

Entrepreneurial Environment and Cross Cultural Management in Nigeria

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Abstract

The need for Nigerian organizations to pay attention to cross-cultural management practices have become necessary following the challenges posed by cultural diversity and tribal sentiment in many states of the country. These barriers add to the usual challenges that entrepreneurs face with regard to capacity, financing, and market access. This study accesses Cross Cultural Management and Entrepreneurial Environment in Nigeria using intercultural communication and entrepreneurial mobility as proxies of study. The specific objectives of the study are to determine the factors affecting cross cultural management in Nigeria and to ascertain the behavioral aspect of managers in managing cross cultural business in Nigeria. The study revealed that the understanding of some basic cultural differences can help foster the movement of various entrepreneurial resources from one place to another without any form of barrier and cultural shock. The study concludes that Cross cultural management expands the mobility of pool of potential entrepreneurs, builds incentives for entrepreneurship, eases the costs of doing business, helps industrialize local communities and generates healthy competition. The study recommends that policymakers should create proactive cross-cultural communication education and entrepreneurs should understand cultural sensitivities, avoid conflict and appreciate how words, tonality, and body language vary with every culture.

Keywords: Cross Cultural, Management, Entrepreneurial Environment, Nigeria.

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INTRODUCTION

It is now visually undisputed in the entrepreneurship literature that culture bears a profound impact in all facts of entrepreneurship in society [1]. This is consistent with the general importance accorded to culture in management. Cultural environment is the influential element that positively or negatively dictate general behaviour patterns in any given society. Aswathappa [2] notes that cultural environment refers to the influence exercised by certain social factors which are beyond the company's gate and include such factors as people's attitude to work, attitude to wealth, family religion, education and ethics. The culture of a people is the sum total of the norms and values of a given society learnt through language and other forms of symbolic interaction. This implies that entrepreneurs are product of their cultural environment and as such, expectations of the society are contingent upon the societal moral values, norms, customs, knowledge and ethics. Culture moulds ones value and values influence one perceptions and decisions. Values represent stable, long lasting beliefs about what is important. They are evaluative standards that help us define what is right or wrong, good or bad in the society we operate.

Nigeria is a country where environments, experiences and varied traditions have combined to shape the characteristics of individuals and groups, their ways of life and visions of business. The country is made up of over 250 different ethnic groups and sub-ethnic groups. However, culture in Nigeria did not encourage individual autonomy in their membership [3]. Ajekwe [3], observed that from time immemorial, Nigeria cultures practiced a policy of "Communalism" or "Collectivism". By this policy, all activities, like tilling the land, building living quarters, food security and other related acts are approached collectively. The communal approach to life has implications on entrepreneurial behaviour. It may have contributed in the high level of ethnicism in Nigeria because preference is usually to members of the community, be it employment, contract, promotion and the likes. Outsiders have to buy their ways in. No wonder Igusi [4] observes that we are born within a community, to a tribe, ethnic group, and family, within a nation and subject to the mental programming of our family, ethnic, tribe and national culture from birth. Here we acquire most of our values. The level of trust in society affects the incidence and scale of business in society [5].

Businesses do not exist in a vacuum but exist in an environment. Entrepreneurs are aware that changes in the cultures and societies in which business organisations operate to a large extent influence their performances. Business environment are multifaceted in terms of ethnicity, culture, religion and many resources. Nigeria is naturally endowed with abundance of numerous investment potentials as a result of the vibrant and dynamic human and natural resources it has [6]. This is a major reason why entrepreneurship training and empowerment were conceived by successive governments as ideal remedy for enhancing the knowledge, skills, behaviour and attitudes of individuals and groups to embrace entrepreneurship.

As society and culture change, businesses are expected to adapt to stay ahead of their competitors and stay relevant in the minds of their consumers. Depending on the type of business, factors such as the local languages, the dominant religions, the cultural views toward leisure time, and the age and lifespan demographics may be critical. Local socio cultural characteristics also include attitudes toward consumerism, environmentalism, and the roles of men and women in society. Societies, on the other hand, are created from a cultural framework because culture is a man-made creation which informs the coming together of individuals in order to make a society.

Edewor, Aluko and Folarin [7] observe that Nigeria is a multi-ethnic and culturally diverse society that has witnessed conflicts arising from ethnic and cultural diversity. The things that make up culture are created by man and a person absorbs many parts of a culture by living amongst it. In the same vein, culture influences most of the activities of our daily lives including our dispositions, decisions and our attitudes.

As the world is witnessing “globalization”, more and more businesses are being run in different places all around the world. This results in more activities all over the world which demands communication across cultures. In Nigeria people move across ethnic groups in search for a means of livelihood. Most Nigerians who do not understand the cultural makeup of the country often live in constant fear of being evicted or harassed by tribal sentimental host environment. Culture is something that human beings learn and as a result, learning requires communication and communication is a way of coding and decoding language as well as symbols used in that language. People communicate through many means other than language such as facial expressions, gestures, body language, postures and other signs that may constitute barriers to effective communication due to misinterpretations. Such barriers will cause lack of effective communication as sometimes a certain gesture is understood differently between two cultures.

The need for Nigerian organisations to pay attention to cross-cultural management practices have become necessary following the challenges posed by cultural diversity and tribal sentiment in some states of the country. These barriers add to the usual challenges that entrepreneurs face with regard to capacity, financing, and market access. It is against this backdrop that this study tends to explore how these cross cultural issues directly affect the activities of entrepreneurs in Nigeria.

The general objective of this study therefore is to ascertain the influence of cross cultural management on entrepreneurial environment in Nigeria. The specific objective is to ascertain the influence of Intercultural communication on Entrepreneurial mobility. The study would open the floodgates of opportunities that entrepreneurs have ignored or paid little or limited attention to, thus leading to higher returns on investment.

Statement of the Problem

Managers are on obligation to effectively manage or take absolute control of cross cultural business in Nigeria. But the managers have allowed arrogant behavior, unethical, aggressive and Entrepreneurial Mobility to take part of their managerial role in cross cultural management. Those four attribute of the managers have dramatically affected the management of cross cultural management system in Nigeria. Therefore, this research work look forward to address those attribute.

OBJECTIVE OF THE STUDY

The broad objective of this study is to accesses cross cultural management and entrepreneurial environment in Nigeria. While the specific objective are to;

- Determine the influence of entrepreneurial environment on Intercultural communication management in small and medium scale enterprises in Enugu state
- Ascertain the effect of entrepreneurship environment on cultural etiquette management in small and medium scale enterprises in organizational management of cultural etiquette in small and medium scale enterprises in Akwa, Anambra state

Hypotheses of the Study

1. **H₁**: Entrepreneurial environment has a positive significant influence on Intercultural communication management in small and medium scale enterprises in Akwa, Anambra state
2. **H₁**: Entrepreneurship environment positively affect organizational management of cultural etiquette in small and medium scale enterprises in Akwa, Anambra state

REVIEW OF RELATED LITERATURE

Conceptual Review

The Concept of Culture

There is no consensus about the definition of culture. The word “culture” itself is a common word and frequently used here in Nigeria. Understanding the cultures of the sub-groups for the purpose of entrepreneurial development is extremely important. This is because, the presence of economic, political and technological factors will not necessarily produce the desired results, particularly if some cultural factors were to remain barrier to entrepreneurship development among some sub-groups [4]. Igusi further observes that “entrepreneurs and business owners carry with them several layers of cultural values through socialization processes in the family, environment, school and in the work place.

Hofstede [8] defines culture as a collective programming of the mind which distinguishes the members of one group or category of people from others. Schein [9] describes culture as the pattern of basic assumptions that are invented, discovered or developed by a given ethnic group. These patterns emerge to help the group cope with problems of external adaptation and internal integration. George and Zahra [1] content that culture bears a profound impact on all facets of entrepreneurship in societies. A society’s culture reflects its response to issues in certain cultural orientation. Culture, also has been defined as the complex of meanings, symbols and legitimate or illegitimate that underlies the prevailing practices and norms in a society [10, 11]. Building enough national capacity in the development of small business programs is dependent on the understanding of the effect of culture on such issues like human development and the development of appropriate strategies to solving the problems of unemployment and poverty in different African countries [4].

An organisation’s culture emerges from why and how it does things the way it does it, the values and beliefs that senior managers espouse, the ethical standards expected of organisation members, the tone and philosophy underlying key policies, and the traditions the organisation maintains. Culture thus concerns the atmosphere and feeling a company has and the style in which it gets things done [12]. William [13] explained three general categories in the definition of culture as follows:

- It is considered as the “idea” in which culture is a state or process of human perfection in terms of certain absolute or universal values.
- There is the “documentary” in which culture is the body of intellectual and imaginative works that is the detailed of the language and valued.
- There is the “Social” definition of culture in which culture is a description of a particular way of life which expresses certain meanings

and values in institution and ordinary behaviour.

The above three definitions are appropriate to the present research because they reflect how culture affect value and behaviour in a society. In Nigeria generally, entrepreneurs portray an aspect of the societal cultural values.

From the above views, one can infer that culture generally prescribes and limit what a person can be taught. It sets the standard. The family and later religious and social group select interpret and dispenses the culture. Each culture expects and trains its members to behave in the way that are acceptable to the group. To a large extent, one’s cultural group defines the range of experience and situations he is likely to encounter and the values that will be reinforced and hence learnt.

Cross Cultural Management (CCM)

The growing importance of business world has created a demand for managers sophisticated in global management skills and working with people from diverse background. Adler [14] gave a good definition of cross cultural management as the behaviour of people in organisations around the world and shows people how to work in organisations with employees and client populations from many different cultures.

Ewanlen, Ogendengbe and Rebman [15], observe that Cross cultural management is the study of the behavior of people in organisation located in cultures and nations around the world. It focuses on the description of organisational behaviour within countries and cultures, on the comparison of organisational behaviour across countries and cultures and most importantly, on the interaction of people from different countries working with the same organisation or within the same environment. The importance of cross-cultural management lies in the on-growing co-operation between companies in different countries where difficulties may arise because of the different cultural backgrounds.

One of the well-known researchers in the field of culture and management is Geert Hofstede [8]. Hofstede’s work is considered indispensable to any study on culture and management. He developed what is called a “dimensional approach to cross-cultural comparisons. Hofstede [8] notes that uncertainty avoidance relates to the extent to which societies tolerate ambiguity. A culture is characterized by high uncertainty avoidance when its members feel threatened by uncertain or unknown situations. People in these cultures: “look for structure in their organisations, institutions and relationships, which makes events clearly interpretable and predictable”. In countries with lower uncertainty avoidance: “not only familiar but also unfamiliar risks are accepted, such as changing jobs and starting activities for which there are no rules”.

These elements are learned and are shared by a society and transmitted from generation to generation within that society. Basically, socio cultural factors are customs, lifestyles and values that characterize a society. More specifically, cultural aspects include aesthetics, education, language, law and politics, religion, social organizations, technology and material culture, values and attitudes. Social factors include reference groups, family, role and status in the society. Business owners should be aware of and understand these factors' connection with buying habits

Intercultural Communication

Intercultural communication involves people from different cultural background. When people with different cultural orientation come together to communicate, it is intercultural communication. This could also be seen as fusion of different cultures in communication [16]. It is very important that intercultural communication is discussed so as to give a framework on its importance when moving from one culture to another. Communication today has become the life wire of every organisation, without which no organisation can succeed.

Considering the trend of globalisation, merger and outsourcing today, it is very pertinent that organisations should learn how to communicate across cultures. Intercultural communication does not necessarily mean going to a different country to work or do business but can exist internally in an organisation by virtue of employing people from different cultural background. Intercultural communication is very essential in today's business, because getting internationalise is no longer a matter of choice but a must for the survival of every business. This shift on the status quo has greatly necessitated intercultural communication.

Cultural Etiquettes

Etiquettes has been defined as the forms, manners, and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life" Etiquette is respect, good manners, and good behavior as they exist individually, as well as how they collectively impact impressions of a person's competence. In the professional world, understanding and possessing etiquette refers to how well individuals both know and apply expectations of appropriate behavior (both spoken and unspoken expectations) in the professional environment. Some business organizations have administrative manuals in which acceptable codes of behavior are listed.

Cook and Cook [17] stress that business etiquette plays a critical role in the success or failure of organizations competing for global market-share. Business etiquette transcends the use of utensils at social events and introductions at special occasions.

Recent global trends and developments highlight the need to emphasize business etiquette and cross-cultural skills as critical management imperative. Chaney and Martin [18] and Cook and Cook [19] place a high premium on managers' manners, public or professional behaviors, and appropriate self-comportment when conducting official duties in international business and social settings.

Additionally, Carte & Fox [20] highlight the inherent difficulties in international business because of the need to understand cultural and regulatory variations. For instance, international business etiquette requires the ability to adapt to different national processes, patterns, and acculturations. It should be noted that competitive positioning and long-term effective business operations in a multinational environment involve a sound knowledge of negotiating processes and decision-making strategies of managers from different parts of the world. Intercultural communication scholars have stressed the importance of international managers to understand the impact of culture on negotiations with global business partners.

The effect of Managerial Behavior on Cross-Cultural Management practice in Organization

The importance of top management taking the lead role in an organization, defines top management's behavior that is supposed to determine how the organization as a whole are perceived by stakeholders. Unethical, aggressive, arrogant behavior on the part of top management is immediately translated as an attributed that affect cultural management systems as whole in most organization in Nigeria. Hodgetts and Luthans [21], post that, cultural impact on management is reflected by basic values, attitudes, beliefs and behavior of the people that exist in organization. Culture can affect technology transfer, managerial attitudes, managerial ideology and even government-business relationships.

Moreover culture affects how people think and behave in most Nigeria organizations. Hence, between top management behavior and organizational culture is that top management must identify personally with the defined organizational culture, as lack of identification and subsequent deviant behavior will leads to uncertainty, both internally and externally.

Richard, Carlos, and Luciana [22] observe that traditionally, global managers have been advised to deal with cultural conflicts by adapting to the other culture. Hence, academic and management training programs have long recognized a fairly typical pattern of behavior and accommodation of managers assigned overseas for instance. That is, managers assigned overseas initially experience stress and anxiety as a result of being

immersed in an unfamiliar environment (This is referred to as culture shock). However, with time,

they learn new ways of coping and eventually feel more comfortable living in the culture of the host country. They are able to be effective in dealing with people from another country by learning the foreign culture in depth and behaving in ways that are appropriate to that culture [22].

Entrepreneurial Environment

Radziszewska [23] notes that, Entrepreneurship refers to the willingness to commit significant resources to some uncertain opportunities. A high risk taking propensity is often attributed to entrepreneurs. Individuals differ in risk aversion and people with less risk averse become entrepreneurs. The concept of an environment for productive entrepreneurship is shown to be a function of three dimensions: economic; political; and socio-cultural environments. Economic environment includes the general wealth of the society, economic stability, as well as capital availability. Political environment includes freedom, property rights, as well as decentralization of political power. Socio-cultural environment includes social and cultural norms, and beliefs [24].

Jackson [25] defines entrepreneurial environment as consisting of the contextual environment and dynamic environment. The contextual environment is akin to the economic institutional arrangement of North, with a strong emphasis on socio-economic factors, whilst the dynamic environment takes into account the available technology, information, human resources and finance factors of business operations.

Gnyawali and Fogel's [26] gave a framework for environmental conditions of entrepreneurial activities using five dimensions: (1) financial assistance; (2) non-financial assistance; (3) entrepreneurial and business skills; (4) socio-economic conditions; and (5) policies and procedures for entrepreneurial activities. Entrepreneurial Environment is also seen as the overall economic, socio-cultural and political factors that influence people's willingness and ability to undertake entrepreneurial activities. These are the major sources of formal and informal institutions, as well as concrete and consensus institutions shaping the institutional thickness of a city from which entrepreneurship is argued to emerge and prosper.

Entrepreneurial Environment and Cross Cultural Management

Entrepreneurship drives economic change and innovation while at the same time expanding opportunity and unleashing the initiative of citizens. Entrepreneurs are crucial to building prosperous societies that deliver opportunity to all. In emerging economies around the world, interest in entrepreneurship is currently higher than ever amid burgeoning youth populations and a desire to move up

value chains. Unfortunately, in many developing economies, obstacles in the business environment close off entrepreneurial opportunities to huge swathes of the population.

Socio-cultural factor in broad terms consists of both the social system and the culture of a people. It refers primarily to man created intangible elements which affect people's behaviour, relationship, perception and way of life, and their survival and existence. In other words, the social-cultural environment consists of all elements, conditions and influences which shape the personality of an individual and potentially affect his attitude, disposition, behaviour, decisions and activities. Such elements include beliefs, values, attitudes, habits, forms of behaviour and life styles of persons as developed from cultural, religious, educational and social conditioning [27].

In order to live within a specific culture, the individual is expected to adapt with the differences in that culture. Peterson [28] observes that, intercultural communication can be influenced by Cultural Intelligence which is the ability to exhibit certain behaviour, including skills and qualities, which are culturally tuned to the attitude and values of others. Cultural Intelligence covers other areas such as [18]:

- Linguistic Intelligence: It is helpful to learn about the costumer's native language and using international business English can increase effectiveness when communicating with persons of other cultures.
- Spatial Intelligence: It involves the space used during meetings and introductions.
- Intrapersonal Intelligence: It involves awareness of one's own cultural style in order to make adjustments to international counterparts.
- Interpersonal Intelligence: It includes the ability to understand other people and their motivations.

In simple words, when dealing with people from another culture, one may know something about their language, the space to use while dealing with people, awareness about your culture and how to apply one's cultural behaviour with that of the other culture. Cross Cultural Management is concern about the achievement of productive diversity, intercultural effectiveness and cultural synergy in the performance of management across cultures, through processes including successful cultural adaptation and cross-cultural social engagement.

Theoretical Framework

In this work, we employed the use of the social action theory by Max Weber [29] and Institutional theory by William Richard Scott [30].

(i) Social Action Theory

The social action theory explains that human actions are meaningful and that certain reasons push people into various kinds of actions. To Weber, there are three kinds of action: traditional (based on customs and habits); affective (based on the emotional state of the individual at a particular time); and rational (based on a clear awareness of a goal). This also implies that certain factors tend to influence one's behaviour. People might choose to have a preference due to intuitive or cultural underpinnings.

ii) Institutional Theory

There is a rich body of literature dealing with the role of institutions in shaping human activity in general, and economic activities in particular. The concept of embeddedness and inclusiveness is the underlying assumption in all these institutional analyses [31]. The main paradigm of institutionalism suggests that entrepreneurship as an economic activity is by itself, an institution that emerged from a wider set of institutions. Hence, institutions are both the "explanantia" (i.e. that which does the explaining) and "explanandum" (i.e. that which to be explained) of social phenomena.

The concept of both theories suggests that entrepreneurship, as manifested by the presence and activities of Micro, Small and Medium Enterprises (MSMEs), is embedded in an external environment. This environment is the source of legitimisation, rewards or incentives and constraints on the activities of MSMEs [32]. This environment, according to Scott [30], is a construct of rules, norms, conventions, and ways of doing things that define the framework of human interaction. The above theories are relevant to the present study since entrepreneurial performance is subject to the influence of cultural environment.

EMPIRICAL REVIEW

Abdul and Aysa [33] studied Entrepreneurial Mobility in Industrial Estates of Bangladesh. They tried to find out the trends from inter generation and intra generation mobility along with location mobility from the entrepreneurs of two industrial estates of Sylhet district. Both primary and secondary data have been used in the study. Primary data have been collected from field survey using a structured questionnaire. The secondary data have been collected from some published books and articles. The collected data have been analyzed using simple statistical tools and tables. The selective sampling technique is used to select 20 entrepreneurs from different industries to represent all the industrial groups. The findings of the study indicated that entrepreneurial mobility followed a simple trend of occupational independence from narrower to wider and wider. This happened in both inter generation and intra generation mobility.

RESULT PRESENTATION

In the work of Ahmad and Fakhrol [34] on the Impact of Socio-cultural Business Environment on Entrepreneurial Intention, the purpose of their paper was to examine the impact of Socio-cultural Business Environment on Entrepreneurial Intention. The study which was conducted in Malaysia set out to weigh the influence of Education, Religion and Family background in the making of entrepreneurs. Statistical analysis and in-depth Interviews was used to confirm that women entrepreneur's personal resources and social capital have a significant role in their business growth. The study revealed that the Socio-cultural Business Environment is a very vital factor in Entrepreneurship and Entrepreneurial Intention, especially with regards to breeding new entrepreneurs. Considering the work reviewed, how cross cultural management influence entrepreneurial mobility seems to be the leading research question in this present study. The findings provides an insight on how Socio-cultural environment can be harnessed to achieve great results in upturning entrepreneurship activities by learning and using intercultural communication.

METHODOLOGY

This study used Narrative-Textual Case Study (NTCS) method, which is preferred because of the absence of sequential data related to entrepreneurship growth in Nigeria. As observed by Adeocye [35], NTCS is a social science research method that employs intensively, the information, data and academic materials made available and easily accessible by information and communication technology facilities such as intranet, internet, World Wide Web, online databases, e-libraries et cetera. The choice of this method is informed by the fact that NTCS combines the use of quantitative and qualitative observation, text content analysis and available official statistics in different proportions for problem-solving or problem-identification depending on the objectives of the research. The qualitative method of the study utilized primary instrument of questionnaire to obtain the needed data for the study from a cross section of 315 small and medium scales business located in Awka. The instrument was validated to have content and face validity after dully assessed by management experts in department of Business Administration in Nnamdi Azikiwe University, Awka. While the instrument reliability was established to be 0.793 following a test-retest assessment. The data collected for the study were presented in tables, while the hypotheses were tested using simple linear regression at 5% level of significant. All analysis was done using statistical package for social sciences (IBM, SPSS version 23) software.

Table-1: Influence of Entrepreneurial Environment on Intercultural Communication Management

Items	SA	A	U	D	SD
The ability of an entrepreneur to understand and communicate with people from different cultural back enables them to establish a business in the new location	74(28.2)	66(25.2)	50(19.1)	35(13.4)	37(14.1)
The ability of an entrepreneur to develop the understanding that different cultures have different customs, standards, social mores, and thought patterns enables him/her to creatively provide services that matches their need and want	110(42.0)	90(34.4)	15(5.7)	28(10.7)	19(7.3)
When an entrepreneur develop a non-judgmental view toward and acceptance of cultural differences, it facilitate the smooth running of business within new business environment	118(45.0)	90(34.4)	9(3.4)	29(11.1)	16(6.1)

Source: Field Survey, 2018

Table-1 Shows the Intercultural communication effect on Entrepreneurial mobility. From the result in the table, 74(28.2%) strongly agreed that the ability of an entrepreneur to understand and communicate with people from different cultural back enables them to establish a business in the new location while 66(25.2%) agreed meanwhile 50(19.1%) are undecided. However, 35(13.4%) disagreed and 37(14.1%) strongly disagreed. The result further showed that 110(42.0%) of the participants strongly agreed that the ability of an entrepreneur to develop the understanding that different cultures have different customs, standards, social mores, and thought patterns

enables him/her to creatively provide services that matches their need and want while 90(34.4%) agreed and 15(5.7%) are undecided. Meanwhile, 28(10.7%) of the participants disagreed and 19(7.3%) strongly disagreed. In addition, the study result revealed that 118(45.0%) strongly agreed and 90(34.4%) agreed that when an entrepreneur develop a non-judgmental view toward and acceptance of cultural differences, it facilitate the smooth running of business within new business environment and 9(3.4%) are undecided. However, 29(11.1%) disagreed and 16(6.1%) are undecided.

Table-2: Effect of Entrepreneurship Environment on Cultural Etiquette Management

Items	SA	A	U	D	SD	Mean	St.d
Observing cultural dressing etiquette in the workplace creates coordinated work environment	132(50.4)	82(31.3)	13(5.0)	7(2.7)	28(10.7)	3.85	1.27
Diversity in operations is caused by diversity in cultural etiquettes	132(50.4)	94(35.9)	27(10.3)	2(.8)	7(2.7)	4.08	.89
Business etiquette plays a critical role in the organizational work environment as it determines the success or failure of organizations competing for global market-share	122(46.6)	111(42.4)	17(6.5)	12(4.6)	0(0)	4.31	.93

Source: Field Survey, 2018

Table-2 shows the Effect of Entrepreneurship Environment on Cultural Etiquette Management. From the result in the table, 132(50.4%) strongly agree that observing cultural dressing etiquette in the workplace creates coordinated work environment while 82(31.3%) agree and 13(5.0%) are undecided. Meanwhile 7(2.7%) disagree and 28(10.7%) strongly disagree. The above statement is accepted in view of the mean 3.85. The result further shows that 132(50.4%) strongly agree that diversity in operations is caused by diversity in cultural etiquettes while 94(35.9%) and 27(10.3%) are

undecided. Only 2(.8%) and disagree and strongly disagreed respectively. Also, the study shows that 122(46.6%) of the study strongly agreed that business etiquette plays a critical role in the organizational work environment as it determines the success or failure of organizations competing for global market-share while 111(42.4%) agreed and 17(6.5%) are undecided. Meanwhile 12(4.6%) disagreed. The statement is accepted in view of the mean 4.31 which is greater than 3.5.

Test of Hypothesis

H₀: Intercultural communication has no significant effect on Entrepreneurial mobility

RESULT PRESENTATION

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.782 ^a	.611	.610	.84527		
<i>Source: SPSS Version 23</i>						
a. Predictors: (Constant), Intercultural Communication						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.582	.103		15.350	.000
	Intercultural Communication	.889	.044	.782	20.210	.000
<i>Source: SPSS Version 23</i>						
a. Dependent Variable: Entrepreneurial Mobility						

Interpretation of the Result

A linear regression analysis was conducted to ascertain the influence of Intercultural communication on Entrepreneurial mobility in Nigeria. The result shows that there is strong positive relationship between Intercultural communication and Entrepreneurial mobility (R- coefficient = .782^a). The R square, the coefficient of determination, shows that 61.1% of the variation in entrepreneurial mobility can be explained by intercultural communication. The extent to which intercultural communication affect Entrepreneurial mobility with .782 value indicates a strong positive

significance between intercultural communication and Entrepreneurial mobility which is statistically significant (with $t = 20.210$) and $p = .000 < 0.05$. The result therefore implies that intercultural communication has a significant effect on Entrepreneurial mobility.

Hypothesis Two

H₁: Entrepreneurship environment positively affect organizational management of cultural etiquette in small and medium scale enterprises in Akwa, Anambra state

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.294 ^a	.086	.083	1.21964
<i>Source: SPSS Version 23</i>				
a. Predictors: (Constant), Entrepreneurship environment				

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.226	.159		7.708	.000
	Entrepreneurship environment	.400	.081	.294	4.958	.000
<i>Source: SPSS Version 23</i>						
a. Dependent Variable: cultural etiquette						

INTERPRETATION OF THE RESULT

A linear regression analysis was conducted to ascertain the influence of Entrepreneurial environment on cultural etiquette in Akwa, Anambra state Nigeria. The result shows that there is weak positive relationship between cultural etiquette and Entrepreneurial environment (R- coefficient = .294^a). The R square, the coefficient of determination, shows that 8.6% of the variation in cultural etiquette can be explained by Entrepreneurial environment. The extent to which Entrepreneurial environment affect cultural etiquette with 294 value indicates a strong positive significance between Entrepreneurial environment and cultural etiquette which is statistically significant (with $t = 4.958$) and $p = .000 < 0.05$. The result therefore implies

that entrepreneurship environment positively affect organizational management of cultural etiquette in small and medium scale enterprises in Akwa, Anambra state.

DISCUSSIONS

The result of the study shows that Intercultural communication has a significant effect on Entrepreneurial mobility. Although there are differences among cultures, people have the aptitude to adapt with such differences. In order to live within a specific culture, the individual is supposed to adapt with the differences in that culture. Improving the conditions for entrepreneurship and leveling the playing field goes beyond the effort of promising to help entrepreneurs. It

was important to emphasize that socio-cultural environment factors play considerable role of varying degrees on business activities and thus, managing this cultural difference is germane to entrepreneurial activities. Differences and varieties are the spice of life. However, cultural differences can be the source of embarrassment and misinformation for business, entrepreneurs and social travelers alike. These agree with the previous work done by Pacheco *et al.*, [36] Tracey *et al.*, [37], and Sorensen [38] on the significant influence of intercultural communication on entrepreneurial mobility.

The study revelations of cultural factors on entrepreneurial activities pose a challenge about the need for the Nigerian society to have new values and orientation favourable for entrepreneurship and emergence of entrepreneurs. It is no secret that today's workplace is rapidly becoming vast, as the business environment expands to include various geographic locations and span numerous cultures. What can be difficult however is to understand how to communicate effectively with individuals who speak another language, or who rely on different means to reach a common goal. Communication, both verbal and non verbal is a basic tool that makes it possible for people to carry out their daily activities. In the absence of effective communication, there is misunderstanding and stonewalling. We have seen that cultural differences create invisible barriers to organisations and other national development hence, the understanding of some basic cultural difference can help foster the movement of various entrepreneurial resources from one place to another without any form of barrier and cultural shock. Cross cultural management expands the mobility of pool of potential entrepreneurs, builds incentives for entrepreneurship, eases the costs of doing business, and generates healthy competition.

Entrepreneurship Environments have a Positive Effect on Cultural Etiquettes

The study found out that entrepreneurship environment has a positive relationship with cultural etiquettes. This finding disagrees with World Bank Report of 2017 on 'The Environment for Women's Entrepreneurship in the Middle East and North Africa Region' and agrees with Adler & Graham [39]. The World Bank report 2017 found that out of over 5,100 firms surveyed, woman is the principal owner of about 13%—a little over one in eight. Women entrepreneurs are a minority everywhere. But their share in the Middle East and North Africa is far lower than in the other middle-income regions of East Asia, Latin America and the Caribbean, and Europe and Central Asia. However, out of the formal-sector female-owned firms surveyed, only 8% are micro firms. More than 30% are very large firms employing more than 250 workers. This shows that female-owned firms are as well established as male-owned firms. Also About 40% of female owned firms are individually owned.

Contrary to these, Adler & Graham [39] found that the results of the study revealed that the Japanese achieved lower profits (both individual and joint) and the Anglophone Canadians took more time and achieved lower joint profits in cross-cultural negotiations. The Japanese were more attracted to American negotiators than their fellow Japanese, even though their profits were reduced when bargaining with Americans. On the other hand, the Francophone Canadians behaved much more cooperatively with Anglophone Canadians. The Anglophone Canadians spent more time and achieved lower joint profits in cross-cultural interaction .

CONCLUSION

For entrepreneurial ventures to take root and grow, the right environment must be in place irrespective of cultural differences. When intercultural communication is mismanaged, it leads to misunderstanding, mistrust and irritation among people in organisation. Though this concept is a complex one and problems always arouse from communication style, but it is very important that attention should be focused on it considering its sensitivity in today's business survival and growth. Where the cultural values are such that the entrepreneurial career is unacceptable because the operations of the business are considered "outsider", entrepreneurship is unlikely to take place. This study concludes that when entrepreneurs seek to understand cultural distinctions and develop effective communication strategies to cope with them, one can navigate any culture barrier and accomplish his/her goal whether virtually or in person with ease. One can also conclude that culture is historically, socially and religiously determined. It is holistic and related to anthropological concepts, difficult to change and accepted by the people. It may exert its effects on levels and formats of entrepreneurial activities. There is no gainsaying that man is a social being and his social nature begins with his incorporation into a society where he gains identity and recognition. Different cultures have different opinions in this question and if there is no adaptation it will affect the business success. Different culture, different language, different background, illiteracy and different perspective will make it extremely hard to keep good business relationship between suspect and potential business customers. The above had resulted to mistrust, disharmony, suspicion, crisis and economic backwardness. For entrepreneurs to thrive there is need for a supportive factors ranging from infrastructure to host communities' acceptance. Building a truly competitive entrepreneurship requires an environment where businesses operate on a level playing field, where rights are protected, and the same rules apply to all.

RECOMMENDATIONS

One major way of developing and improving the economy of a nation is through industrialization which is heavily provided by entrepreneurship.

Entrepreneurship is considered as driver of industrialization. To foster entrepreneurial mobility that will enhance development, the followings are recommended:

- Experts, policymakers, and entrepreneurs should create proactive cross-cultural communication education and avoid reactive communication, understand cultural sensitivities and avoid conflict understand how words, tonality, and body language vary with every culture.
- Entrepreneurs should appreciate different cultural backgrounds and accept that they will never be the same. Differences in cultural backgrounds must never be used to create barriers in communication, but instead be used to enhance it. Humans can not only embrace, but even leverage diversity among cultures by adopting techniques from other communities that enhance communication.
- Policy and regulatory reforms should be integrated with comprehensive services to educate, finance, advice, and encourage the acceptance of entrepreneurs without any tribal sentiments.
- Educators and community leaders must foster a culture that supports entrepreneurial aspirations and celebrates success stories. Diversity and access to opportunity should be promoted by empowering women, youth, and informal business owners to pursue entrepreneurial ambitions within and outside their root.
- The management in various organizations especially small and medium scale enterprises should see the need to adopt policies relating to management of cultural etiquettes affairs and align such policy to the established precepts in the entrepreneurs' environment.

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