Managerial Challenge to Cross Cultural Management of Diversity

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Abstract

Organizational culture was initially thought to be monumental that could easily be conceptualized but globalization has challenged this notion. Culture the multifaceted concept of shared beliefs, philosophies, values, norms, customs and mental programming is no longer static but volatile. Most scholars argue that free movement of political, economic and cultural resources between and within countries has facilitated the change in culture as the elements interact during the movement of various cultures. Conceptualization of culture with volatile boundaries and dynamic nature calls for proper understanding of the movement in culture with its cognitive elements. Theoretical explanation of cultural movement through convergence, divergence and crossvergence attempts to explain the movement of culture. This process transforms cultures through conflict and stress which affects boundaries and elements of culture leading to shifts through natural adaptive mechanisms. Traditional management was not interested in organization environment but the paradigm shift of static culture has brought in new management concepts that are mindful about organizational culture and dynamics of its environment.

The paper undertakes to define culture explain constituents of culture, the concept of national culture and organizational culture, theories convergence, divergence and crossvergence of cultural movement and contemporary factors influencing cultural movement. The paper strongly advocates for management to understand the cultural elements in order to effectively manage diversity.

Keywords: Crossvergence, globalization, Culture, divergence, and convergence.

1.0 Background

Culture has variously been defined from different perspectives due to different contexts, time, society, organization, and nationality. Jacques (1952:251) defines culture as a customary and traditional way of thinking and doing things, which is shared to a greater or less degree by all its members and which members must learn, and at least partially accept, in order to be accepted into service in the firm. Hagget (1975:238) defines culture as a description of patterns of behaviour that form a durable template by which ideas and images can be transferred from one generation to another.

On the other hand Swartz & Davis (1981:33) define culture as a pattern of beliefs and expectations shared by the organization members, responsible for production of norms and powerfully shape the behaviour of individuals and groups in the organization. Lorsch (1986:95) defines culture as shared beliefs top managers have about how they should manage themselves and other employees, and how they should conduct business. Lorsch looked at culture from the perspective of managers working towards transforming the culture of the organization unlike other scholars. Louis (1983:39) defines organization's culture as a bearing milleux, that is, they are distinctive social units possessed of a set of common understanding. Similarly Shein (1985:6) defines culture as a pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems.

This is closely related to Van Maanen (1988:3) who defined culture as knowledge members of a given group are thought to more or less share; knowledge of the sort that is said to form, embed, shape, and account for routine and not so-routine activities of the members of the culture... a culture is expressed (or constituted) only through the actions and words of its members and must be interpreted by a given a fieldworker...culture is not itself visible, but is made visible only through its representation. This notion has been argued by various scholars like Kotter and Hesket (1992), define "culture as shared values (that define what is important) and norms that define appropriate attitudes and behaviors for organizational members (how to feel and behave)." This is in agreement with Rousseau (1990), who also asserted that system of shared values and norms. Trice and Beyer (1993:2), cultures are collective phenomena that embody people's responses to the uncertainties and chaos that are inevitable in human experience. These responses fall into two major categories. The first is the substance of culture-shared, emotionally charged belief systems that we call ideologies. The second cultural forms-observable entities, including actions, through which members of a culture express, affirm, and communicate the substance of their culture to one another. Culture is a multifaceted concept of peoples shared people's beliefs, philosophies, norms, customs and mental programming of a group of people (Hofstede 1981, 1983, 1997, & 2001).

Whereas culture has been variously defined the common attributes highlighted in various definitions are shared beliefs, philosophy, ideology, norms and mental programming forming a predictable pattern of behaviour in a given group of people. The underlying beliefs, philosophies, ideologies, norms, and mental programming facilitate in the formation of cognitive elements of different group members. Perceptions together with behaviours depend on the cultural cognitive elements of different people working together. The collision in the cultural cognitive elements normally leads to conflict while the common perception leads to harmony. The shared cultural cognitive elements shared by members of the same organization, tribe, locality, school or nation are constituent of different cultural dimensions constitutes a unique culture. This is vital in the definition of relationships between different members either causing a harmony or a conflict. Culture is more than a language, dressing, food but it is an underground river that runs through peoples' lives, relationships, giving messages that shape perceptions, attributions, judgements, ideas of self and others (LeBaron, 2003). A difference in culture leads to completely different understandings and difficulty with coordination and teamwork.

A managerial challenge to the management of cultural diversity arises from differences in opinions, views and networking and collaboration become difficult. Different cultures, values, beliefs and attitudes instead of promoting harmony breed conflicts. Whereas organizations try to put in place mechanisms to have a common vision, by establishment of official symbols to project images, organization structures, strategy, effective leadership, efficient human resource management, mission statement, technology, teamwork and building. This paper therefore attempts to explain constituents of culture, the challenge management of diversity arising from national and sub-cultural orientations within the organization, theoretical expositions of cultural movement and the current contemporary influence of cultural diversity movement. The study basically relied on a review of documents highlighting the challenges, theories, and contemporary issues regarding cultural diversity management.

2.0 Organizational Culture

Mead & Andrews (2009:80), constructed organizational culture is a product of structures, systems, and regulations, planned and imposed by management. The management works towards building of values that suit the organizational goals. The process of building values, beliefs, philosophies and mental programming of the employees in order to enhance collective achievement goals. The challenge about the establishment of organizational culture can be caused by organizational differences between subcultures within the organization and overall organizational culture, differences between national and organizational culture especially the subsidiaries and headquarters located in different countries. This involves a continuous negotiated process of cultural change through negotiation by management working on the positive aspects of climate and use of constructions like the missions, values, and teaching employees. The process is normally successful as members support the cultural transformation in the organization. The concepts undertake the ability of management to change the specific culture of a given set of people.

Organizational culture is analyzed by categorizing the culture into positive and negative or weak and strong. Positive culture is exhibited by employees trusting and supporting top management with the common commitment by all the members of the organization. Strong organizational culture is brought about by commitment of management in establishing a good organizational environment through good communication, effective handling of grievances, employees feeling being valued, fair reward system, perception of reasonable demands for productivity. While the negative culture is exhibited through little trust and support of top management by employees with little commitment to the organization. Strong culture is illustrated by employees being so unified and consistent by sharing similar beliefs, values, attitudes, effective communication, sharing ideas, commitment to work together and members tolerate each other ideas.

Organization attitudes are influenced by the business environment; national economic conditions, macroeconomic factors, government policy, legal system, industry norms, and the national culture (Mead & Andrews 2009). The major challenge is the management of people from different cultural orientation due to differences in nationalities. Hofstede (1980) as quoted by Chevrier, national culture basically sets of values and norms, which guide behaviour in any medium in a given country. This attributes for similarities with a given group or nation as well as distinguishing the behaviours attitudes, norms from different nations. The political culture has a significant influence on the individuals in a nation as well as the organizations within the locus of that nation. Chevrier (2009), redefines culture as frames of meaning of giving circumstances. Whereas there are various definitions of culture by scholars but the binding factor is that culture enables individuals to define the basic life or situation in a nation. Whereas within the same nation may not define or derive exactly the same meaning life but there is a fairly common way of defining scenarios.

2.1 National culture, organizational culture and subculture: The national political culture could be defined along the lines of national freedom, social integration, forms of social status, the way of creation of laws and the establishment of national institutions. Whereas the institutional approach would be appropriate but there is an argument is based on the normative and cognitive frames but the real definition of these institutions could easily

become difficult to analyze in relation to nationalities but still could guide in the establishment of meaning as per the cultures articulated in the paper. The political systems established in a country influence the belief, values and philosophy of citizens thus forming a national culture which in turn influences organizations. Mead and Andrews (2009:311) "the national culture expressed in the foreign subsidiary as a source of risk when own national culture has high needs to avoid uncertainty and cultural distance is perceived wide". Managers have challenges to deal with cultural differences of the subsidiary with headquarters. Several authors have emphasized the limitations of gathering data from employees of a single organization in order to make inferences about national cultures (Robinson, 1983; Sorge, 1983; Korman, 1985).

Whereas subculture may be down played but has significant effect on organization culture. Organizational subcultures arise because of different professional orientation, backgrounds, functionality, hierarchical level, functionality and structural basis, managers, and working environments. This brings in the unique aspects of the organization to establish unique cultures based on different values and attributes. The inherent elements that will pass on to the other generations are significant for the success of the organizations and good management has to pay attention to the sub-cultures. Several writers have emphasized that organizational subcultures may exist independently of organizational culture, and that a small work group may have its own distinct set of values, beliefs and attributes (Brown, 1995; Martin, 1992; Martin and Siehl, 1983; Schneider, 1990; Sackman, 1991; Trice and Beyer, 1993). Brewer (1993) further suggested that if an organizational culture is not articulated strongly enough, the subculture may take precedence over the organizational culture for individual employees and thus gain their commitment.

2.2 Headquarters versus subsidiary cultural management: Proper management of organizations requires integration of headquarters with subsidiary by understanding of cultural orientations both headquarters and subsidiaries. Cultural orientations are clearly articulated by beliefs, values and mind programming of the employees in the headquarters' and subsidiaries. In the quest for seamlessly integration, global companies increasingly view their corporate cultures as a primary asset, as the glue that unites disparate subsidiaries into an international body of headquarters replica (Mead & Andrews 2009). The level of control by the headquarters on the subsidiary the more close the cultural orientations of the headquarters with subsidiary reduces the risks that due to culture together the risks that are encountered in the process. The headquarters gives more autonomy to the subsidiary by responding to the local conditions and cultural priorities. Bartlett and Goshal (1989, 1998) as cited by Mead and Andrews, classified four models of companies operating foreign interests: global, multinational, international and transnational companies normally chosen by MNCs based on environmental risks. The different unique environmental risks; competitive, economic, political, technological and cultural in the subsidiaries influences the choice of the strategy to be adopted. Relationships between the headquarters and subsidiaries are complicated due to various dynamics in cultural orientations leading to the movement in cultural orientation.

3.0 **Theoretical explanations of cultural movement:**

Most scholars argue that free movement of political, economic and cultural resources between and within countries has facilitated the change in culture as the elements interact during the movement of various cultures. Conceptualization of culture with volatile boundaries and dynamic nature calls for proper understanding of the movement in culture with its cognitive elements. Convergence, divergence and crossvergence theories attempt to explain the complicated relationship between the headquarters and subsidiaries. Weber (1969), convergence is the transformation of value system by leading to the change in culture away from social-cultural influences while divergence the retention the value system of societal culture over time regardless of changes in technology, economic and politics *of work values.* Crossvergence is a combination of divergence and convergence through the influence of socio-cultural and business ideology leading to the emergence of new cultural value systems (Ralston, 1993). Convergence is mainly hypothesized to be the main cause of merging between headquarters and subsidiaries due to technology, politics, and economics are the major stimulant for convergence. Three aspects of the business ideology paradigm serve as the force for values converges across societies (Ralston et al 2006). Convergence theorists are guided by a common belief that all organizations desire to be efficient regardless of background. This leads to emphasis on major variables like systems, organization structure, and technology to enhance convergence of cultural orientation. The integration process has mainly embraced regulations, technology in order to enhance adoption of common behaviour through convergence theories. Divergence and Crossvergence embrace the dynamics that would require the headquarters to control as well as giving some level of autonomy. Divergence is similar to Hofstede's model of culture being static.

3.1 Convergence: Schneider and Barsoux (1997), note that convergence theorists assume that organizations are increasingly driven by the same desire for efficiency regardless of society in which they operate. This makes the convergent theorists to focus more on structures, systems, and technology in convergence. The structural establishment within the organization facilitates the process of convergence that is making the values to become similar. Weber (1969), convergence is the transformation of value system leading to the change in culture away

from social-cultural influences. International pressures originate from the headquarters of the subsidiary while the external forces are from the institutional environment that is the territory that the organizations are working. Mead & Andrews (2009), internal pressures emanate from with the corporation while external pressures emanate from the institutional environment of the territory which the subsidiary is embedded. Their explanation of models together with the pressures is the analysis for both the subsidiary and headquarters culture. The choice between conventional organization structures and the new modern organization structures influence the conformity of the various organization's values, beliefs and mind programming of individuals working with these entities. Child (2005), conventional organizations is characterized by centralizing authority and initiative through formal authority by use of hierarchical channels with mandatory rules based on individual hierarchical level. The system maintains strict systems that are meant to reduce uncertainty. The choice of the conventional systems influences the behaviour of the employees to be rigid thus conforming or converging towards rigidity. While the new forms of organizations with flexible organizational structures that are characterized by the distributed initiative and authority through the use of teams, with fewer hierarchical, decentralized arrangements. The new organizational structures have greatly influenced the flexibility due to complex multidimensional structures which attempt to simultaneously obtain benefits of global coordination and vertical coordination.

The new organizations as opposed to the old structures bring in the slender structures with fewer layers and more horizontal structures that support greater independence between units within the organization and outside the organization. This has facilitated the exploitation of existing knowledge within the organization. The organizational structures have facilitated knowledge management in the dynamic world. The new organizational structures led to the emergence of new flexible organizations that are able to respond to competitions and challenges in the world today. Convergence theory looks at the ability of the structures to bring the values of various entities to conformity. It is paramount therefore the designers or management that is seeking to influence the cultural orientations of the subsidiary and headquarters together with the different branches to work on the structures that will in a position to influence the cultural orientations to converge.

A good example is Coca-Cola changed the structural orientation from conventional to new organizational forms that facilitated the process of a new environment. This led to transformation of values across the entire globe. Regional headquarters managed limited decisions because of the globalization. However the position was changed due to emergence of dynamic most of the decision making was delegated to regional headquarters (Roth & Nigh, 1992).

3.2 Divergence: Whereas convergence argues that the values will tend to converge or become similar due to technology, structures, systems, politics, political and other vital forces. Divergence theorists argue that social cultural forces are the driving force that will cause individuals from society to retain a specific value system of society to retain the specific value systems of societal cultural culture through time, regardless of other possible influences such as technology, economic systems and political change (Weber, 1969). The divergence highlights that the values will not be in a position to transform to common nature due to cultural conditioning within given cultural setting. The social conditioning that enables the headquarters that is seeking to influence the values, beliefs, attitudes, and mind programming of the subsidiary staff may not be achieved because of the established culture at the branches. The headquarters may work towards transformation of the cultures at the subsidiaries through the appointment of expatriates.

Hofstede (1997) argues that influences like education and economic development can affect a country's position certain cultural dimensions, but qualifies by stating that the relative positions of the cultural dispensation will be resilient. These calls for the adaptation or working towards ensuring that the opportunities that are available within the jurisdictions of the subsidiaries are exploited without transforming the cultures of localities.

It is imperative therefore for management of the headquarters to understand the cultural orientations that are likely to be resilient thus diverging that will be vital to influence the behavior for business success. This will constitute to cultural risks that need to be managed through control and management. Headquarters is more likely to perceive the national cultures expressed in the foreign subsidiary as a source of risk when its own culture has needs to avoid uncertainty and cultural distance is perceived as wide (Mead & Andrews 2009).

3.3 Crossvergence: Nadler & Tushman (1999), Organizations become more successful, when organizational design matches its environment. This has brought about the organizations and headquarters to work towards the transformation of the structures, systems, and procedures to conform to the new patterns. While on the other hand the cultural orientations within the subsidiaries are resisting to the coming changes thus causing divergence. The transformation of cultural values to conform to the orientations of the headquarters is easily explained through convergence. While the resistance to changes explained by divergence and the subsidiaries maintaining the original cultural orientation explained by divergence (Hofstede, 1980, 1997, 2001). However, the rapidly changing global business environment the concepts of convergence and divergence have proved inadequate to explain the rapid interactions of values, philosophies and technologies between organizations and their environment. The subsidiary organizations could experience convergence and divergence at the same time in the

end coming up with dissimilar values at the same time coming up with similar values. Crossvergence theorists explain the current phenomenon about the high rate of interaction between the cultural elements. The notion of Crossvergence is a melting pot of work values is formed as a result of this confluence of cultural forces (Mead & Andrews 2009: 416). Whereas Crossvergence was initially envisaged to be in between convergence and divergence Ralston (2008), in his work established that Crossvergence as a unique value system formed from the synergistic incorporation of specific business ideology and socio-cultural influences in each host country context. The cultural orientations of subsidiaries and the headquarters can be unique and differences of cultures across the various subsidiaries could be significant that could spell out more risks to the management of the enterprise. This calls for management to undertake an assessment of the work values of the different work places, understand differences. This will facilitate the process of developing models of cultural orientations across the different subsidiaries with the headquarters. The interventions for convergence of cultures through establishment of policies, regulations, structures and policies could lead to convergence in subsidiaries while others may resist or practice without motivation. Coca-Cola is a more viable example that highlights the changes in control by the headquarters due to changes in the subsidiary environment. The company was formally highly centralized control with subsidiaries having limited control as strategic decisions are made from the headquarters. The regional headquarters managed limited decisions because of the globalization. However the position was changed due to emergence of dynamic most of the decision making was delegated to regional headquarters (Roth & Nigh, 1992).

4.0 Contemporary factors influencing cultural movement

4.1 Globalization, localization and glocalization: Shenkar and Luo (2007), Globalization have accelerated the level of interdependence of business across nations without minding of boundaries and requiring unique skills for success. The interdependence has greatly encouraged the spread of culture across nations, regions and the entire globe. The managers responsible for decision making need to manage diverse cultures due to unique problems; Huang and Trauth (2007), in the study of challenges in cultural diversity noted the problems in a work environment, management of globally distributed knowledge workers and global software development due to varying cultures. Cultural diversity is vital for building synergy, increase in productivity due to available of various talents, enhancement of creativity and innovation, the diverse groups easily find solutions to problems, increasing and spread of the customer base and creation of market (Andrade, 2010). Managerial understanding of cultural diversity is paramount in dealing with the challenges and yet effectively exploiting the benefits of diversity. Management is instrumental in decision making as it influences the reaction of management and the interaction within the organization. Mead & Andrews (2009), highlights that the internal and external factors are significant in the managerial decision making as internally determines decision maker mentality, strategies and methodologies to be used, use of resources, organizational culture. This is also supported by Chevrier (2009) who believes that organizational culture is a political activity that needs to be managed in order to achieve effectiveness.

Globalization, localization and glocalization are modern strategic choices for international business success; globalization focusing on international expansion, localization focusing on local market needs and preferences and glocalization targeting both local and global consumers' need. However, management of global and local image is challenging due to unique organizational culture, diverse choices and preferences, and unique global requirements. It is a challenge to think globally and act locally vice versa. Social capital is the knowledge that is embedded in these social ties (Fang et al., 2010; Reiche et al., 2009, 2011). The unique choices of globalization, localization and glocalization are driven by these forces. The successful multinational corporations like Coca-cola, McDonalds and Nissan have been able to act prudently picking up choices that will effectively lead to exploitation of the local market, global market as well as harmonizing between local and global. The strategies, approaches, methods and tactics employed by the companies is to effectively exploit the unique opportunities by design products and services that are unique to suit these different market segments (Merz, He & Aldenk, 2008). This is by adaptation of diversity, addressing local cultures, enhancing flexibility towards the needs of the locality. The needs of global customers have been promoted through customer cultures that are influenced by technology, communication, transport and unique flexibilities in organizations.

A good example is working together between Mitsubishi and Daimler-Benz as illustrated by Mead and Andrews (2009), highlights a case of failure of a company from a high context culture Mitsubishi Japan to form an alliance with Daimler-Benz of Germany broke down due fundamentally different structures. Daimler-Benz had a smaller company than Mitsubishi, had traditionally well knit management structures, clear strategic goals and focused while Mitsubishi on the other hand was an amorphous conglomerate with several large companies, therefore moved more cautiously with internal departments disagreeing over broader policy management. The companies failed because of failure to overcome differences in their strategies, structures and cultures that were unique.

4.2 Political shifts and regulatory framework: A political shift coming to power with a nationalist manifesto might be trying to restrict any moves towards convergence in local subsidiaries of foreign owned companies or at least slow them down (Mead & Andrews 2009). The new government may enact laws and policies that will indirectly influence how local employees perceive the involvement of expatriates. Regulatory shift by the headquarters is a key towards the convergence of the cultures and values of the subsidiaries to the headquarters. Multinational corporations can work towards the establishment of rules, procedures, policies, guidelines and systems that ensure that work processes and practices across the entities conform towards the established headquarters. This needs careful understanding of the political and regulatory connotations in the subsidiary country and the extent to which the systems work towards reinforcing of the established cultures.

Political environment determines the shifts can lead towards the movement of a given culture from the current. A political shift coming to power with a nationalist manifesto might be trying to restrict any moves towards convergence in local subsidiaries of foreign owned companies or at least slow them down (Mead & Andrews 2009). The new government may enact laws and policies that will indirectly influence how local employees perceive the involvement of expatriates. Mead and Andrews (2009:311) "the national culture expressed in the foreign subsidiary as a source of risk when own national culture has high needs to avoid uncertainty and cultural distance is perceived wide". Regulatory forces together with the cognitive elements of the employees are responsible for the effective management of values, beliefs, and norms of the people within the subsidiary.

4.3 Economic conditions between headquarters and subsidiaries: The significant changes in economic conditions in the subsidiaries or headquarters influence the values and cultural orientations of the sections of the corporation. Whereas there significant economic downturns in the United States of America and Europe there was initially being thinks that it would not spread across to Africa. Economic downturns in subsidiary contexts can cause local resentment against foreign business interests, particularly when a downturn is severe and prolonged (Mead & Andrews 2009). Shenkar & Luo (2007: 212) posit that economic integration is concerned with the removal of trade barriers between participating countries takes the forms of a free trade area, customs union, common market, economic union and political union. These will provide free trade and extend economic benefits for participating countries due to specialization, market, bargaining, and generally better performance. This is another mechanism through which the cultural dispositions spread across to the neighbouring countries. It also provided an avenue for convergence of cultures in the subsidiaries that are located within the same trade area. Economic integration has only led to spread of negative vices like the financial crisis across member states. Whereas the free trade is beneficial the financial crisis just easily spreads across the member states like reduction in economic outputs, reduced volume of trade, inflation, high unemployment due to failure by the institutions to maintain production thus loss of trust in capital markets and financial systems.

The negative effects to the economy especially in the subsidiary countries can easily cause resentment by the local population on the foreign multinationals. A good example is illustrated by the introduction of IMF policies to solve the problems of the solutions in Thai economic challenges due to foreign exchange management. This attracted resentment of the subsidiary employees on the Western practices and cultural orientations (Legewie and Meyor-Ohle, 2000).

4.4 Religious and educational shift: Religious or nationalist sensitivities are difficult to predict but when they are aggravated they can decisively inhibit cultural convergence (Mead and Andrews, 2009). The challenge of dealing with religious resentment caused by religious beliefs that have been established within given countries like the case of Islamic resentment on the cartoons that were published against the Islam in Denmark was underestimated by the Western countries. Beliefs, values, and philosophies that have been established by the given through mind programming leads resilient culture. This has a great impact on the performance of the subsidiary. The cartoons like for the caused resentment of all the Danish headquarters subsidiaries across the Islamic world.

The educational customs of a given country are typically too broad and embedded within a wider national culture to be identified with a degree of exactitude (Mead & Andrews, 2009). However, the initiation of a nationwide program of English language development as an economic priority may be taken as an indication of a medium-to longer term convergence-particularly as the shift may be greater than initially anticipated.

5.0 Conclusions

theoretical and contemporary explanations for the management of diversity need to be properly explored. Convergence, divergence and Crossvergence theories attempt to explain interaction in the values and eventually determine the level of transformation of cultural orientations between the subsidiaries and headquarters. However, it is dependent on management ability to plan, coordinate, direct and control in a diverse organization. Modern organizations have a perspective of networking with various stakeholders i.e. suppliers, customers, distributors and collaborating partners. The culture of the different stakeholders influences the effectiveness of networking and collaboration. Management therefore has to understand the constituents of cultural beliefs, values, expectations and mindset of the stakeholders to be effective. Understanding of international and external

pressures to cultural orientations will facilitate in effective management and control of the subsidiaries together with headquarters. The amount or extent of control depends on understanding the external which is difficult to control and the internal pressures that can easily be exerted by management. While the external pressures need to be carefully predicted and strategic actions designed.

A manager needs cross cultural skills to manage in a multicultural context and exercises personal psychology, functional responsibilities, organizational culture and history of the company, industry factors and national culture (Mead & Andrews 2009: 16). Employees under the manager in multinational organization are from different cultural backgrounds with different cultures that require multicultural skills for achievement of results. These skills are critical for the analysis of employee attitudes and behaviours, decision making based on knowledge of diverse culture, effective leading, communication, coordination, directing, motivation, dispute resolution, planning, implementation, evaluation and control of the organization. Management needs to understand employees and be in a position to address the unique cultures in the within the organization as it is paramount for the success of the business organizations. Organization strategy and implementation of the strategic success depends on the behaviour of the employees, customers, suppliers and various stakeholders.

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