

CROSS CULTURAL MANAGEMENT IN CORPORATE HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL GROWTH IN LAGOS

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Abstract

The increasing globalization of businesses has led to the emergence of a diverse workforce, which requires effective cross-cultural management strategies to ensure organizational growth. This study evaluated the relationship between cross-cultural management on global human resources management and organizational growth in Lagos, Nigeria. A survey research design was used to collect data from 250 respondents on cross-cultural management practice and organisational growth. The findings indicated that there is a strong positive relationship between cross-cultural management and organizational growth. The study recommended that organisations in Lagos should incorporate cultural training programmes for their employees to improve their intercultural competence. Cultural training programmes can help employees to understand and appreciate different cultural backgrounds, leading to better communication and collaboration in the workplace.

Keywords: Cross-cultural, Culture, Global, Human resources, Management, Organisation.

1.0 Introduction

Human Resource Management (HRM) is a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic development of a highly committed and capable workforce, using an integrated array of cultural, structural, and personnel techniques (Storey, 2001). Beer et al. (1984) defined HRM as a strategic approach to the management of human resources, involving all management decisions and actions that affect the relationship between the organisation and its employees. Similarly, Armstrong (2006) defined HRM as a strategic, coherent, and comprehensive approach to managing and developing an organisation's human resources, where every aspect of that process is fully integrated within the overall management of the organisation. Schuler and Jackson (1987) developed the strategic model of HRM by linking HR practices to a competitive strategies framework that an organisation can use to gain a competitive advantage.

Globalisation has brought about increased cultural diversity in the workplace, making it imperative for organisations to adopt cross-cultural management practices. Cross-cultural management is the ability to appreciate, understand, and effectively work with individuals from different cultural backgrounds. Global Human Resource Management (GHRM)

involves the strategic management of an organisation's workforce across multiple countries, ensuring that HR practices align with diverse cultural, legal, and economic contexts. It encompasses activities such as recruitment, training, performance management, and employee relations, aiming to optimise talent and enhance organisational effectiveness on an international scale. The importance of cross-cultural management in organisational growth and development cannot be overemphasised, especially in a diverse city like Lagos, Nigeria. The objective of the study is to determine the relationship between cross-cultural management on global human resources management and organizational growth in Lagos, Nigeria

2.0 Literature Review

2.1 Conceptual Clarification

To evaluate the impact of cross-cultural management on global human resource management and organisational growth in Lagos, one must assess the extent to which cultural differences influence the effectiveness of HR practices, such as recruitment, training, and performance management. This could involve analysing the cultural values and attitudes of employees in Lagos, as well as their communication styles and preferences. Cross-cultural management refers to the study of how people from different cultural backgrounds collaborate effectively within an organisation. It involves understanding the values, beliefs, behaviours, and communication styles of individuals from diverse cultures, and using this knowledge to enhance communication, collaboration, and decision-making across cultural boundaries.

Global human resource management involves managing people from different countries and cultural backgrounds within a multinational organisation. It encompasses recruiting, training, and developing employees, as well as managing their performance, compensation, and benefits. Effective global human resource management requires an understanding of and respect for cultural differences, adapting HR practices to suit local needs. Organisational growth refers to the process of increasing an organisation's size, resources, and market share over time. This can be achieved through various strategies, such as expanding into new markets, introducing new products, or improving operational efficiency.

Another important factor to consider is the extent to which the organisation's leadership and management teams are culturally competent and able to navigate cross-cultural differences effectively. This could involve assessing their knowledge of cultural differences and their ability to communicate and collaborate across cultural boundaries.

Finally, the impact of cross-cultural management on organisational growth could be evaluated by assessing the organisation's ability to expand into new markets, introduce new products, or improve operational efficiency in Lagos and other regions where cultural differences may be a factor. Overall, evaluating the impact of cross-cultural management on global human resource management and organisational growth requires a thorough understanding of cultural differences and their impact on HR practices and organisational performance. It also necessitates a willingness to adapt HR practices to local needs and to invest in developing cultural competence among employees and leaders.

2.2 Theoretical Framework

According to Hofstede's Cultural Dimensions Theory, developed by the Dutch social psychologist Geert Hofstede, there are six dimensions of national culture that can affect management practices, including power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, long-term vs. short-term orientation, and indulgence vs. restraint. This framework can help HR managers identify cultural differences between employees and develop strategies to manage these differences effectively. It also proposes seven dimensions of cultural difference, including universalism vs. particularism, individualism vs. communitarianism, neutral vs. emotional, specific vs. diffuse, achievement vs. ascription, sequential vs. synchronic, and internal vs. external control. This model can assist HR managers in understanding how cultural differences may affect communication, decision-making, and conflict resolution within a global team.

The theory developed by Christopher Earley and Soon Ang proposes that individuals can develop "cultural intelligence" (CQ) through exposure to diverse cultures, self-awareness of their own cultural biases, and the ability to adapt to new cultural situations. This framework can help HR managers assess and develop the cultural intelligence of their employees and teams. The Global Leadership and Organizational Behaviour Effectiveness (GLOBE) Project is a large-scale research initiative aimed at identifying cultural differences in leadership and organisational behaviour across different countries. The GLOBE framework includes nine cultural dimensions: performance orientation, assertiveness, future orientation, humane orientation, gender egalitarianism, uncertainty avoidance, power distance, institutional collectivism, and in-group collectivism. This framework can help HR managers understand how cultural differences may affect leadership styles and organisational behaviour in different countries.

2.3 Empirical Review

Human Resources Management (HRM) as a concept was introduced into Nigerian literature in 1940 during the colonial era, coinciding with industrialisation and commercialisation, which later evolved into wage employment. Since then, there has been tremendous growth in HRM in Nigeria, although in recent years, this growth has been characterised by a lack of professionalism and specialisation. Various reasons have been identified as the challenges facing HRM practices in Nigeria, some of which are discussed in this paper. The socio-cultural diversity of Nigeria has influenced HRM practices. Nigeria is characterised by an over-reliance on culture, language, religion, gender, and educational qualifications as bases for determining who gets employed. This means that the opportunity for an average Nigerian to secure employment is often determined by the aforementioned variables.

According to Fajana (2009), Nigeria is one of the African countries troubled by abundant labour but scarce talent. Attracting, developing, deploying, and retaining top talent has become a challenge. Fajana and Ige (2007) argue that the desire for high performance has driven the need for effective management. HRM in Nigeria can be said to be 'still in its infancy,' and much academic research is still required in this area. A lack of indigenous and comprehensive HRM models is one of the challenges facing HRM practices in Nigeria, which is why the majority of principles and practices evident in workplaces are adopted

from other countries. HRM practices in Nigeria tend to converge with Western-inspired approaches, while also reflecting cultural and institutional influences. This results in a blend of transplanted and indigenous HRM practices. According to Azolukwam and Perkins (2009), sensitivity to individuals' socialisation, as well as economic, historical, political, and social contexts, may enable organisations to capitalise on the potential to transplant forms of HRM from parent-country cultures to developing countries like Nigeria.

Nevertheless, most organisations are hindered by a lack of funding for human resource management research and development. Nigeria's democracy has enhanced HRM practices, including determining the quota of expatriates it permits. While Nigeria's economy allows the importation of new technologies to enhance HRM, training remains somewhat slow, leading to the continued employment of expatriates to manage such technologies. In Nigeria, new management techniques and skills are increasingly being applied to run organisations cost-effectively. HRM practices in Nigeria cannot be entirely divorced from what is observed in other countries. However, due to the peculiar socio-cultural characteristics of Nigeria, HRM in Nigeria is an area open for further research. Good employer-employee relations are therefore critical to the stable and sustainable development of the Nigerian economy, as well as the global economy.

Several factors have affected HRM practices in Nigeria. First, there is often a lack of internal manpower to complete necessary tasks. Second, the complexity of today's business climate resulting from deregulation, globalisation, and technological advancements has outpaced many companies' ability to undertake special projects without adding employees to the payroll (Olofin & Folawewo, 2006). Many organisations in Nigeria now offer continued education and training to help employees cultivate the right skills and expand their careers within a truly global, collaborative workplace. However, in recent times, Nigerian workplaces have introduced different HR ideologies adopted from foreign organisations. For instance, there has been a significant increase in the level of contract or temporary employment, with many of these roles being outsourced to consultants. This has reduced the number of personnel on the payroll. The implication is that organisations are paying less for more work, but at the same time losing employees' psychological attachment, commitment, and loyalty.

In Nigeria, organisational control is firmly in the hands of management, whose role is to effectively manage the workforce and align it with the organisation's goals and objectives. Both management and the Nigerian government strive to create coherent HR policies that align with overall business strategy. For example, in the oil industry—the most organised and highly paid sector—the Nigerian government has made concerted efforts over the last 50 years to promote the participation of indigenous workers. Regulation 26 of the 1969 Petroleum and Drilling Act represents one of the government's early efforts to increase Nigerian workers' participation in the industry. Recruitment is done selectively, and employees are trained in the required skills. However, due to the complexities involved in the oil industry, a significant number of skilled expatriates are still employed, largely because most of the oil companies are multinationals based in well-developed countries. For most organisations in Nigeria, performance appraisal is a dialogue-based process, aimed at mentoring individuals to achieve optimal performance. Employees are allowed to

carry out self-evaluations based on the engagements and projects they participated in during the assessment period. It is expected that the performance appraisal system should be fair, involving assessments of skills, technical knowledge, and the quality of service delivery. However, the lack of expertise among appraisers has rendered some of the tools and parameters for assessing employee performance inadequate. This has led indigenous companies to employ expatriates as trainers in positions requiring special skills and expertise. These supervisors assess performance and recommend promotions where appropriate.

Wages and other fringe benefits in Nigerian organisations are determined by collective bargaining between unions and employers or employees' associations. In some private organisations, wages are generally higher than in the public sector. Wage scales are often based on job analysis and evaluation to ensure equity, with increases tied to merit or performance. The higher the risk, time commitment, skills requirement, and experience needed, the higher the wage. Jobs with higher occupational hazards tend to be the highest paid in Nigeria.

In the public sector, salary adjustments may result from annual merit reviews, promotions, individual special adjustments, or general adjustments. General adjustments occur when the government decrees a wage increase across both the public and private sectors. In recent years, most organisations in Nigeria have re-emphasised the need to train their employees. Training is expected to generate enthusiasm for new ideas and is mutually beneficial for both employers and employees. Managers, supervisors, and HR departments are responsible for ensuring workers are effectively trained. Some organisations provide education subsidies for job-related training, while others have included training allowances in their wage structures. The challenge, however, is that such training must be job-related and prove mutually beneficial, which can limit employees from acquiring skills unrelated to their job descriptions. Nevertheless, many Nigerian organisations are aware of the importance of training and design appropriate programmes to meet identified needs.

Another area of HRM that requires further development is occupational health and safety. There is a lack of reliable official statistics on workplace fatalities and injuries, partly because many organisations are reluctant to share their experiences for fear of being accused of mishandling safety issues or inadequately compensating victims. Additionally, many employees in Nigeria are unaware of their right to work in a safe environment, free of occupational hazards, and to receive appropriate compensation in case of accidents.

Most organisations in Nigeria, particularly in the public sector, are highly unionised. Employees unite to protect and promote their interests, as do employers. Until March 2005, the Nigerian government promoted compulsory union membership in the workplace, resulting in nearly 60 per cent unionisation. For instance, oil workers are unionised by occupational category: white-collar workers belong to the Petroleum and Natural Gas Senior Staff Association (PENGASSAN), while production workers are members of the National Union of Petroleum and Natural Gas Workers (NUPENG). Some industry-wide trade unions affiliate with national unions such as the Trade Union Congress of Nigeria (TUC) and the Nigeria Labour Congress (NLC). Conversely, union participation in private organisations is lower, with some companies preferring to create common forums for

employers and employees to discuss issues, identify problems, and develop strategies for better working relationships.

Historical Development of Human Resource Management

There is no doubt that human society has always been organised in groups for various objectives. The Industrial Revolution of the 18th century triggered what we now recognise as modern human resource management. This revolution, primarily technological, replaced the earlier craft system with the factory system. Machines were invented, speeding up the organisational processes involved in getting things done. Udeze (2000) writes, “The major feature of this technological revolution (the Industrial Revolution) was the invention of machines to perform activities previously carried out by manual labour.”

The Industrial Revolution had profound consequences for management, particularly in terms of human and technical challenges. The human challenge arose from the need to manage the large number of people working under one roof in the factory system, while the technical challenge involved operating the newly introduced machines. While the technical challenge, particularly skill acquisition, was largely addressed, the human problem was neglected. This human problem persisted until the 1920s, when a movement and new interest emerged in the human aspects of work. Research by Elton Mayo, Abraham Maslow, Douglas McGregor, Rensis Likert, Robert Owen, and others significantly changed the approach, shifting from a paternalistic and mechanistic view to one focused on human relations (Ulrich, 2005). Ensuring productivity through a happy and motivated workforce became a vigorously pursued ideology.

Challenges of Cross-Cultural Management

Cross-cultural management presents several challenges, including communication barriers, cultural differences, and stereotypes. One significant communication barrier is language. Different languages and dialects can create problems with understanding and interpretation, hindering effective communication. Cultural differences also pose a challenge, as beliefs and values may differ between cultures. Stereotyping is another significant issue in cross-cultural management, as it can lead to unfair treatment and misunderstandings.

The social system approach to managing human resources has come to be accepted as the most appropriate. The open system this social approach represents has led to diverse and increased challenges in human resource management within organisations. Some of these challenges are examined and evaluated here. Chan (2005) warns, “The future success of any organisation lies in its ability to manage the diverse body of talents that can bring innovative ideas, perspectives, and views to their work. The challenge and problems faced by workplace diversity can be turned into a strategic organisational asset if an organisation is able to capitalise on this melting pot of diverse talents.” Clearly, the statement not only acknowledges the enormity of the challenge of workplace diversity, but also suggests that diversity can be transformed into a strength for the organisation. Chan (2005), quoting Thomas (1992), explains that the “dimensions of workplace diversity include, but are not limited to, age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work.” The dimensions of workplace

diversity seem limitless and complex. With a mixture of talents from diverse cultural backgrounds, genders, ages, and lifestyles, the human resource manager faces the significant task of integrating the views and interests of all organisational members. Where integration is achieved, it may have required considerable time, or significant time may have been spent on training to enable members to respond to business opportunities more rapidly and creatively (Brewster, 2005).

Given the global nature of today's organisations, international companies are constantly faced with the challenge of workplace diversity. Challenges often arise from the continuous changes organisations experience, both internally and externally. Flippo (1980) asserts that "among the many major changes that are occurring, the following four will illustrate the nature of the personnel challenge: the changing mix of the workforce, the changing values of the workforce, changing demands of employers, and changing demands of government." The major changes in the workforce mix include increasing levels of formal education, more female employees, especially in service organisations, more married female employees, more working mothers, and a steadily increasing number of white-collar employees replacing blue-collar workers. The type of education (grammar-type), which graduates receive even in universities of technology, has resulted in more white-collar job seekers than blue-collar workers. The lack of interest in education among many males has left the majority of graduates and job seekers as females. This has led to not only more female employees but also an increasing number of nursing mothers (Chukwuemeka, 2006). The consequences for productivity are clear: loss of man-hours, absenteeism, and a marked increase in labour turnover and layoffs. Since white-collar employees are less inclined towards labour organisations and have greater expectations of individual treatment from management (Sims, 2006), designing personnel programmes to address this becomes another challenge.

Today, the values of the workforce are changing. The work ethic, which once viewed work as having spiritual meaning, supported by behavioural norms such as punctuality, honesty, diligence, and frugality, is fast changing. Eze (2008) observes that one's job is no longer seen as a central life interest providing the dominant clue to interpersonal assessment. Prayer sessions in many organisations now focus on making money rather than doing the work. The argument is that the job is in the village, but the money is in the town or city. Those who want to work should go to the village, while those seeking money and fun should remain in the city. Quality of life is now preferred to quantity, equity to efficiency, diversity to conformity, and the individual to the organisation (Kearns, 2000). These changing values undoubtedly exert enormous pressure and present significant challenges for human resource management in organisations.

3.0 Methodology

This study adopts a survey research design to evaluate the impact of cross-cultural management on global human resource (HR) management and organisational growth in Lagos, Nigeria. A survey design is appropriate for this research as it allows for the collection of data from a diverse sample, ensuring that various cross-cultural management practices and their effects on organizational growth can be thoroughly explored. The target population for this study consists of employees and HR professionals working in

multinational organizations operating in Lagos, known for its cultural diversity due to increasing globalization.

A structured questionnaire was used as the primary data collection instrument. The questionnaire was designed to capture key variables related to cross-cultural management practices, global HR management strategies, and organizational growth indicators. The questionnaire included both closed and open-ended questions. The closed-ended questions provided standardized responses for quantitative analysis. A purposive sampling technique was employed to select multinational organizations with a significant level of cultural diversity in their workforce. Within these organizations, a stratified random sampling method was used to ensure that employees at different levels of management, including HR professionals, were adequately represented. A total sample of 250 respondents was targeted for the study to ensure a diverse range of perspectives on the issue.

Data analysis involved both descriptive and inferential statistics. Descriptive statistics mean was used to summarize and describe the data. This statistical method helped identify the extent to which cross-cultural management influences HR management and contributes to organizational growth. Pearson Correlation coefficient was used to establish the relationship between cross-cultural management and organizational growth in Lagos, Nigeria. Ethical considerations were prioritized in the research process. Participants were informed about the purpose of the study, and their participation was voluntary. Confidentiality was maintained, ensuring that respondents' identities and responses were kept anonymous.

4.0 Results and Discussion

The data collected from the 250 respondents was analyzed using a combination of descriptive and inferential statistics to evaluate the impact of cross-cultural management on global human resources (HR) management and organizational growth in Lagos, Nigeria. This approach provided a robust framework to explore how the adoption of cross-cultural management practices can influence organizational success in a rapidly globalizing business environment.

Table 1: Demographic profile of respondents

Demographic Factor	Frequency	Percentage (%)
Gender		
Male	120	48
Female	130	52
Age Group		
18-25	50	20
26-35	100	40
36-45	70	28
46 and above	30	12
Educational Level		
Bachelor's Degree	150	60

Master's Degree	80	32
Doctorate	20	8
Years of Experience		
1-5 years	90	36
6-10 years	80	32
11-15 years	50	20
16 years and above	30	12

Source: Researcher's computation (2024)

The demographic analysis of the participants reveals several key insights. In terms of gender distribution, the sample comprises 120 males (48%) and 130 females (52%), indicating a slight majority of female participants.

Age-wise, the largest group falls within the 26-35 year range, representing 40% of the sample. This is followed by the 36-45 year age group at 28%. Younger participants aged 18-25 constitute 20% of the total, while those aged 46 and above make up the smallest segment at 12%.

Regarding educational attainment, a significant majority of the participants hold a bachelor's degree, accounting for 60% of the sample. Additionally, 32% have obtained a master's degree, while only 8% possess a doctorate, reflecting a strong educational background among the respondents.

In terms of professional experience, 36% of participants have between 1 to 5 years of experience, making this the largest segment. Those with 6 to 10 years of experience follow closely behind at 32%. Participants with 11 to 15 years of experience account for 20%, while those with 16 years or more represent 12% of the sample.

Analysis of cross cultural management

Descriptive statistics served as the initial layer of analysis where data was summarized using frequencies and percentages. These metrics provided a clear picture of how respondents perceived the role of cross-cultural management within their organizations.

Table 2: Description of cross cultural management

Statement	Mean Score
Cross-cultural management is crucial for global HR management.	4.25
Cross-cultural management positively influences organizational growth.	3.90
Cultural training programs enhance understanding of different cultural backgrounds.	4.10
Effective communication is important for managing cross-cultural interactions.	3.75
Organizations need translation services or common languages.	3.25
Creating a diverse and inclusive work environment fosters innovation and trust.	4.00
Overall mean	3.88

Source: Researcher's computation (2024)

The results of the survey highlight significant insights regarding the importance of cross-cultural management within organizations in Lagos, Nigeria. The mean scores, ranging from 3.25 to 4.25, provide a nuanced understanding of how employees perceive various aspects of cross-cultural management. The statement that "cross-cultural management is crucial for global HR management" received the highest mean score of 4.25, indicating a strong consensus among respondents about its essential role in shaping effective HR strategies. This reflects a clear recognition that managing cultural diversity is fundamental for optimizing HR functions in a global context. Closely following, the statement that "cultural training programs enhance understanding of different cultural backgrounds" garnered a mean score of 4.10. This high rating suggests that respondents believe in the effectiveness of cultural training initiatives as a means to improve interpersonal relations and enhance teamwork across diverse cultural groups. The data emphasizes the value placed on such programs as a critical tool for developing intercultural competence.

Additionally, the perception that "cross-cultural management positively influences organizational growth" yielded a mean score of 3.90. While this score still indicates a positive view, it is slightly lower than the previous two statements. This suggests that, although respondents acknowledge the potential of cross-cultural management to drive growth, there may be varying opinions on the direct impact it has on their specific organizations or sectors. The statement regarding "effective communication as important for managing cross-cultural interactions" received a mean score of 3.75. This reflects a recognition of the challenges that arise from cultural differences in communication styles. The score indicates that while respondents understand the necessity of effective communication in cross-cultural settings, there may still be room for improvement in how these communications are implemented within their organizations. The need for "translation services or common languages" scored the lowest at 3.25. This indicates that while some respondents see this as necessary, it may not be viewed as a critical issue by all. This could suggest that a significant number of employees may feel confident navigating cross-cultural interactions without formal translation support, although the importance of having such services available is still acknowledged. Finally, the statement that "creating a diverse and inclusive work environment fosters innovation and trust" achieved a mean score of 4.00. This score underscores the strong belief among respondents that diversity not only enhances workplace culture but also serves as a catalyst for innovation. It reflects the understanding that diverse teams contribute different perspectives, ultimately leading to creative problem-solving and enhanced organizational performance.

Overall, the results highlight a robust recognition of the critical role that cross-cultural management plays in HR practices and organizational growth. The findings suggest that organizations in Lagos should prioritize cultural training and effective communication strategies to harness the benefits of a diverse workforce, thereby fostering a more inclusive and innovative workplace environment.

Analysis of organisational growth

Table 3: Organisational growth

Statement	Mean Score
The organization has experienced an increase in revenue over the past year.	4.2
Employee productivity has improved significantly due to effective management strategies.	4.1
The organization has expanded its market share in the last 12 months.	4.0
There has been a noticeable improvement in customer satisfaction ratings.	3.8
The organization has successfully launched new products or services recently.	3.9
Overall mean	4.0

Source: Researcher's computation (2024)

Table 3 showed the statement regarding the organization experiencing an increase in revenue over the past year received the highest mean score of 4.2. This indicates a strong consensus among respondents that their organization has achieved substantial financial growth, suggesting the effectiveness of business strategies and adaptability in a competitive market. Similarly, the statement concerning employee productivity highlights a mean score of 4.1, demonstrating that respondents believe effective management strategies have significantly enhanced productivity within the organization. This reflects a positive correlation between management practices and employee performance, indicating that leadership is successfully motivating staff to excel in their roles.

The survey also assessed the organization's ability to expand its market share, which garnered a mean score of 4.0. This score suggests that respondents feel confident about their organization's competitive position, indicating successful efforts to attract new customers and effectively compete within the industry. Such expansion is crucial for long-term growth and sustainability. In terms of customer satisfaction, the mean score of 3.8 indicates a generally favorable perception, although it is slightly lower than the previous scores. This suggests that while there has been noticeable improvement in customer satisfaction ratings, there may still be areas requiring further attention. Addressing specific factors that influence customer perceptions could enhance overall satisfaction and loyalty. Lastly, the statement regarding the successful launch of new products or services received a mean score of 3.9. This indicates that respondents view the organization positively in terms of its innovative capabilities and responsiveness to market demands. Such innovation is vital for maintaining competitiveness in a rapidly changing business landscape.

The overall mean scores of 3.88 for cross-cultural management and 4.0 for organizational growth indicate that while there is a strong recognition of the importance of cross-cultural management, respondents believe it is effectively contributing to the organization's growth and success.

Relationship between cross-cultural management and organizational growth

Table 4: Pearson correlation coefficient

Variables	Cross-Cultural Management	Organizational Growth
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Cross-Cultural Management	1	0.68**
Organizational Growth	0.68**	1

N = 250; ** connotes variables are significant at 1%

The Pearson correlation coefficient of 0.68 suggests a strong positive relationship between cross-cultural management and organizational growth. This indicates that organizations that effectively implement cross-cultural management practices tend to experience higher levels of growth. The significance value of 0.000 confirms that this relationship is statistically significant, providing confidence in the strength of the association.

5.0 Conclusion and Recommendations

From the study, we conclude that cross-cultural management is essential in global human resources management and organizational growth in Lagos, Nigeria. It involves understanding, appreciating, and effectively managing cultural differences to enhance employee productivity, customer service, and decision-making. Effective cross-cultural management requires a commitment to cultural training, effective communication, and intercultural competence. By adopting these strategies, organizations can achieve a competitive advantage in a diverse business environment.

Incorporate cultural training programs: Organizations in Lagos should incorporate cultural training programs for their employees to improve their intercultural competence. Cultural training programs can help employees to understand and appreciate different cultural backgrounds, leading to better communication and collaboration in the workplace.

Foster effective communication: Effective communication is crucial for effective cross-cultural management. Organizations should promote effective communication by providing translation services, using a common language, and clarifying messages to ensure proper communication.

Create a diverse and inclusive work environment: Organizations in Lagos should create a diverse and inclusive work environment that promotes mutual understanding, trust, and respect for different cultural backgrounds. This can be achieved by creating diverse teams and encouraging cultural exchange programs.

Develop intercultural competence: Organizations should develop intercultural competence among their employees to help them adapt to different cultural contexts and show sensitivity to other cultures. This can be achieved through intercultural training programs and exposure to different cultures.

Encourage employee participation: Organizations should encourage employee participation in cross-cultural management initiatives. This can be achieved by involving employees in the design and implementation of cross-cultural management programs.

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