The Impact of Cross-Cultural Leadership on Manager's Performance in Nigeria

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Abstract: **Over the time the impact of cross-cultural leadership on manager's performance in Nigerian. The study used a sample of 200 for the cultural leadership on manager's performance in Nigeria. The total simple size was 200 populations as a part of this research and the statistical package for social science (spss) was used to carry out the analysis. Data were analyzed using the regression of the correlation to the analysis. Data were analyzed using the regression of the correlation to own the t-test hypotheses. The findings of the study showed that there exists a positive relationship between cross-cultural leadership on manager's performance in Nigeria.**

Keywords: **Cross-Cultural Leadership, Manager's Performance.**

1. INTRODUCTION

a. Background of the study

Business leaders nowadays and in the future should have the ability to connect to people and build successful teams in cross-cultural environments which is considered a crucial competency. Nowadays there are many Nigerian companies conducting business in globalized markets and leadership has to deal with cross-cultural differences effectively and without big complications. Successful leaders working in global organization must understand the importance of creating cross-cultural and the trust and confidence required in their company (Willis, 2008). Leaders and managers should also understand their behavior individually and critically correct what is wrong in their behaviors that are contract with the ultimate goals of their organization (Pend & Shin, 2008). As an international business leadership he should assign a team with mutual understanding and to be a good example for others working in the same company. Those global leaders understand very well that it is part of their role is to show how they build successful cross-cultural relationships themselves in order to be an example for others (Mansor, Chakraborty, Yin, & Mahitapoglu, 2012). They understand to possibly go outside their comfort zone for it, and they show courage by doing it in the right way.

b. Problem Statement

Working with a cross-cultural business environment is not an easy experience especially for managers with poor background on managing people outside their country and in a different culture. Business environment nowadays impose essential issues to leaders who are dealing with challenges that are directly related to cross- cultural differences. If those leaders are able to settle these differences actively then they accelerate success beyond expectations. However, if they cannot settle these differences, they are very likely facing issues like misunderstanding, unexpected, resistance, complicated behaviour, confusion and conflicts that seriously delay success.

Many big organizations in Nigeria as well as Small and Medium Enterprises are facing big challenges due to the impact of globalization on the behaviour and experience of their managers and when hiring them to do the same jobs outside Nigeria in a cross-culture business environment, they show poor adaptability to the new business environment and may not do the same level of performance as in their home country due to cultural difference and cross-cultural barriers.

c. Research Objectives

The following are the objectives of this research:-

1. To identify the main factors of cross-culture that affects the performance international organization In Nigeria .

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2. To determine the importance of personal qualities and experience that is embedded on the performance of the international organization In Nigeria.

3. To examine the importance of knowing the Nigerian culture in the organization performance.

4. To evaluate the impact of training on the organization performance.

d. Research Questions

Based on the research objectives, the following research questions are developed:-

1. What are the main factors of cross-culture that affect the performance international organization In Nigeria?

2. Are the personal experience and qualities of international management related to the organization performance?

3. What are the impacts of knowing the background of Nigerian culture on the organization performance?

4. To what extent the training about international culture will influence the performance of organization?

e. Literature Review

This chapter is devoted to review the related literature pertaining to the objectives of this research. The chapter namely reviews the literature pertaining to cross cultural leadership and its impact on management performance. In the first section, the review of management performance is presented. However, in the second section and subsections, the review of cross-cultural leadership and its dimensions are presented. In the third section, a review of the relationship between cross-cultural leadership and the management performance is presented.

☐ **Management Performance**

A successful management is the foundation stone of any corporation. Therefore, large numbers of corporations around the world are struggling hard to develop and enhance their management. The main reason of developing organizational management is owed to the fact that the management is the platform of lunching the activities of any corporation and the map that direct those activities. Thus, corporation without a good management will definitely collapse. In this section a review of the concept of performance management, definition, measurement, reason for performance management and the related theories to performance management is reviewed.

☐ **The concept of performances management**

The concept of performance management has developed over the past two decades as a strategic, integrated process, which incorporates goal setting, performance appraisal and development into a unified and coherent framework with the specific aim of aligning individual performance goals with the organization's wider objectives (Dessler, Sutherland, & Cole, 2016). Consequently, it is concerned with: (1) how people work, (2) how they are managed and developed to improve their performance, and ultimately (3) how to maximize their contribution to the organization.

It is underpinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capabilities of individuals and wider teams("United Nations common country assessment republic of Nigeria," 2016)(Armstrong & Baron, 2015). Although competitive pressures have been regarded as the driving force in the increased interest in performance management, organizations have also used these processes to support or drive culture change and to shift the emphasis to individual performance and self-development (Eugenia & Rwanda, 2017). There are a number of principles underlying the concept (Atkinson & Shaw, 2061):

Firstly, it is a strategic process in that it is aligned to the organization's wider objectives and long-term direction.

Secondly, it is integrative in nature, not only aligning organizational objectives with individual objectives but also linking together different aspects of human resource management such as human resource development, employee reward and organizational development, into a coherent approach to people management and development.

Thirdly, it is concerned with performance enhancement in order to achieve both individual and organizational effectiveness. Performance enhancement is underpinned by two further principles: the ideas that employee effort should be goal-directed and that performance improvement must be supported by the development of employees" capability.

f. Methodology

The research methodologies and techniques that have been applied in the study for the analysis of the collected data will be described in details, the study population will be defined, and the area where the study was conducted as well, also the study design and data collection.

This chapter will illustrate the statistical tools that will be used for analysis and the type of collected data, in addition to that what are the measures that will be used to specify the validity and reliability of the results obtained from the analysis of the study, and making the reliability test to identify the overall consistency of measuring the results from the analysis. A quantitative method was used through a survey questionnaire in this study in order to precisely identify the main factors affecting the performance of managers and cross-cultural leadership In Nigeria i international organizations and the character qualities required in a cross-cultural manager. The main target of research respondents are the human resources managers in those organizations as well as the executive managers if a given opportunity. The main aims of this research are to reach the following objectives and to answer the developed research

g. Data Analysis

Data were analyzed by using SPSS applied to analysis the contribution of independent variables which were categorized in three wide groups of international management experience, background about new culture and finally training to work In Nigeria on the dependent variable which refers to the organizations' performance.

The organizations' performance was measured by the improvement of organizational leadership, enhancing the organization competitive and capability in local and global market, improving organizational learning through unique competencies and finally achieving employees' satisfaction.

Frequency table of Respondents Demographic Data.

Out for 200 surveys, those 200 were usable there will make no unusable surveys alternately whatever crazy absent in the framework instrument arriving. Thusly, that data from 200 respondents were broke down in this examination. Similarly, as communicated secured close by a feature 3, the individuals respondents were operators who have help endeavouring Previously, dissimilar all companionship done Saudi Arabia
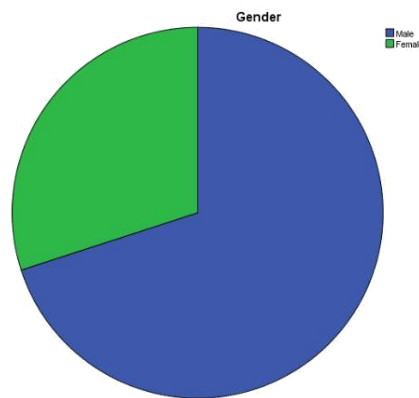
☐ **Respondent Statistic**

		Which category below includes your age category below includes your age	Year of experience within the country	Year of experience outside the country	Work out site Saudi Arabia	Qualification	Function area
Gender	Valid	200	200	200	200	200	200
	Missing	0	0	0	0	0	0

☐ **Respondents Gender.**

Respondents getting from those 200 contemplate that require been. Development for around that collaboration in other should quantify those cross particular social order control around chief's execution to Saudi Arabia. Those effects show that male (70%) same the long run females (30%). Concerning outline demonstrated to this insights, it reveals to that male have an expansive bit principal rate
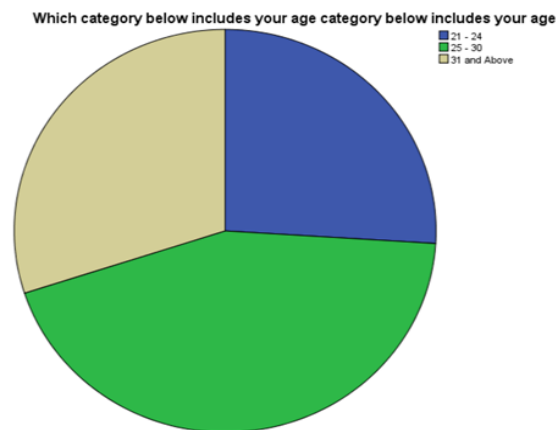
☐ **Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	140	70.0	70.0	70.0
	Female	60	30.0	30.0	100.0
	Total	200	100.0	100.0	

Respondents gender.

☐ **Which category below includes your age category below includesyour age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-24	52	26.0	26.0	26.0
	25-30	88	44.0	44.0	70.0
	31 and Above	60	30.0	30.0	100.0
	Total	200	100.0	100.0	

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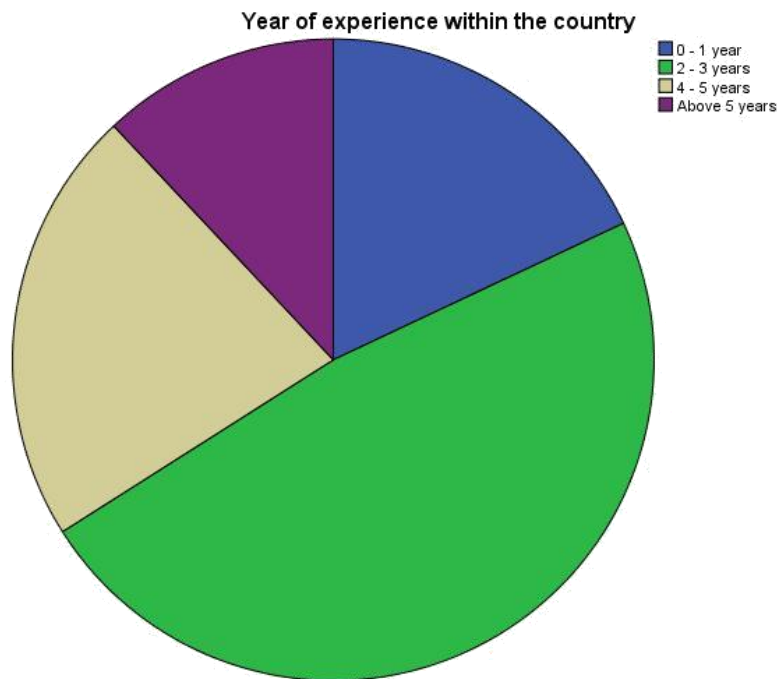
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Years of experience within the country

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	- 1 year	36	18.0	18.0	18.0
	2	- 3 years	96	48.0	48.0	66.0
	4	- 5 years	44	22.0	22.0	88.0
		Above 5 years	24	12.0	12.0	100.0
		Total	200	100.0	100.0	

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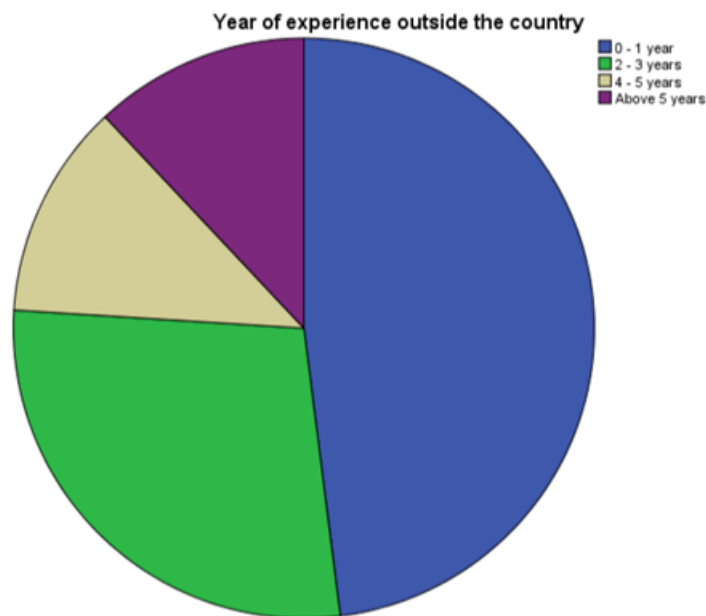☐ **Quite a while about Knowledge outside the Country.**

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	4	- 5 years	24	12.0	12.0	88.0
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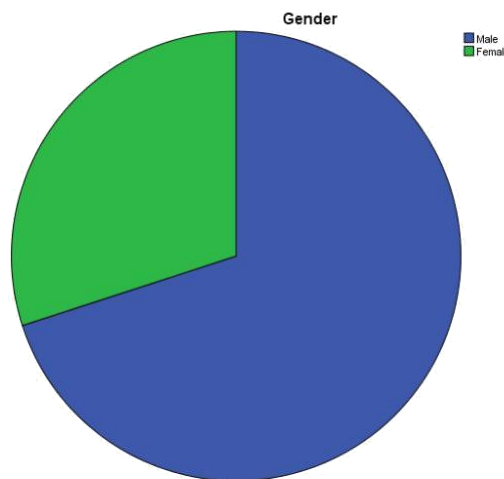
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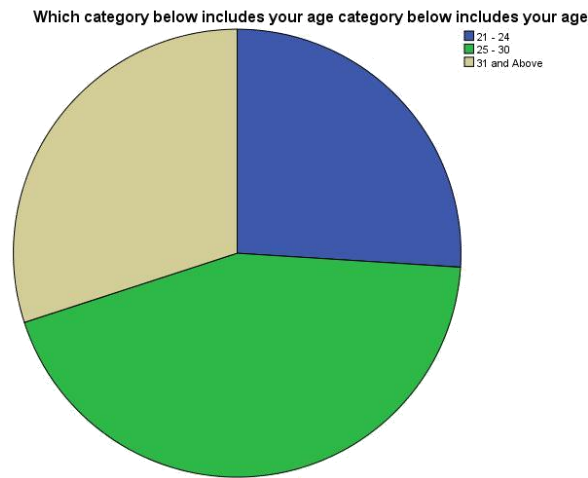
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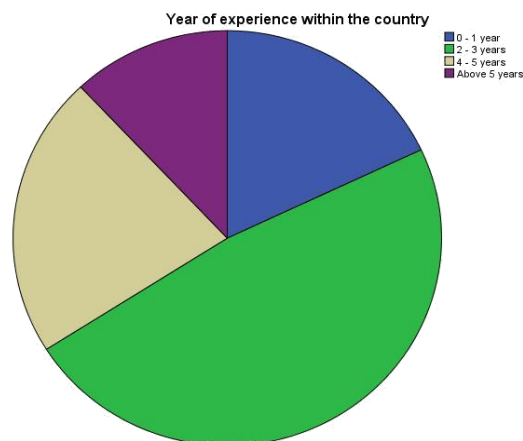|		Frequency	Percent	Valid Percent	Cumulative Percent
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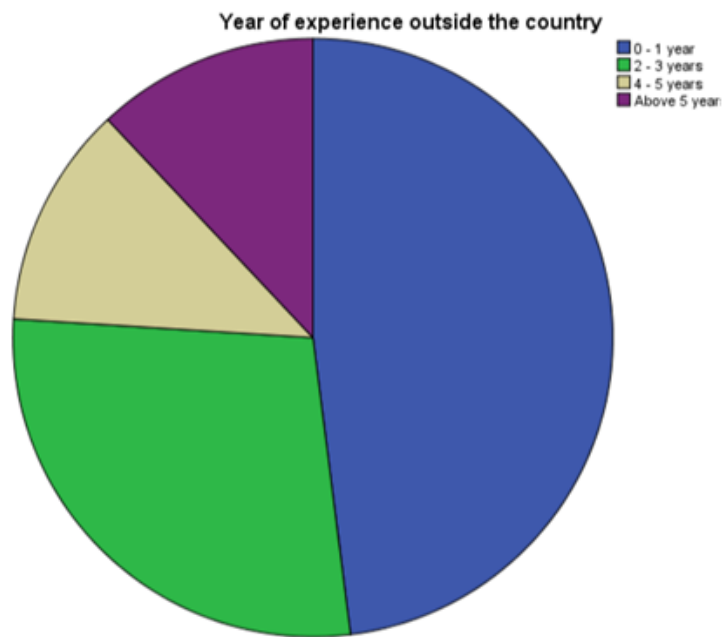|		Frequency	Percent	Valid Percent	Cumulative Percent
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Experience outside the country

h. Discussion

The aim of this research was to develop an understanding of the effect on cross-culture on the management performance of the organization through manager adoption in the international organizations In Nigeria . The theoretical contributions of this research lies in the following three areas: First, we systematically identified the measures of three types of managers adoption which are managers experience in managing global organizations, understanding host country culture and training in how to work in the host country. This project paper predicted the impact of the dimensions that categorized in managers experience, host country culture and training on international organization performance which measured under six measurements of organization competitive, learning, profit, employees satisfaction and loyalty and finally continue growth.

☐ **Study about the host country culture**

Understanding the host country culture is one of the most important things that should be taken in the international managers' account before operating any business overseas. They can cope with this issue through getting knowledge about this country and learn as much as they can. They have to study their language, literature, or history of their destination. If not, begin now by taking a course if they can. Alternatively, read not only travel guides, but also histories of the country they will be going to or biographies of its prominent citizens.

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