. Organisations in countries with high scores on masculinity emphasize recruitment of employees that are work oriented (Tlaiss and Kauser, 2011). Therefore, emphasis is put on motivation of employees in international organisations by providing employees work security and good pay. In contrast, societies with high femininity score are dominated by individuals who prefer leisure to work (Hutton,

2016). Subsequently as Hofstede (1983) argues, both masculine and feminine societies need to motivate their employees, although when it comes to feminine societies focus is put on policies that facilitate a balance between work and life.

Figure 6 an illustration of the impact of masculinity on in internal management of an organisation.

Implications of Masculinity		
Type of Work Activity	High Masculinity	Low Masculinity
Relationship with work	Live in order to work Preference for high pay Workers look for security, pay and interesting work	Work in order to live Preference for lower number of work hours Workers look for better working conditions and relationships in work
Managers' characteristics	Managers seen as cultural heroes Successful managers primarily exhibit male characteristics Managers need to be competitive, firm, aggressive, and decisive Managers are very ambitious Fewer women in management Managers prepared to move family for career reasons	Managers are employees like others Successful managers are seen as possessing both male and female characteristics Managers hold fairly modest career ambition More women in management Managers less prepared to uproot family because of career move
Other issues	Large pay gap between genders Job applicants oversell their abilities Absences due to sickness lower General preference for larger companies Conflicts are resolved through fighting until the best "man" wins	Low salary gap between top and bottom of company [what about gender gap?] Managers feel paid adequately and are satisfied Absences because of sickness higher Preference for smaller organizations Conflicts are resolved through compromise and negotiations

Source: Hofstede (2001a)

2.2 Strategic management of an international organisation : Analysis

2.2.1 SWOT analysis

Strengths

Scholars have used individuals' sense of belonging in a society to determine the influence of cultural differences on the attitudes, team dynamics and behaviours of team members. The cultural differences between the host country and international business' country of origin do have a bearing on the individual employee's output (Cramton and Hinds, 2004). This notion is promoted by Tsui et al (1992) suggesting that the similarity of cultural dimension scores among countries can influence

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management's vision as well as traits. Thus, members of the same society for example Tanzanians would be seen to exhibit some sort of bias against non-Tanzanians in an international business, causing conflicts within the team.

However, researchers Reisinger and Turner (2003) argue that the cross- cultural contact brought about by the international business facilitates a reduction in friction and thus conflicts among member with varying cultures within the team. This notion is commonly evidenced in the neo-colonialism that comes with globalization of culture and thus reduced the cultural friction among countries to facilitate the business penetration in the recipient countries such as Tanzania.

Weaknesses

Several literatures suggest influence of national culture on an international business' effectiveness as far as management practices are concerned. The argument that the financial performance of a work unit is higher in cases where congruence exists between the national culture of the host country and the business' management practices. Therefore, limitations in the interactions between strategic management practices and the Hofstede's cultural dimensions may strongly affect management practices of the organisation (Newman and Nollen, 1996; Flynn and Saladin, 2006, Kull and Wacker, 2010).

Furthermore, the quality and effectiveness of management within an international business is reliant on just a few of the cultural dimensions, and that the cultural dimensional scores indeed impact the success of the chosen type of business (Furrer et al., 2000). For example, lean manufacturing practices may not necessarily apply in every country but rather is subject to particular cultural traits. Power distance is cited to have an inclination on the practicality of the lean manufacturing practices. However, there is limited research on the impact of national culture on strategic management of international businesses.

Opportunities

Uncertainty avoidance, individualism as well as the long-term orientation were found to have a relationship with the business' investment orientation (Song et al., (2018). Innovation has for a long time, been known to foster economic growth and facilitate the survival and expansion of businesses.

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As businesses invest more in research and development, government invest in infrastructure and activities aimed at promoting innovation (Tan, 2006). However, one cannot explain the innovation differences between countries without taking into account the influence of culture. Empirical evidence strongly suggests that national culture impacts particular areas of innovation (Harrison & Huntington, 2000). Although there is more obscurity when it comes to the impact of cultural factors besides the dominance of individualism versus collectivism dimension. In addition, some empirical findings show some empirical findings postulate mixed results as well as a negative impact of power distance compared to uncertainty avoidance (Rinne et al., 2012). Cross cultural research indicates the existence of a relationship between innovation with in a business and culture (Elenkov and Manev, 2005).

Threats

An international business with a culture where power distance dominates is often characterised by internal politics rather than providing solutions to problems with in the business (Husted, 2005). International businesses with high power distance scores, tends to deter agents from concentrating on the problems' technical merits and thus promote internal politics of an international business. Moreover, the level of benevolence attached to leaders in high power distance countries weakens the capacity to debate social issues and may affect sustainability (Katz et al., 2001).

2.2.2 Porter's five forces

Threat of new entrants.

The required start-up costs are a determining factor when it comes to the power of new entrants. For example, international businesses with high start-up costs are less likely to be affected by the power of new local entrants on the market (Burgel and Murray, 2000). In contrast, this notion may also be subject to the indulgence and uncertainty avoidance scores of the country (Hofstede, 2011).

The levels of uncertainty score determine how the society deals with an unknown future and thus whether to avoid any anxieties that come with it or not (Gaygısız, 2013). In addition, indulgence or restrain levels of the society have implications on how ambitious members of the society may feel.

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For example, whether to start a business to compete with an existing international business, or to extend a subsidiary of the same business into another region within the country; a decision to be made by a manager within an international business.

Essentially, strategic management with an international business in Tanzania, where the uncertainty avoidance score is 50, and an indulgence score of 38, would postulate both a negative and positive impact, depending on whether the decision maker is in an existing international business, or a supposed new entrant into an industry. The negative impact may be due to the fact that, a 50% score in figure 1 above, in the uncertainty avoidance implies no preference in terms of whether to face the unknown or not to, whereas the 38% score in indulgence postulates restraint.

The buyer-supplier power

When evaluating the relationship between the buyer and the supplier, one cannot ignore the idea of characterised markets as opposed to viewing them as hierarchies (Ketkar et al., 2012). Therefore, the effect of culture on an international business' performance is one of an economic nature, to be explained in the view of behavioural or social factors influencing the relationship between the buyer and supplier. These social factors have been referred to as relational norms (Tangpong and Ro, 2009).

For an international business, individualist buyers tend to view suppliers as materials that determine the production process of the business collectively (Cannon et al., 2010). This is often because by nature, individualist buyers may be self-centred but also because the production process cannot commence without the supply of the raw materials. The postulation of individualistic managers in an international organisation as having a collectivistic view makes it the buyers to have a somewhat balanced power; one that may not be easily abused as it facilitates loyalty, a very vital virtue to have in Tanzania.

Therefore, with a score of 25% on the individualism dimension in Tanzania, collectivistic international business managers are more likely to engage in high quality social exchanges. In contrast, the individualistic managers would only succeed if they are able to view the suppliers as their ingroup members. A notion that is subject to the level of importance of the supplier's input in the

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international business' production process, and thus tilt the balance of power between the two as suggested by Ketkar et al (2012).

Power of substitutes.

The ease with which customers are able to switch between products or substitute one product with another is subject to the long-term orientation of customers, as well as the high fixed costs of switching between products. Long term orientation denotes society's connection with the past while managing present and future challenges. Such normative societies like Tanzania with a low score, of 34 on the longer orientation index, the culture of maintaining their norms and tradition with less inclination to change is commonly suspicious as suggest by the hofstede-insights.com (2021). Conversely, societies with high score on the long-term index, tend to take a more pragmatic approach.

Power of rivalry

The intensity of the existing competition in an industry enables one to understand the power of competition and what the competing rivals are able to offer the customers. High power of rivalry is characterised by competitors who are equal in size and have the same amount of power, but most importantly, low cost offers to customers make it easy for customers to switch between (Hibbets et al., 2003).

Masculinity index influences the managers' decisions regarding competition in the sense that managers work hard to win although this may not be the main factors influencing one's ability to compete in the industry. However (Katz et al., 1999) cited inadequacy in research to enable assessment of role played by culture in the managers' decision making.

CHAPTER 3

3.1 Methodology

3.1.1Introduction

Making the most suitable choice of research methodology and technique is fundamental (White, 2002) with methodology posited as the logical approach used in the examination of the research topic. Therefore, the dedication of the research to the creation of logical facts to transcend the norm and thus inform the basis for the future criticism and examination (Johnson, 1994). The following chapter

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facilitates the effort to achieve the aim of the study. There by conducting a study examining the hypotheses. Therefore, in this chapter emphasis will be put on the research strategy, design, process as well as the actual primary research.

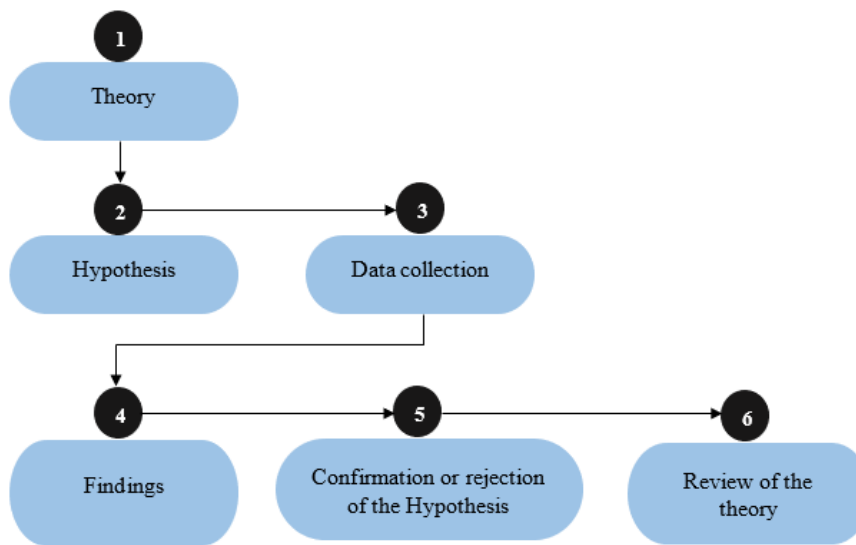
3.1.2 Research Strategy and Research Design.

In their submissions, (Bryman and Bell, 2003) they assert the interpretation of a research method as a technique for data collection involving the use of instruments such as structured interviews, questionnaires as well as the observation of participants. Consequently, the breath of a research strategy in business or management research is not one to contend with, as its methodology brunches in to qualitative of quantitative research strategies.

Moreover, differentiating between quantitative and qualitative research strategies is subject to the absence or presence of quantification in either besides their epistemological differences (Hlady-Rispal and Jouison-Laffitte, 2014). No wonder, Yin (2003)'s assertions of decisions pertaining research design and methods are consistent with the assertion of strategy being used in explanatory, descriptive, and exploratory research.

Bryman and Bell (2011)'s view of the research process as one that undergoes a deduction process from theory through the hypothesis, data collection, findings, confirmation or rejection of hypothesis down to the review of the theory, is depicted in figure 8. The same view is posited by Blumberg (2008) in their definition of a research strategy in terms of a blue print when it comes to the collecting, measuring and analysing data. Research strategy enables researchers to allocate limited resources by setting priorities to include, observations, interviews, experiments, records analysis, simulations of results. Essentially, research design involves the planning and structuring of an investigation perceived to succeed in answering the research question.

Figure 8. The deduction of the research process.



Source: Bryman and Bell (2011)

Research methodology as posited by (Blumberg et al., 2011, p147) details the researcher's outlay, ranging from the hypothesis, through to the implications of carrying out the operation as well as the eventual data analysis. In addition, the research structure constitutes the framework, configuration or organisation and establishment of how variables relate one to another. essentially, the research design is made up of both the research problem structure and a plan on how to acquire the necessary empirical evidence relating to the problem. After deciding on the research methodology, one has to choose an approach.

3.1.2 Research approach

This research aims to examine the impact of national culture on strategic management with in international organisations. Hence a most appropriate research method for this research was chosen to be the qualitative approach. Answering the research questions as advised by Bowling (2002) requires the adoption of either a deductive or induction approaches. The research approach took a qualitative data collection approach where questionnaire was used as suggested by (White, 2002). The questionnaires would facilitate the qualitative research approach. The idea was to use questionnaires

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to generate analytical data. From which quantification of the answers is done and there after statistical analysis was done.

3.2 Methods

In order to attain the study's aims and objectives, research was carried out in two phases. Firstly, a review of the existing literature obtained from secondary data was done with intent to expound on the subject area, identifying key underpinnings in the area of national culture and it impact on strategic management with in international organisations. Secondly data was obtained by analysing the published journal articles as well as printed books. Obtained data assisted in the formation of the aims and objectives of the research besides the study background.

Secondly, the research adopted a qualitative research to attain statistical data used in the analysis of the key underpinnings in the area of national culture and it impact on strategic management with in international organisations in Tanzania.

3.3 Research process

The research process as suggested by Blumberg et al (2011) interprets a research to be chronological in order involving stages. The questionnaire represents the research questions to meet the objectives by providing access to obtainable resources as posited by Saunders et al (2006). Thus, testing the hypothesis required the collection of data using a questionnaire aided by the structured observations and interviews. The research detailed a number of hypotheses with a formulated model to address the gap in the literature.

The research applied following hypotheses below:

H1: Power distance affects strategic management of an international business

H2: Uncertainty avoidance affects strategic management of an international business

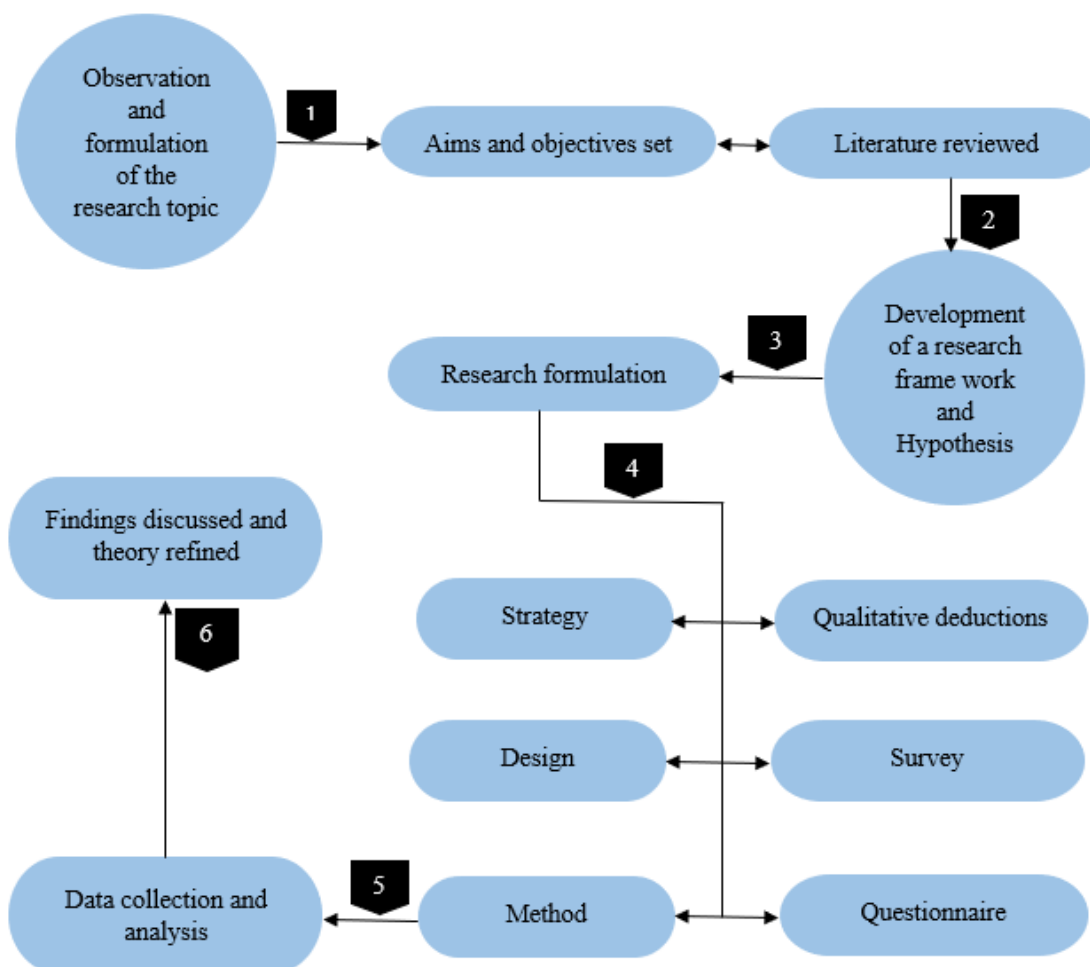
H3: Masculinity affects strategic management of an international business

H4: Individualism affects strategic management of an international business

H5: Long term orientation affects strategic management of an international business.

The hypothesis informed on the structure of questions used on the questionnaire. The questionnaire was dominated by close-ended questions with equal significance to the selected respondents. Data was then collected using the questionnaire, and as such limited to the question because of the time and financial constraints. The statistical package for social sciences was used to analyse the collected data followed by the discussion of the findings and conclusion of the research.

Figure 9 an illustration of the research process.



Source: Author

3.3.1 Questionnaire Design

Data collection was done with the aid of a questionnaire and as such, there was need to prepare a set of questions. The closed ended questions formed the questionnaire used to collect data through a self-

completion exercise. See appendix 1 for a copy of the questionnaire. The variables on the questionnaire were calibrated on a scale of 1-5, starting from “strongly disagree” to “strongly agree”. The idea behind the scale of 1-5 was to make it easy for the respondents to complete the questionnaire as suggested by Lee and Lings (2008). It was therefore easy to code and tabulate the collected data because of the closed-ended nature of the questions. And this study being non- exploratory, focusing on the number of people thinking a certain way

as opposed to how people actually think, made closed-ended questions the most appropriate choice.

The questionnaire focused on questions around strategic management techniques both internally and externally. Indirectly representing the dominant characteristics implied in the questions. The areas covered in the questionnaire included organisational structures, managerial authority, subordinates’ relationship with their supervisors, relationship with clients and customers, relationship with companies, relationship with human resource management. characteristics of the managers and supervisors as well as the innovation and entrepreneurship. The goal was to establish a link between the national culture and strategic management techniques such as SWOT analysis, Porters five forces, and PESTLE analysis. While the techniques were not directly referred to in the questions, they were implied in the question, for example, Bargaining power of buyers and customers represented in the employee’s relationship with the clients, whether they act in the best interest of the company.

3.3.2 Research Sampling Approach

The method commonly used by investigators to inform evidence-based decisions pertaining consequences perceived to have an impact on the cohort, dictates the research sampling approach (Ritch et al., 2013). In addition, sampling enables the researchers to identify a sub set from a generic set of identities that, as informed by the evidence gathered regarding the topic of study. Moreover, conclusions of a study are drawn from the results obtained from the sample.

Basing on the rational of access to information as a principal requirement in this research, emphasis was put on a non-profitability sampling approach to enable access to the required information from

the cohort (Evans and Mathur, 2018). Without, negating the implications of the time and cost during the research process, the study accessed the cohort online to collect the required data in Tanzania.

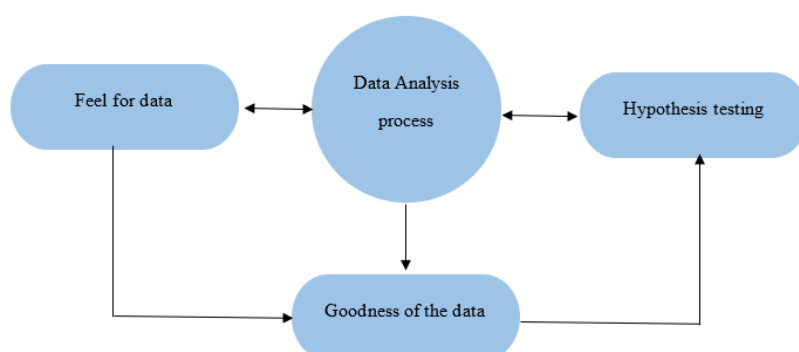
3.3.3 Pilot Test

It was important to conduct a mini version of the study prior the final research as Lee and Lings (2008) suggest. Therefore, to ensure success of the research, a small group of employees and midlevel managers were sent questionnaires. Once returned, the results from the questionnaires were subjected to analysis as would be in the real study and thus informing the decisions regarding the design and validity of the questionnaire as suggested by Price and Murnan (2004). Also, the pilot study was conducted two weeks prior the final study through the use of structured questions inform of a questionnaire and the data was collected.

3.4 Data collection and Analysis

The data collection and analysis involved the three major stages, as suggested by Saunders et al (2006) to be hypothesis testing, goodness of the data as well as the feel of the data collected. With the 162 numbered questionnaires, SPSS was used to test the hypothesis and later make an analysis if the data. Just as Basto and Pereira (2012) suggest, SPSS is very instrumental, when one needs to evaluate large samples of numerical data and well as providing a very good analysis of the results.

Figure 10 the data analysis process.



Source: Author

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Graphs and table were used to analyse results from the variables. SPSS was used to examine standard deviation as well as Pearson's coefficient in descriptive statistics. To examine the impact of the national culture on strategic management in the international organisations in Tanzania, regression analysis was done.

Feel of Data:

It is important to ensure that the data created is indispensable for the analysis. This would involve the application of the descriptive statistics in relation to the variables, highlighting central tendency and dispersion statistics with intent to acquire the range, mean, and standard deviation from the variables. In this study, it was inevitable to ascertain the relationship between the individual strategic management practices, or activities and techniques with the national culture dimensions. Thus, a range of strategic management activities were implied in the questionnaire to warrant a sizable amount of responses.

Goodness of data

The main issue in research design, is the credibility of the findings and this is explored in the goodness of the data. As such the goodness of the data played a vital role in the process of attaining credibility of the findings.

Hypotheses testing

The hypotheses were evaluated to ascertain the strength and dependability of the variables. The testing of the hypothesis enabled verification of its accuracy. And as posited by Rosenkrantz (2012), the confidence derived from the data illustration determines the hypothesis acknowledgement although sometimes interferences and inconsistencies breed inaccuracy in the data. At this stage, the need for the selection of the appropriate method in testing the hypothesis is crucial. Due to the nature of this study, a number of dependable variables alongside independent variables informed the researcher's decision to use the multivariate numerical technique. Use of several regression analyses applicable to business research was made. Objective assessment of the relationship between the dependable and independent variables was done. Moreover, as suggested by Acton et al (2009), the analyses were carried out using the Statistical Package for Social Sciences version 17.0.

3.5 Validity

Thomson (2011) suggested validity to imply objective of conducting a measurement to be the measurement of what was proposed to be measured. For purposes of obtaining substantial levels of validity in the qualitative research in collecting the primary data, sampling was done, and questionnaires adjusted to meet the research objective.

As Long and Johnson (2000) emphasize, that validity ensures adds integrity on the data, ensuring that the findings are definitely about what research topic. Thus, the formulated indicators should indeed gage the purpose of the study. Moreover, several types of validity exist, including concurrent validity, face validity, predictive validity, convergent validity, and constructive validity (Taherdoost, 2016).

3.6 Reliability

The LoBiondo-Wood and Haber (2014) posits reliability to be a measure of stability of the concept. The degree at which the method used in the data collection is able to deliver the findings that are consistent with the observations made. This was done by ensuring transparency throughout the sense making process when dealing with the raw data. None the less, other factors necessary, for the measurement of reliability, were also taken in to account.

As such in ternal reliability was used to ensure that the findings establish a connection between the national culture and strategic management within an international organisation. The soundness of the findings is often an issue in the qualitative research and this being the main research method applied during the study, hence it was necessary to ensure that the internal reliability is tested to the best of the researcher's knowledge as suggested by Sarma (2015).

Alternative methods

There are alternative methods that could be used to conduct the research as suggested by Graue, (2015), although, for purposes of this research, the qualitative approach was more appropriate for the study and as such, a survey or cross sectional research design was applied as it was also found to be most appropriate in context of the qualitative research. Although some researchers recommend the use of the mixed method (Johnson and Onwuegbuzie, 2004); where by, the researcher prefers to apply

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both the qualitative and quantitative methods, for purposes of this business research, only the qualitative method was used with special emphasis placed on the use of a survey or questionnaire.

Drawing the postulations of quantitative methods as mainly focusing on the collection and generation of numerical data, whereas the qualitative method does not involve the collection of numerical data. The qualitative approach used in this study involved the deductive approach which is considered more suitable for majority of the test theories. None the less, a qualitative research method can be used in inductive approaches as well to facilitate theory generation as posited by Bryman and Bell (2001). Hence the conclusion that the qualitative method was more suitable for testing the hypotheses in this study. Essentially this study was focused on answering all the questions arising during the hypothesis testing, using the existing theories.

3.7 Ethics and confidentiality

Every individual has moral standards that guide and determine how they do things and live their lives, and so does a group of individuals (Churchill et al., 1996; Gray et al., 2017). At every stage of the research, ethical issues are very important, despite the variations in the principals associated to the research ethics such as honesty, accountability, and respect for the participants' rights. This includes their consent to participate in the study ensuring that confidentiality of the participants and their data is maintained (Wiles et al., 2008).

This research was conducted following a code of ethics aimed at developing trust between the participants and the researchers. That meant that the questionnaires, had the information pertaining the aim of the research at the very top of the page and thus making it easy for the participant to see and make a conscious decision to participate. The participants were assured of the and confidentiality of their data and that the obtained data would be used solely for the purpose of the research. Refer to the questionnaire attached in the appendices.

Thus, all ethical aspects of the research were considered throughout the study. Making sure that the participants understood the aims of the study, that the participation in the research was voluntary, the collected data would be processed with uttermost privacy as well as their information. In addition, the

research ethical approval was also obtained from the University of Wales trinity Saint David. Moreover, the researcher made sure that the questionnaire was made for only those participants aged 18 years and above, thus corresponding with the University of Wales Trinity Saint David code of ethics. As such the researcher ensuring commitment to the code University code of ethics.

3.8 Limitations

There was limited to time during the collection of data, and thus influencing the number available participants. Moreover, the limitation in the size of the sampling space reflected on the inability in terms of generalising the findings from the research. Only a small sample of the international business sector with in Tanzanian SMEs sectors was represented.

3.9 Summary

This research was a qualitative study conducted in two phases. Firstly, secondary data pertinent to the literature was obtained and analysed. Secondly, the primary data was collected by means of a questionnaire which was completed by the participants from several international small and medium enterprises in Tanzania. The most appropriate sampling method that could fit well in to the constrained times lines was applied to the research. A conceptual framework was used in the development of the questionnaire and in addition, the developed model in the first phase was pilot tested with 162 numbered questionnaires. Using SPSS, the questions were coded, and analysis carried out to interpret the collected data. Discussion of methods to ensure the reliability and validity of the research was done. At the same times, ethics and confidentiality issues were given uttermost consideration during the research, making sure that the limitations encountered during the research were documented and communicated in the study. The following chapter presents the findings obtained from the primary research. The following chapter shows the discussion of the findings.

CHAPTER 4

4.1 Findings and Discussion

4.1 Introduction

The previous chapter identifies as well as describe the research process chosen for this study and justifies the methodology. Thus, the collected data was analysed as well as the findings discussed here to validate the previously described hypothesis. The presentation of the results in a precise and concise manner gives one an understanding of the impact of national culture on strategic management.

4.1.2 Personal Information and Descriptive Statistics

This section covers the respondents' personal information with a specific interest in the respondent's characteristics particularly data frequency.

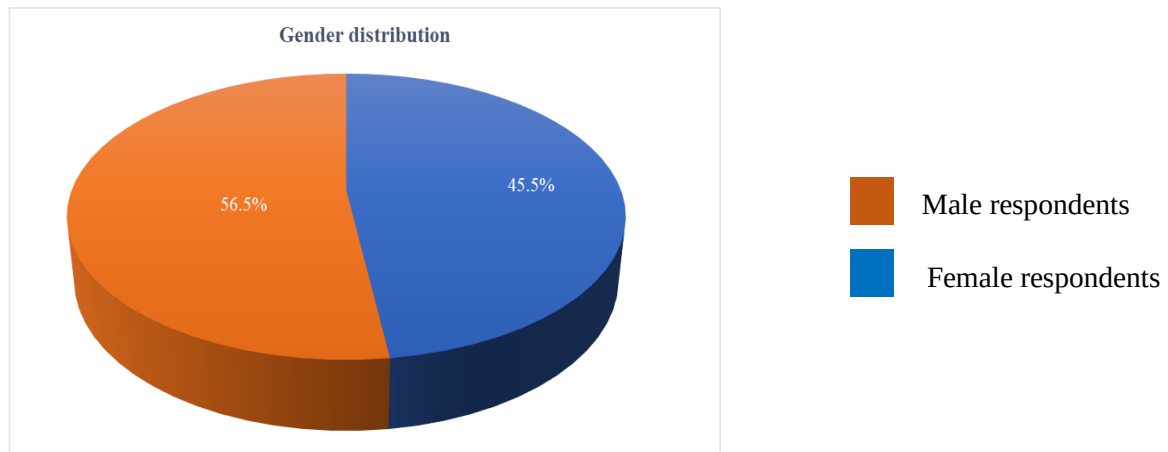
4.1.3 Gender and age demographics

During the study, 162 questionnaires were received from the respondents. Out of the 162 questionnaires 45.6% registered to be female while the remaining 54.4 % were male as indicated in table 4.2.1 and figure 11. These details were captured in response to the first question about the respondents' personal information including their gender.

Table 4.1.3 Distribution of gender

Gender distribution					
		Frequency	Percent (%)	Valid %	Cumulative %
Valid	Male respondents	92	56.5	56.5	56.5
	Female respondents	70	45.5	45.5	100
	Total no. of respondents	162	100	100	

Figure 11. Gender distribution



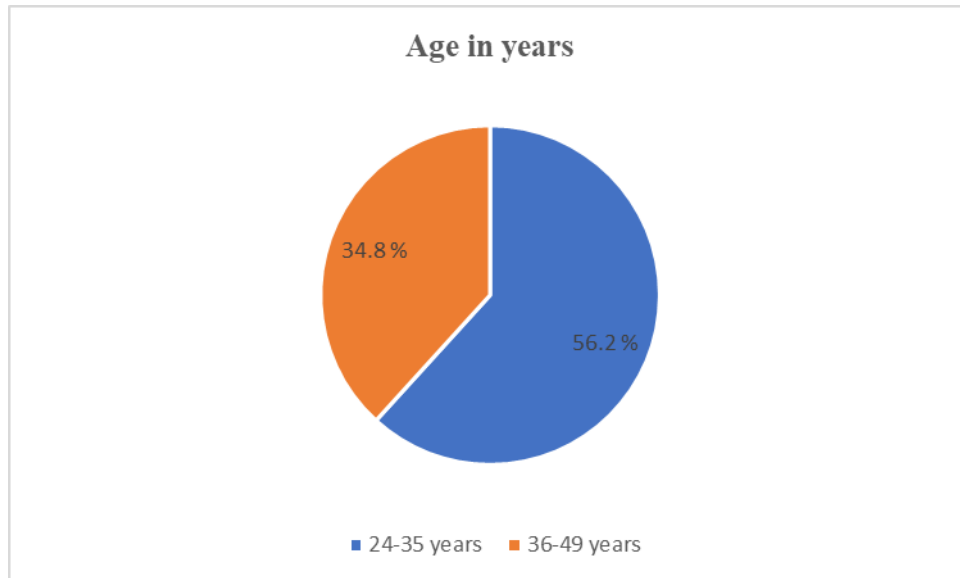
4.1.4 Age group distribution

The biggest number of respondents were aged between 24 and 35 years making it 56.2% while the rest were aged between 36 and 49 years, making it 34.8%. There was no participant aged above 50 years of age.

Table 4.2.4 Age group distribution

Age in Years					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24-35 years	98	56.2	56.2	56.2
	36-49 years	64	34.8	34.8	100
	Total	162	100	100	

Figure 12. Age in Years



4.1.5 Industry distribution

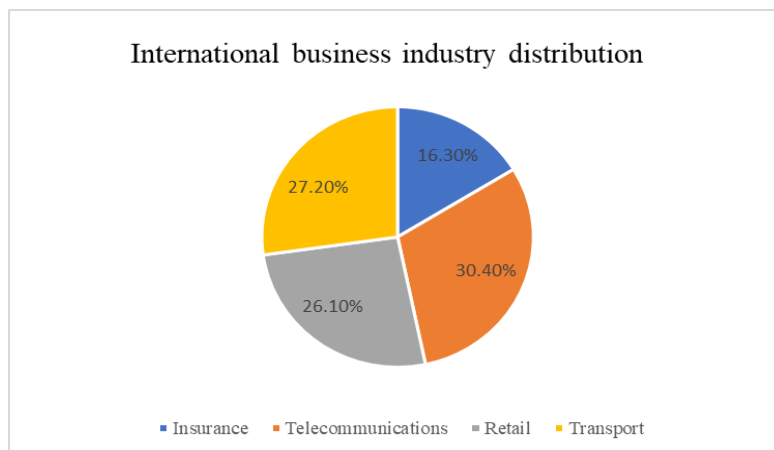
Table 4.1.5 Industry distribution

International business industry distribution					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insurance	18	16.3	16.3	16.3
	Telecommunications	28	30.4	30.4	46.7
	Retail	24	26.1	26.1	72.8
	Transport	58	27.2	27.2	100
	Total	162	100	100	

The participants came from four different industries in Tanzania and these were the main focus to ensure exploration of international businesses in these industries. The table 4.1.4 illustrates the international business industry distribution. As shown in figure 13 below, 16.3% of the respondents worked with international insurance companies. 30.4% worked with Telecommunications sector.

Whereas 26.1% were from the retail sector, especially small retail shops owned by investors from nearby neighbouring countries such as Kenya, Uganda, and Rwanda. And the remaining 27.2% of the respondents were working with the transport sector. Although the international business industry in Tanzania is a diverse one, for purposes of this study, the emphasis was put on the four mention industry sectors.

Figure 13. International business industry distribution



4.2 Goodness of Data

The reliability and validity aspects that represent the goodness of the data are presented here as a scale of measurement in the study.

4.2.1 Reliability

As suggested by Pallant (2010) the Cronbach alpha value needs to be above 0.7. Essentially in terms of correlation, the values need to be positive to indicate imply proper measurement of the specified underlying characteristics. Therefor, effective examination of accuracy of the measurements from the questionnaires, necessitated conducting a reliability test using Cronbach “a method on all the variables in the study. All the 5 dimensions of Hofstede’s cultural dimensions were included in the culture as a variable, Strategic management using SWOT analysis(STM SWOT) focused on all four areas of the analysis, thus strengths, weaknesses, opportunities, and threats. Strategic management using Porter’s five forces of power of rivalry, power of substitutes, bargaining power of buyers, power of suppliers and the threat of new entrants. The components of PESTLE analysis as strategic

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management tool were also included among the variables. See SPPs computation of reliability in appendices. The strategic management tools of Porter's five forces and PESTLE analysis were combined into STM PFF & PESTLE.

Table 4.2.1 Reliabilities of the scale

Reliabilities of scale		
Scale	Cronbach "a	Number of Items
Hofstede's cultural dimensions	0.736	5
STM SWOT	0.771	5
STM PFF & PESTLE	0.888	13

4.2.2 Correlation analysis

To be able to measure the relationship between the causations and variables, correlation analysis was used. performing Pearson's correlation between the items and existing variables whose significance was at 0.01 enabled a recording of the significant relationships indicated in the appendix B. Hofstede's cultural dimensions were correlated against strategic management at 0.01. the findings are shown in the table 4.2.2.

Table 4.2.1 Correlational analysis

Hofstede's cultural dimensions	Significance	Strategic management
Power distance	P<0.01	.512(**)
Masculinity Vs Feminism	P<0.01	.568(**)
Long term orientation	P<0.01	.536(**)
Uncertainty avoidance	P<0.01	.658(**)
Individualism	P<0.01	.602(**)
** The correlation is significant at the 0.01 level.		

There is a significant relationship between power distance and strategic management $r = .512$, p (one-tailed) $< .01$. Masculinity Vs Feminism was correlated with strategic management $r = .568$ p (one tail) $< .01$. Long term orientation was significantly correlated with strategic management $r = .536$, p (one tail) $< .01$. A positive relationship was seen between uncertainty avoidance and strategic management $r = .658$, p (one tail) $< .01$. Also, there was exhibited to be a positive relationship between individualism and strategic management $r = .602$, p (one- tail) $< .01$. The findings indicate the impact of culture (Hofstede's cultural dimensions) on strategic management of an international business.

4.3 Regression analysis

To be able to estimate the coefficients that indicate that there is a relationship between the independent and dependent variables is the ultimate goal of regression. The independent variable's sign of coefficient indicated its relationship with the dependent variable, implying the existence of a level of responsiveness of dependent variable to changes in the independent variable.

Each item's effect on the corresponding variables was tested. A strong relationship was found to exist between the items and independent variables see appendix C.

Culture's direct effect on strategic management was tested. Power distance, uncertainty avoidance, long term orientation, masculinity was tested against strategic management and the coefficient. The table 4.3.1 indicates that the beta coefficient between power distance and strategic management ($b = 0.674$, $t = 8.680$), Masculinity and strategic management ($b = 0.593$, $t = 8.050$), Long term orientation ($b = 0.877$, $t = 11.010$) uncertainty avoidance and strategic management ($b = 0.746$, $t = 9.528$) individualism and strategic management ($b = 0.564$, $t = 7.503$) proved to be positive and significant showing a $p < .01$. Consequently, Hofstede's cultural dimensions significantly affect strategic management and thus substantiating the hypotheses H1, H2, H3, H4, and H5.

Table 4.3.1: Regression Analysis for cultural dimensions

Hypothesis	Independent variable	Dependent variable	b	t	p	Results
H1	Power distance	Strategic management	0.674	8.680	0.000	Accepted
H2	Masculinity	Strategic management	0.593	8.050	0.000	Accepted
H3	Long term orientation	Strategic management	0.877	11.010	0.000	Accepted
H4	Uncertainty avoidance	Strategic management	0.746	9.528	0.000	Accepted
H5	Individualism	Strategic management	0.564	7.503	0.000	Accepted

The impact of national cultural dimensions on strategic management is tested using the stepwise method, with the R value measuring the correlation between the outcomes and their predictors consequently the R value for this study was .723 which was interpreted as an indication of a strong correlation between national culture and strategic management. The R^2 value measuring a proportion of variance in the model. In this study the R^2 value was .536 indicating the national culture has a 58.1% impact on strategic management. For the case of this study the adjusted R^2 value shows how well the model is able to generalise. The adjusted R^2 value was .524 bringing it closer to the R^2 value.

The model showed significance in terms of variance and thus proved to be a better predictor of the outcome in comparison to using the mean. The F ratio allows room for testing whether the independent variables are indeed significant as per the regression model. As per this study the F ratio was found to be 45.12 at $P < .001$, meaning that the national cultural dimensions are very significant in the model and thus one can reject the null hypothesis.

4.4 Summary of the data analysis.

1. The questionnaires used in the data collection were number from 1 to 162
2. Questions coded into SPSS were used.
3. Frequency analysis performed.
4. Descriptive analysis performed.
5. Collected data was further analysed to attain consistent measurements using Cronbach's coefficient.
6. Pearson' correlation analysis was used to establish the relationship between each dimension (item) and strategic management. And thus, high correlation denoted by a 0.01 significance level was seen.
7. After performing the regression analysis, all items were measured against strategic management and a significance of 0.01 was obtained.

4.5 Discussion

The findings in this research were analysed using SPSS. The regression model was tested to ensure validity of the data as well as its significance. Hence, objectively one can argue that, national culture has an impact on strategic management of an international businesses in Tanzania on the basis that all the hypothesis, H2, H2, H3, H4 and H5 supported the argument.

H1 Power Distance affects strategic management in ana international business.

Hofstede suggested power distance to be the level at which an individual is able to accept power and that it is not equally distributed (Hofstede, 1984a). As a result, individuals in societies with a large power distance tend to accept hierarchical order with as little consultation as possible between superiors and subordinates (Daniels et al., 2011). The power respect exhibited by respondents in the study denotes the acceptance of power and respect for authority of their superiors (Griffin and Pustay, 2010).

H2 Masculinity Versus Femininity affect strategic management.

Masculinity denotes courage, achievement as well as material success as posited by (Hofstede, 1984a). Conversely, Femininity denotes humility, relationships as well as caring for the weak, valuing the quality of life as suggested by Hofstede (1984a). While some respondents exhibited femininity by placing high value on quality of life, social relations as well as care for other like Griffin and Pustay,

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(2010) suggest. Essentially, masculinity vs femininity is instrumental in measuring national culture in terms of division of values and roles depending on the gender as suggested by Change (2005).

H3 Long term orientation affects the strategic management in international business.

Derived from the “Confucian work dynamism” as posited by the Chinese Culture connections (1987), and later developed into the long-term vs short term orientation by Minkov and Hofstede (2021). This refers to one’s orientation of values towards the future. As short-term orientation tends towards the value of the present and past as opposed to the future as denoted by long term orientation.

H4 uncertainty avoidance.

The extent to which individuals are uncomfortable with vagueness and uncertainty as posited by (Hofstede, 1984a). Furthermore, societies with high levels of uncertainty avoidance culture are characterised by rigid belief systems and behaviours. As Daniels et al (2011) argue that employees in high uncertainty avoidance societies prefer to follow unchanging rules as long as certainty of their status is maintained. Societies with low uncertainty avoidance culture are more open focusing on practice as opposed to principles, thus tolerating deviance from the norms (Griffin and Pustay, 2010).

H5 individualism affects strategic management of international businesses in Tanzania. Essentially, individualism which is also referred to as social orientation, denotes the importance attached to group members’ interest as opposed to the individual rights as posited by Griffin and Pustay (2010). This implies as suggested by Swaidan and Hayes (2005) that to a certain extent the individual employees in the international business emotionally depend on the group. Although as posited by Griffin and Pustay (2010), some employees within the international businesses still exhibit beliefs of having the group to come first. This notion in some cases becomes the basis for the employee rewards system. Conversely as Daniels et al (2011) suggests, individualistic members within the international business tend towards minimal preference for group rewards.

4.5 Summary

The tested hypotheses were accepted using the analysed data results. The impact of national culture on strategic management was examined and aims and objectives of the study were achieved. The following chapter contains the recommendations and conclusion.

CHAPTER 5

5.1 Conclusion and recommendation

5.1 Introduction

This being the final chapter makes a brief summary of each section in this study. It explains the contributions and closes with recommendations and implications for purposes of future research.

5.2 Summary of the research

The first chapter elucidates on the national culture and its relevance in management. The national culture dimensions scores according to Hofstede are presented and back ground of the concept is discussed. Followed by the literature review chapter, an examination of the research findings. Such as the implications of culture on strategic management. The cultural dimensions and how they affect strategic management practices such as porter's five forces and Swot analysis were discussed. And hypothesis of the study was developed.

The third chapter which is the methodology using mixed research methods was used. Adoption of both the qualitative and quantitative research method was done in relation to the study.

The fourth chapter has the research findings and discussion of the research thereof. The sample size of 200 questionnaires were sent out but only 162 respondents participated. The questionnaires were sent out online and respondents responded the same way. The received questionnaires were all considered usable and thus valid for the study. SPSS was used to analyse the variables.

The fifth chapter details the discussion of the research findings, interpreting the outcome of the collected data, testing, and accepting the hypothesis developed in the literature review. Support and implication of role played by national culture in strategic management is touched on.

The sixth chapter presents the conclusion in summary as well as the recommendations and contributions for purposes of further research.

5.3 Research conclusions

In conclusion, there has been a growing interest in national culture and strategic management as expressed by several academic researchers and international business practitioners. However more research should be done to develop a more dynamic and detailed relationship between the national culture and strategic management practices. All the hypothesis developed in this study have been accepted on the basis of the results from the findings. Thus all Hofstede's national cultural dimensions, that is to say, power distance, Masculinity versus Femininity, Long term versus short term orientation, uncertainty avoidance versus risk taking, Individualism versus collectivism do affect strategic management of an international business.

Overall, the study avails empirical evidence regarding the impact of national culture on strategic management of an international business. Moreover, the study contributes to the body of knowledge through the evaluation of national culture and strategic management practices within international businesses in Tanzania.

5.4 Research recommendations

5.4.1 For international business practitioners

As far as the practical implications of the study are concerned, it is essential to conclude that, international businesses in Tanzania, regardless of size and industry, are all affected by the national culture of both the employees and potential and existing customers of the businesses. As such management within international businesses should put into consideration the impact of national culture on strategic management as they apply the relevant strategic management tools. Most

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importantly, its inevitable to acknowledge the relationship between strategic management and national culture.

5.4.2. For Academics

The study indicated the impact of national culture on strategic management of an international business. For purposes of recommendation for further research, one needs to conduct a more details research on the impact of national culture on strategic management in East Africa considering the fact that there is little to almost no literature around the topic of the study. It is also essential to conduct research in the area of Hofstede's cultural dimension in all the East African countries. This is because most of the international businesses operating in Tanzania have their headquarters in one of the East African countries and thus making comparison between country national cultures is vital

5.5 Research limitations

There were constraints in the research, this is partly because of the limitation in the number of respondents and literature about strategic management practices such as PESTLE.

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5.3 Appendices

APPENDIX 1. WEB BASED QUESTIONNAIRE

THE IMPACT OF NATIONAL CULTURE ON STRATEGIC MANAGEMENT OF AN INTERNATIONAL BUSINESSES

I am a currently an MBA student at UWTSD. With this questionnaire, I am conducting a research on the impact of national culture on strategic management within an international business. While you participate in this research, you are advised that you are free to withdraw your participation from this research at any moment you wish to do so. I can confirm that the information you provide will be handled with uttermost confidentiality and so will your anonymity. Your time and participation are highly appreciated.

5.3 Appendices

APPENDIX A. WEB BASED QUESTIONNAIRE

THE IMPACT OF NATIONAL CULTURE ON STRATEGIC MANAGEMENT OF AN INTERNATIONAL BUSINESSES

I am a currently an MBA student at UWTSD. With this questionnaire, I am conducting a research on the impact of national culture on strategic management within an international business. While you participate in this research, you are advised that you are free to withdraw your participation from this research at any moment you wish to do so. I can confirm that the information you provide will be handled with uttermost confidentiality and so will your anonymity. Your time and participation are highly appreciated.

1. which gender best describes you?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. What age bracket do you fall under?

- ☐ Below 24 years
- ☐ 24 - 35 years
- ☐ 36 – 49 years
- ☐ 50 years and above

3. My organization acknowledges the national culture of Tanzania.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

4. My organization expresses their respect for Tanzania's national culture in their mission statement

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

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5. My organization's vision statement expresses the relevance of national culture on the business

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

6. My organization acknowledges and engages in strategic management activities of the business.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

7. My organization's senior and middle management clearly understand the Tanzanian national culture?

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

8. My organization structure is centralized

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

9. My organization's managerial authority is dispersed throughout the organization.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

10. In terms of relationship with supervisors in the organization, subordinates tend to solely reply on orders from above.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

11. There is a low salary gap between senior members and those at the bottom of the organization.

- ☐ Strongly agree

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- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

12. In terms of relationships with clients and customers, employees in my organization act in the best interest of the organization.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

13. Employees exhibit a high sense of commitment to the organization.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

14. when it comes to hiring new staff, the organization takes into consideration the group.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

15. Employees in the organization are rewarded based on equality and not equity.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

16. The organization structure encourages mobility between occupations with more emphasis put on personal relationships to ensure business success.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

17. In terms of employee relationship with the organization, staff members prefer to larger companies to their current employer.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

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18. The power of superiors is established on the basis of their capacity to manage uncertainty.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

19. When it comes to entrepreneurship and innovation, the company tolerates ambiguity in its structures, policies, and procedures.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

20. Staff within the organization live to work.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

21. The organization has fewer women in executive positions.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

22. Managers feel paid and satisfied with the job.

- ☐ Strongly agree
- ☐ Agree
- ☐ Not sure
- ☐ Disagree
- ☐ Strongly disagree

Appendix B.

Correlation analysis

Hofstede's cultural dimensions	Significance	Strategic management
Power distance	$P < 0.01$	.512(**)
Masculinity Vs Feminism	$P < 0.01$	.568(**)

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Long term orientation	P<0.01	.536(**)
Uncertainty avoidance	P<0.01	.658(**)
Individualism	P<0.01	.602(**)
** The correlation is significant at the 0.01 level.		

Appendix c.

Regression analysis

Hypothesis	Independent variable	Dependent variable	b	t	p	Results
H1	Power distance	Strategic management	0.674	8.680	0.000	Accepted
H2	Masculinity	Strategic management	0.593	8.050	0.000	Accepted
H3	Long term orientation	Strategic management	0.877	11.010	0.000	Accepted
H4	Uncertainty avoidance	Strategic management	0.746	9.528	0.000	Accepted
H5	Individualism	Strategic management	0.564	7.503	0.000	Accepted