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The Impact of Globalisation on Organisational Culture

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1 Introduction

1.1 Introduction to Literature Review

Organisations today exist in a complex environment that is directly affected by globalisation. In order to survive and succeed organisations must adapt to constantly changing and evolving conditions of the global market. One of the many tools for gaining a sustainable competitive advantage is setting a suitable organisational culture, one that serves the needs of the organisation, as well as the market it operates in. Organisational culture is defined as “a pattern of shared basic assumptions amongst a group” (Schein, 2004). Commonly organisational culture is divided into two levels; the visible ‘group behaviour norm’ and the invisible ‘shared values’ (Kotter, 2008). Organisational culture differs from national culture therefore organisations need to establish and practice their own organisational culture and adapt to the national culture of the physical location of the company, whilst noting the impact on the individuals working within the company or as stakeholders (Hofstede & Hofstede & Minkov, 2010).

Organisational culture has been researched as a subject since the 1960’s and cogent studies have been compassed throughout the years. The most significant studies investigating the dimensions of culture were conducted by Geert Hofstede, who began exploring the subject of culture to explain dissimilarities between individuals in different nations, and later in organisations. The dimensions of culture were explored in cooperation with Hofstede’s son, Gert Jan Hofstede to measure how values in workplace are influenced by the national culture (Hofstede & Hofstede, 2005). The study was later extended in cooperation with Michael Minkov to include more dimensions for more detailed results. Designed as a study of human behaviour, the results on dimensions of culture are nevertheless still relevant. To extend the understanding of organisational behaviour Hofstede conducted another extensive study to suggest another six dimensions to reflect differences in organisation practices. In theory, this was a way to define overall views of organisational behaviours and values. However, truly exploring the culture is challenging because (1) Individuals are unique and (2) There is no commonly accepted way of thinking about organisational culture (Fortado & Fadil, 2012). Despite criticism on his models, Hofstede’s theories correlate significantly with other research conducted on the subject, including: Ronen and Shenkar’s Country Clusters (1985), Trompenaars’ Relationship Orientations (1994) and the GLOBE Project (2002).

Globalisation stands for the emergence of an international network of economic systems (Albrow & King, 1990) and in its simplistic sense refers to the widening, deepening and speeding of global interconnection (Held et al. 1999). One of the earliest known usages traces back to the 1930's but globalisation as it relates to markets was only established in popular knowledge in the 1980's (Axford, 2013). Globalisation creates new demands in the economic, political, and cultural aspects that an organisation must take into account (Hodgetts et al. 2005). In theory, globalisation in organisational culture is viewed as the set of human actions that take a similar quality and point in the same direction; this dissertation aims to look at the evidence with a framework (Hofstede, Hofstede & Minkov, 2010).

1.2 Empirical Research and Structure

This research considers the impact of globalisation on organisational culture through primary data identified as first hand interviews with individuals working in multinational companies. The evidence of the impact and the response is foreseen to be connected to organisational culture of the multinational company as well as state some significance of the globalisation. The author is anticipating evidence suggesting that organisational culture is affected by globalisation and it has an impact on the everyday lives of people working in multinational companies. To stay within the frames of a Bachelor's Dissertation several delimitations have been made; the objective of the study is to focus on external factor globalisation that affects the members of an organisation and its practises. The empirical research is delimited to three multinational companies identified divergent from each other.

This dissertation follows a structure where Chapter 1 introduces: the topic, including relevant issues and main theories; introduction to the empirical research, methodology and introduces companies and individuals involved. Chapter 2 consists of the literature review. The literature review begins with defining organisational culture, discusses the characteristics of culture, introduces the main theories behind the research, a criticism of theories, differences between organisational and national culture, the concept of globalisation, features of multinational organisations, drivers of globalisation and finally the connection with organisational culture and globalisation. Chapter 3 explains the research methodology, philosophy, method chosen, data collection and analysis. The Chapter also discusses ethical considerations and limitations.

Chapter 4 presents the results analysis and discussion where the interview responses are summarised together and compared with the relevant theory, referencing to the literature review throughout. The chapter describes the similarities between the literature review and the individual responses, and aims to identify the impact of globalisation in values and practises. Chapter finally introduces main theorists' results for efficient comparison. Chapter 5 concludes the research results and presents a summary of the findings. Chapter 5 also reflects on the process of conducting this research as well as suggesting areas for future research.

1.3 Methodology Introduction

The research methodology is formulated on the basis that there is an impact of globalisation, but the result will depend on individual responses. The research questions identified in Appendix 1 have been connected to the main research theory; Hofstede's Dimensions of Culture. Qualitative research was carried out from interviews of individuals working in multinational enterprises. The aims of the research are (1) Identify the presence of organisational culture (2) Identify impacts of globalisation and (3) Evaluate a cause-effect relationship between globalisation and organisational culture. The objective of the research is to focus on external factors that affect the members of the organisation and its practises therefore the organisational culture. Previous researches on national and organisational culture will be examined in great length for comparison and extensive information. The companies and the individuals who acted as respondents for the research are introduced below:

1.3.1 Idesco Oy

Idesco Oy was established in 1989 in Oulu, Northern Finland. The company offers RFID solutions to companies all over the world. The company is medium-sized and operates in the technology and wireless industry. It has subsidiaries in Sweden and in the United Kingdom and a worldwide customer base (Idesco Oy Website, 2017) (Bloomberg: Idesco Oy Company Overview, 2017). The individual who responded to the research questions is the Director of Technology and Services and an owner of the company. Respondent 1 has been in this position for a year but has worked for the company in various positions since year 2000. Before their position at Idesco Oy, Respondent 1 worked for Nokia, a worldwide recognised mobile phone company.

Based on their long employment and knowledge of different fields in the company the author believes Respondent 1 is a reliable source to discuss the impacts of globalisation in a multinational company's organisational culture.

1.3.2 BDO UK

BDO is an international network of public accounting, tax and advisory firms which perform professional services. Its beginnings can be traced back to 1903. The firms operating under the BDO network represent 158 territories with over 67,000 people working in 1,400 offices worldwide. BDO is the world's fifth largest accounting network (BDO: About, 2017). The individual who responded, referred Respondent 2 is a Tax Associate Supervisor in the Corporate Tax department, located in the Birmingham office.

Respondent 2 has been with BDO since 2014. The author believes Respondent 2 can give a valuable insight, as the company is large and international, and therefore the Respondent is likely to identify an impact from globalisation.

1.3.3 Moventas

Moventas operates in machinery industry and the company has been operating since the 1940's. Moventas employs nearly 1000 people and is a part of the Santasalo Moventas Group which is owned by the global industrial engineering firm Clyde Blowers, based in Scotland. The company has manufacturing hubs in Finland and North America, as well as assembly facilities in the UK and customers around the globe (Moventas: Background, 2017). The individual who responded, referred Respondent 3 is a Vice President of Global Procurement. Respondent 3 has been working with the company since 2007 operating in various locations including Suzhou in China. Respondent 3 is experienced in global business strategy creation processes and responsible for foreign market connections. Respondent 3 is focused in markets such as China, India, Korea, Japan and Europe and therefore is likely to have reliable knowledge concerning organisational culture and the impact of globalisation.

2 Literature Review

2.1 Introduction to Organisational Culture

Understanding of organisational culture starts from defining the terms; 'organisation' encompasses large, medium and small private sector businesses, central and local government, public corporations and other public sector organisations, and a variety of third-sector organisations such as charities and non-profit organisations (Harrison, 2014). The term 'culture' comes from the Latin word *cultura* which is related to cult or worship; in the broadest sense, culture stands for acquired knowledge that people use to interpret experience and generate social behaviour. Culture has various sets of characteristics; (1) It is acquired by learning and experience; (2) It is shared between members (3) It is transgenerational, meaning it is cumulative; (4) It is symbolic, and thus relative; (5) It is patterned and finally; (6) It is adaptive (Luthans, 2005). Because different cultures exist in the world understanding the national impacts of culture is crucial to fully appreciate the culture of an organisation (Bonvillian & Nowlin, 1994).

Theorist Edgar Schein defines organisational culture as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, and that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." According to Schein, culture is apparent at three levels of an organisation. At the first level, culture is visible to organisation insiders and outsiders through organisational artefacts; referred to as the basic level for recognising. At the middle level culture involves the expression through stories, myths and rituals that are often referred to in an organisation's mission statement. At the deepest level of the model is the transmission of culture done unconsciously; under the surface. Basic assumptions that help to formulate organisational values that become 'shared assumptions' (Schein, 2006). The model has been proven valuable because it provides a link between scholarly activity and practical applicability (Mills et al. 2009). Often Schein's theory is simplified to explain two levels of organisational culture: the first is a deeper, less visible level where culture refers to values that are shared by the people. In the more visible level culture represents the behaviour that is encouraged in the organisation (Kotter, 2008). Organisational culture is described as a human behaviour in an organisational setting, representing the collective values, beliefs and principles of organisational members and is a product of such factors as history, products, market, technology, strategy, employees, management style and national culture.

This includes the organisation's vision, values, norms, systems, symbols and assumptions (Needle, 2004). The characteristics of organisational culture differ majorly from the characteristics of national culture; the characteristics of organisational culture are: (1) Observed behavioural regularities, as typified by common language, terminology and rituals; (2) Norms, as reflected by such things as the amount of work to be done and the degree of cooperation between management and employees; (3) Dominant values that the organisation advocates and expects participants to share; (4) A philosophy that is set forth in the company's beliefs regarding how employees and customers should be treated; (5) Rules that dictate employee behaviour; (6) Organisational climate, the atmosphere of the enterprise as reflected by the way participants interact with each other (Luthans, 2005). Furthermore, organisational culture is what provides members with a sense-making device for symbols and events that take place in an organisation. Throughout the years there have been debates over the true nature of organisational culture because of the complex multitude of definitions (Mills et al. 2009). An ideal organisational culture should address the following issues: reduce complexity, coordinate actions, provide a source of meaning and provide continuity (Sackmann & Stiftung, 2006). Organisational cultures of multinational companies are shaped by numerous factors (Hodgetts et al. 2006) and operates on various levels; human behaviour in organisational setting, the interface between human behaviour and the organisation, and the organisation itself. Considering all three levels is vital for the study; organisations are influenced by the individuals and vice versa. Everyone brings to an organisation a unique personal background and set of characteristics, as well as experiences from other organisations (Hughes, 2003). When these individuals interact with each other they spread dissimilarities amongst themselves which ultimately shapes the organisation. The basic concepts of the field can be roughly divided to three different categories; individual processes, interpersonal processes and organisational processes and characteristics. From a leadership point of view organisational culture is a set of symbols, beliefs and patterns learned, produced and recreated by people who devote their energy and life's work to an organisation (Burke, 2002) and reflects the founders of group; what they value and how they behave in the ways that seem to help the group succeed (Kotter, 2012). Therefore, an effective management is the key to a successful organisational culture, which is more than a field or a subject – it is a set of tools that carries all (Moorhead & Griffin, 2004). Effective management of organisational culture is controversial because of its 'one-case' nature; although companies in the history have tried copying, what works in one organisation cannot be directly copied to another (Mills et al. 2009).

2.1.1 Organisational Culture and National Culture

Organisational culture and national culture aim to answer different questions; national dimensions refer to values, 'should be' from organisational practices – the way things 'are' and how things are done (Alvesson, 2013). The National level is often country-, region-, or area-related and therefore significant differences in organisational level are hardly visible within the same nation. Commonly, organisational culture tends to moderate the national culture; in fact, according to Hofstede's research the national culture and values of employees have a significant impact on an organisation's culture - therefore the origin of 'should be' appears stronger because the cultural values employees bring to the workplace with them are not easily changed by the organisation (Hoecklin, 1995). In the early days of organisational culture research Andre Laurent (1983) conducted research implying that cultural differences are more pronounced among foreign employees working within the same multinational organisation than among personnel working for firms in their native lands. In an article first published in 1962 a U.S anthropologist Clyde Kluckhohn argued that there should be universal categories of culture; all cultures constitute so many distinct answers to essentially the same questions. The nature of the basic problems of societies present dimensions of culture - the most common being their degree of economic evolution or modernity; developing countries will often have similar levels of organisational and national culture because they are dependent on the overall habitat (Hofstede, Hofstede & Minkov, 2010). The whole heart of organisational culture investigation started from an interest towards national differences; it was convenient to investigate an organisation operating in one country and identify the features than search for similar organisations in different industries because a large portion of the culture comes from the surroundings where the employees are raised (Hofstede, 1980). Organisational culture is hard to measure and for centuries professionals of early human resource management, psychology and anthropology have tried to investigate how the values and practices an organisation embraces affect the people and the overall environment (Morrison, 2011). Organisational culture explains that there is a certain way of doing things and a common view is that it consists of five components: behaviours, relationships, attitudes, values and environment. These elements play an important role in identifying the culture - the unique, certain way to act upon which describes the characteristics of a social group (Alvesson, 2013). Cultural models aim to define patterns of basic problems that have consequences for individuals and groups in (a) relation to authority (b) the conception of self and (c) primary dilemmas of conflict and how to deal with them (Inkeles, 1997). Culture shows that there is a level of collective existence and it can be used to explain certain behaviour (Hofstede, 2000).

2.1.2 Hofstede Theory of Dimensions

In the late 1960's Professor Geert Hofstede began exploring the subject of culture to explain how and why people from various cultures behave as they do. He defined culture as the following: "Organisational culture is the collective programming of the human mind that distinguishes the members of one organisation from those." His work implied that the values children are taught up at the age of ten were the deepest level of culture; termed "the software of the mind". Hofstede cooperated with anthropologists Benedict and Mead, sociologist Inkeles and psychologist Levinson to conduct a survey that he then tested with IBM employees in various cultures that inspired him to create the cultural dimensions. This initial data was gathered from two questionnaire surveys with over 116,000 respondents from over 70 different countries around the world, measured in relative scale and then compared the relative scores on the country scale (ITIM International: Geert Hofstede Research, 2017).

2.1.3 Dimensions of National Culture

Dimensions of National Culture Hofstede conducted together with Gert Jan Hofstede and later extended with Michael Minkov is one of the most comprehensive studies of how values in the workplace are influenced by culture. The original dimensions were referred Power Distance, Collectivism versus Individualism, Femininity versus Masculinity and Uncertainty Avoidance. The goal of the IBM study was to identify if "others" are "like us" – before carrying the investigation to a Chinese social scientist working in Hong Kong that lead to establishing a fifth dimension – Confucian dynamism thinking based named Long-Term Orientation. As recently as 2010 research by Michael Minkov tested the dimensions using World Values Survey data and discovered a dimension that correlated with Long-Term Orientation; however, it was not strong enough, so a sixth dimension was created: Indulgence versus Restraint (Hofstede, Hofstede & Minkov, 2010).

Power Distance	Related to the extent to which less powerful members of institutions and organisations accept and expect that power is distributed unequally.
Uncertainty Avoidance	Related to the level of stress or feeling of a threat in a society in the face of an unknown future.
Individualism versus Collectivism	Related to integration of individuals into primary groups. Themselves and closest family vs. groups and collectives looking after each other for loyalty.

Masculinity versus Femininity	Related to division of emotional roles between men and women. Success, money & material vs. caring for others and quality of life.
Long Term versus Short Term Orientation	Related to the choice of focus for people's efforts: the future or the present and past.
Indulgence versus Restraint	Related to the gratification versus control of basic human desires related to enjoying life.

Table 1. 'Dimensions of National Culture', Hofstede, Hofstede & Minkov, 2010

2.1.4 Validity of Dimensions of Culture

The dimensions and the scores are relative, as we are all human and simultaneously unique. Hofstede's relative scores have been proven to be comparatively stable over time, statistically distinct and do occur in all possible combinations; although some combinations are more frequent than others (Hofstede, 2011). The forces that cause changes in Hofstede's scores on dimensions have been global or continent-wide; they affect many countries at the same time or shift together and thus lead to correlating results. An exemption to this rule is failed states; societies and organisations in which the levels of wealth and education increase very rapidly. (Hofstede, Hofstede & Minkov, 2010). The national culture scores on The Hofstede Dimensions correlate with data regarding the countries concerned. Power Distance for example is correlated with income inequality and Individualism is correlated with national wealth, Masculinity is related to the percentage of national income spent on social security and Uncertainty Avoidance is associated with the legal obligation in developed countries for citizens to carry identity cards. The research indicates that organisational culture can be meaningfully described by several applicable dimensions (Hofstede, Hofstede & Minkov, 2010).

2.1.5 Organisational Culture Theory

After exploring the National Dimensions Hofstede wanted to expand the study to several countries and organisations. The research was referred as 'Study of Denmark and the Netherlands' that suggested six more dimensions to reflect differences in organisation practises and deepen the research. The dimensions are referred as: Process oriented versus Results oriented, Employee oriented versus Work oriented, Parochial versus Professional, Open system versus Closed system, Loose work discipline versus Tight work discipline and Normative versus Pragmatic (Hofstede, Hofstede & Minkov, 2010).

Process oriented versus Results oriented	This dimension is most concerned with effectiveness of an organisation. In a process-oriented culture the key feature is the way in which work is carried out. People identify with the “how”. In results-oriented culture employees are mainly to achieve specific goals. People identify with the “what”. Risk-taking within the organisations is correlated to the scale.
Employee oriented versus Work oriented	This aspect of culture is related to the management philosophy. In an employee-oriented organisation, members of the staff feel that personal problems are taken into account and their overall welfare is important. In work-orientated organisations there is a heavy pressure to perform the task – even at the expense of employees’ wellbeing.
Parochial versus Professional	In a parochial company employees identify with the boss and/or the unit in which one works. In a professional organisation, the identity of an employee is determined by his profession and/or the content of the job.
Open system versus Closed system	This dimension relates to the accessibility. If an organisation has very open culture newcomers are made welcome immediately. To an open system culture everyone, insiders and outsiders are made feel welcome and they are believed to be a good fit. The closed system describes the opposite.
Loose work discipline versus Tight work discipline	This dimension refers to the amount of internal structuring, control and discipline. A very easy going culture reveals loose structure and little control; improvisation and surprises are common where as in strict work discipline people are very cost-conscious, punctual and serious.
Normative versus Pragmatic	In a normative culture units perceive their tasks in relation to outside world. The key emphasis is on honesty and following organisational procedures. Pragmatic culture emphasises meeting customer needs and results matter more than business ethics.

Table 2. ‘Dimensions of Organisational Culture’, Hofstede & Hofstede & Minkov 2010

2.1.6 Criticism on Hofstede

Hofstede's model on national culture has been criticised for its validity and limitations throughout the time; because the dimensions are an aspect of culture that can only be measured relative to other cultures and make no significance on their own (Tung & Verbeke, 2010). In 2008 article *The Academy of Management review* by Galit Ailon deconstructs Hofstede's work by mirroring it against its own assumptions and logic finding inconsistency in both national and organisational dimensions that was caused by the understanding of the dimensions. One of the main criticisms about validity of dimensions is the difficulty to match the practical responses to theories. As tested in 2008, for example only 30% of sample managed to match the question to a right dimension (Schmitz, 2014). Although the common cultural aspects that remain relatively stable the national dimension theory mainly focus on the practises mind set instead of combining the values with practises. Thus, truly exploring the culture is challenging when the organisational culture research is conducted within the national culture. National cultural dimensions can do very little to explain the diversity of organisational practises and the cultural dimensions fail to draw difference over time. Even when combined national and organisational theory the inconsistency with dimensions is proved between organisations (Schmitz, 2014).

Several critics suggests that the number of dimensions in organisational culture should be extended for more accurate results (Triandis, 2004) but they should be kept conceptually and statistically independent, which causes implications when they are supposed to fit under one nation or organisation (Hofstede, 2011). The heart of the issue is that there is no one commonly accepted way of thinking; organisational culture has as many dissimilar faces as there are organisations (Fortado & Fadil, 2012). Other issues theories struggle upon are with homogeneousness; Hofstede admits that he looks the world with Western eyes – the research instruments were designed by Western researchers and therefore can't be assessed neutral worldwide. Finally, it is argued that the culture of multinational companies is so rigorous they are aimed to overcome the culture of an individual or a group. Therefore, the specific organisational cultures would not matter because every multinational company are the same (Schneider & Barsoux, 1997).

2.1.7 Other Significant Researches

One of the core issues with organisational culture is defining it and conducting researches on same principle with correlating outcomes (Mills et al. 2009). Along the same time with Hofstede's research was Ronen and Shenkar, (1985) who provided an integrative analysis of eight major country clusters. The research was conducted as a review of the literature from over 15 years. The study examined variables in four categories: (1) The importance of work goals; (2) Need deficiency, fulfilment, and job satisfaction; (3) Managerial and organisational variables; and (4) Work role and interpersonal orientation. The eight country clusters were referred: Arab, Near Eastern, Nordic, Germanic, Anglo, Latin European, Latin American, Far Eastern and Independent. The study was built on top of several existing theories including Hofstede's.

The research concluded correlation within the country clusters identifying similarities in national culture dimensions. (Ronen & Shenkar, 1985). Research by Trompenaars (1994) described how cultures differ using five relationship orientations; (1) Universalism versus Particularism; (2) Individualism versus Communitarianism; (3) Affective versus Neutral; (4) Specific versus diffuse and; (5) Achievement versus ascription. Trompenaars also looked at attitudes towards time and the environment; the most significant result is wealth of information helping to explain how cultures differ as well as practical ways which multinational companies can assess in different environments.

A major difference with Trompenaars' dimensions is that he aims to look at both sides of the impact: preferences and values and instead of focusing on one organisation, as Hofstede he looked at different organisations distinguishing differences in company's cultures (Trompenaars, 1994). Trompenaars findings can be viewed as an extension and an update for Hofstede's research. Research undertaken by GLOBE, Global Leadership and Organizational Behaviour Effectiveness project (2002) attempted to extend and integrate cultural attributes and variables as they relate to managerial styles and leadership. GLOBE project as well as Trompenaars' focused on several organisations instead of one - therefore extended Hofstede's dimensions to be more suitable in a large-scale research (House et al. 2004). The significant modification GLOBE project gave to Hofstede's is that culture should not only be measured in values but in practises (Alvesson, 2013).

According to study known as the Aston Studies, conducted in Aston Industrial Administration Research Unit in Birmingham, United Kingdom. The studies were carried between 1961 and 1963 to measure key aspects of culture in an organisation. These studies concluded that power distance and uncertainty avoidance with structure of an organisation often follow a similar path with level of authority (Hofstede, Hofstede & Minkov, 2010) therefore multinational companies from higher power distance countries tend to display more authority. All of these researches, conducted taking years and years of time and involved thousands of individuals in more than 40 countries (Magnusson et al. 2008). Many of the dimensions share similarities, specifically the dimensions examining Power Distance and Individualism versus Collectivism. Trompenaars explored his own path on previous sociologist while GLOBE intentionally relied on Hofstede's model and expanded it (Brewer & Venaik, 2011) (Alvesson, 2013). All in all, the researches correlated strongly stating the desired outcome; there is cultural similarities between nations, countries and organisations. Therefore, these researches provide a good base for recognising cultural differences and an outline for doing business effectively around the world (Hodgetts et al.2006).

2.2 Globalisation

Globalisation is a set of interrelated political, economic, and social processes involving internal flows of goods, services, people and capital which leads to increasing interdependence of countries (Harrison, 2014). Evidence of globalisation can be seen as the increased levels of trade, capital flows, amount of multinational companies and migration (Hodgetts et al. 2005). Globalisation is a widely-used term to describe and analyse every aspect of both our lives as well as businesses that operate at the international market. The world 'global', referring to totality and unity of the world as a social process is a concept whose early study owes much to the developed research on social change, the rise and spread of capitalism and the origins and development of the state system - classical social theory has only been around since 1980's and although globalisation as a movement has been around throughout the time the recent globalisation movement is the main interest. Although globalisation is commonly attached to postmodernity, this research aims to explain the globalisation of mid-1990's as the Soviet world-empire broke up and industrial revolution shaped trends in social theory. New power relations of post 1990's times such as liberal economic theories, new communications and technologies has adjusted the 'global' world rapidly and extensively and this research aims to draw the impact of this particular thought of globalisation to changes in organisational cultures (Axford, 2013).

Before this time that this piece distinguishes as 'an era of globalisation' the business world was very different. A lot less multinational enterprises; world was more homogeneous and organisational behaviour was easier to monitor and control when people shared more similarities. Globalisation is considered to be a result from the development of knowledge; above all the development of technology that enabled the creation of organisations without borders. The tendency towards the single market allows the free flow of goods, people and capital, better availability of information, monitoring and competition and many other benefits. With such movements, the organisations must have had the ability to change and adopt (Stefanovska & Tanushevski, 2016).

2.2.1 Multinational Organisations

A multinational organisation is defined as an enterprise 'that in more than one country owns or controls production or service facilities that add value' (Leat, 2003). It is one that is primarily located and managed from the country of origin but produces goods or services or has subsidiaries to meet the needs of a local market (Hill, 2005).

The increasing power of multinational organisation has been directly linked to globalisation: the spreading and developing of similarities in world societies (Giddens, 1991).

2.2.2 Drivers of Globalisation

The key drivers of globalisation are a mix of political, social and economic changes; one of the biggest drivers being the technological change (Ritzer & Dean, 2015). The widespread use of computers, mobile phones and handheld computer devices, together with the development of the internet has enabled businesses and individuals to communicate and share information across the world (Harrison, 2014). Globalisation can be seen as an 'inevitable consequence of the historical processes of modernisation in contemporary society' (Giddens, 1990). Popular view is that multinational companies are the drivers of globalisation, though most analysts consider that these companies are responding to global forces rather than driving them (Harrison, 2014). Multinational companies have gained advantage in globalising world through many ways; firstly, most multinational companies provide their subsidiaries with a centralised headquarter to operate more efficiently than compared to having several smaller units for managers, accountants, and human resources. Secondly, by maintaining a more diversified product portfolio and spreading activities through multiple markets multinational companies are often better at compensating business fluctuations. Thirdly, since many multinational companies operate in different regional labour markets characterised by agreements, skills and wages multinational companies create new possibilities for member firms to cultivate their comparative advantages.

Last, the internal diversity of multinational companies offer benefits to the countries they operate in, the societies, other firms and overall the world economy (Kristensen & Zeitlin, 2005). The functioning of multinational organisations hinges on intercultural communication and cooperation; when shared, values are related to national cultures and shared practises to organisational cultures, multinationals abroad meet differing value patterns but their shared practises keep the organisation together (Hofstede, Hofstede & Minkov, 2010).

2.3 Conclusion

For organisations to participate in international market, communicate and compete it is necessary to adapt their organisations to market context they perform in. The fact that the world is constantly changing and developing does not need to affect the usefulness of the organisational culture paradigm; on the contrary, the framework is designed to help understanding the internal logic and the implications of the changes (Hofstede, 2011). As for the validity of organisational culture theory, the results of these various researches correlated stating the existence of cultural similarities between countries, country clusters and organisations but there will always be differences in individual behaviour (Brewer & Venaik, 2011). The criticism and differing results suggest that the more different measures of culture is researches the more accurate the answers will be (Magnusson et al. 2008). Although organisational culture is hard to measure the theory aims to explain the global change as a large measurement reflecting how it has been used elsewhere. Globalisation in organisational culture can be seen as a set of human actions that take a similar quality and point in the same direction. Some authors predict that new technologies will make societies more similar; technological modernisation is an important force towards culture change and it inevitably leads to partly similar developments. The importance of dimensions may decrease or increase as the time passes but for the current moment the dimensions are suitable way of defining actions, beliefs and values of nations and organisations (Hofstede, 2011). New world society where in which individuals do more similar things, affect each other's lives more deeply, follow more of the same norms and grow more aware of what they share creates more importance on studying and understanding reasoning the culture (Kristensen & Zeitlin, 2005). Throughout the years we have seen resistance for globalisation is also arising and those national identities are again stronger than the thought if a 'global citizen' (Lecher, 2009) therefore there is great importance in studying the differences between organisational and national culture to avoid conflicts; organisational culture is a major force in social, economic and political transformations is a framework that attaches to our daily practises, relationships, and desires (Axford, 2013).

Furthermore, despite the criticism for the nature of Hofstede's dimensions is designed to be applied as a tool in practical setting. Considering the validity and criticism the reason for this research is to reveal some insight for the theories presented; in a small scale for the sole purpose to show an insight, a viewpoint of globalisation's impacts author believes Hofstede's dimensions will work as a tool to identify relationship between organisation's culture and its ability to deliver internal practises to respond external factors.

3 Research Methodology

In this Chapter the method of how the research questions will be examined is described. This chapter justifies the research methodology, discusses the theory and covers advantages and disadvantages. Philosophy, decisions and assumptions will be presented as well as information concerning data collection and analysis, ethical considerations and extensive limitations about the research.

3.1 Philosophy

Research philosophy is related to development and nature of knowledge; it contains assumptions about the way the researcher views the world. For author the most logical way to conduct research philosophy is through practical considerations. In this research the relationship between theory and process is strong, thus as the aim is to arise feelings and attitudes the theory can be related to. Crucial for this research is to analyse the concept of interpretivism which advocates that it is necessary to understand the difference between humans in our role as social actors. All humans interpret in a particular way which is defined by their accordance (Saunders et al. 2009).

3.2 Method Chosen

In order to directly answer related to Hofstede's Theories of Dimension the research methodology chosen is interviews. Respecting the aim of the dissertation 'to receive an insight of the impacts of globalisation on organisational culture' in-depth interviews were conducted with a practical application.

After careful consideration, the author concluded that qualitative answers would provide more valuable information considering the complexity of main issues (1) National & organisational culture and (2) Globalisation discussed. The interviews are discussed with an explorative method based on observations. Interviews as a qualitative research technique involve conducting intensive discussions with a small number of respondents to explore their perspectives on a situation, idea or program (Boyce & Neale, 2006).

The questions were formed according to an observational technique to identify what the respondent have felt, thought and experienced. Qualitative research is described to be concerned with subjective assessment of attitudes, opinions and behaviour therefore was the most suitable research methodology. The methodology includes a combination of an inductive and deductive approach, where the deductive approach is based on a theory and the inductive on empirical experiences. Focus is on inductive reasoning which is based on observations for 'pattern of the development of explanations'. The aim of the inductive approach is to create a pattern of theories that can be viewed as hypotheses. Inductive reasoning includes detailed observations and then moves towards more abstract generalisations and ideas; suitable for research where subjects are not easy to measure or identify directly (Read, 2016). Because the nature of the research and for greater understanding existing theories are used as well. The research type is descriptive interviews, which included enquiries about the state of affairs as it exists at present and the questions were formed as structured open-response interview for factual information and evaluative comments. This way of interviewing is efficient because answer generates are often close to reality (Kothari, 2004). Interviews as a research method has advantages and disadvantages; advantages being the flexibility, focus and reliability, disadvantages being time-consuming, difficult to arrange and possibility for misunderstanding (King, 1994). The author assumes that by using (1) Qualitative (2) Inductive and (3) Descriptive as main methods the most reliable answers can be found. Connecting these theories to practises that can be identified in multinational organisations' day- to – day activities a valid and honest answer can be achieved. The aim when forming research interview questions was to combine subjects from both dimensions of national culture and dimensions of organisational culture to achieve a confident level of understanding of the overall culture, values and habits and how globalisation has affected these.

3.3 Data Collection and Analysis

The data collection creates deep understanding and comparative insight from three organisational cultures. Qualitative data was collected directly from the suitable target group; individuals working in multinational companies and the sample size was limited to three. These individuals were connected via email which included an introduction to research topic, ethical note attached with the research questions. Interviews were conducted in English and the original answers are attached as appendices. In order to create a significant understanding of the three cultures individuals with years' long experience were preferred and individuals with observations from all functions of an organisational were prioritised. The questions were designed to arise thoughts and feelings of these individuals to emphasise the diversity of the general topics.

3.4 Ethical Considerations

Throughout the research project all methods have been undertaken with ethical consideration. The individuals participating were aware of the interview aim and publicity of the final piece as well as what is required from them and the time it consumed to participate. Participation was based on a voluntary basis.

3.5 Limitations

The topic of organisational culture as well as concept of globalisation are highly controversial and common agreeing on terminology is not shared universally. Both main topics are exceptionally wide and as discovered in the literature review opinions vary greatly. Considering the word limit literature review had to be modified for length therefore all aspects could have not been critically discussed. Forming the research on the topic was challenging to start with and as process continued it turned out respondents' way to understand the questions was limited and reference to theories was difficult to draw. The issue was to form questions to meet common understanding; as a conclusion, some answers appear short, blunt and no connection to the original theory could be indicated.

3.6 Validity and Reliability

Validity and reliability are powerful issues when dealing with human-related sciences. As discussed with interpretivism all individuals are actors in their own worlds and will express personal observations therefore no absolute reliable or valid answer was guaranteed in this research. Although the theory of organisational culture is as described, the respondents' thoughts on the topic vary greatly due to their knowledge and understanding as well as the characteristics of culture the globalisation as a concept is understood dissimilarly therefore no statement is absolute but represent an individual view.

The research questions were carefully selected and formed to arise feelings in interviewees that are completely independent and the aim was to adjust the complex concepts to questions that could be identified in day-to-day operations of companies. Author regrets email was not sufficient way to carry this type of research because questions would have required explaining and discussion. All of the dimensions can be understood personally and the answers will most likely depend on age, occupation, gender, religion and nationality of the respondent (Hofstede, Hofstede & Minkov, 2010).

Due to the nature of different organisations it is very likely that the information obtained by the individuals interviewed will be the absolute opinion of the company they represent. Time is always a limit and author would have hoped for more contributions but despite contacting nearly 50 people only received three responses. In the research project as searching for interviewees various individuals turned down because they felt that they do not have knowledge on the topic. One potential person author contacted, a manager working for ABB, known as a transactional company turned down the interview because he felt that it would take 'a day to respond' and the questions arise confidentiality issues. The impact of globalisation is highly visible and tangible concept to discuss with regular day to day operations and for some it appears so intangible they do not know how to describe the connection.

4. Results Analysis and Discussion

This Chapter first discusses initial observations from collective data and then discusses the results as subjects related to Hofstede's Cultural Dimensions. The analysis tools are carefully chosen to match the findings in the qualitative data and for this reason some theories are excluded from the analysis. Readers should bear in mind that the respondents related the questions to everyday activities in the companies; this gave a valuable insight how impacts of globalisation effect on individuals working in multinational companies' day- to-day life. Later this Chapter identifies Hofstede's results from identifying National and Organisational Culture Dimensions for comparative information. Throughout the Results Analysis answers are connected to material adopted from *Cultures and Organizations*, (2010) by Hofstede, Hofstede & Minkov as the practises are described in the context of the book.

4.1 Results Discussion

In this Chapter the first two descriptive questions are presented original and questions will be presented in related to the dimensions they apply for clarity. As suggested in the theory, the fact that organisational culture can be meaningfully described by several practical dimensions that will naturally overlap is considered universally true (Hofstede, Hofstede & Minkov, 2010). Question one, titled 'In your opinion, what are the primary characteristics of your organisation's culture?' aims address the visible features, the shared assumptions of recognition and the company's mission statement (Schein, 2004).

As can be seen from responses the individuals are quickly to describe the organisation how it appears internally and externally. Respondent 1 is using the term 'we' when discussing the organisation which shows strong degree of identification with the organisation by intuitively classifying themselves as in-groupers (Hofstede, Hofstede & Minkov, 2010). Respondent 2 describes the organisational culture as team-oriented and addresses the similar 'we' environment as Respondent 1. Respondent 2 shares the characteristic of how employees are empowered to practise individually fitted working lifestyle as well as how supportive the organisation is towards helping the employees to succeed with personal aspirations. Respondent 3 describes the culture by the value for customer orientation. Respondents refer to levels of organisational culture that appear as common assumption internally that appear as habits and practises externally (Kotter, 2008). All respondents are to refer to flexibility, which is required more from the organisations in competing on a global scale. These answers represent views of organisational dimensions' process oriented versus results oriented, employee oriented versus job oriented and imply relationships between the individual and the organisation. In the era of globalisation increasing levels of results-orientation can be identified due to the increasing competition and for multinational companies' customer orientation is an increasing identificatory of results-orientation because pragmatic dimension correlates strongly with competition (Hofstede, Hofstede & Minkov, 2010).

Question two, titled 'To what extent has the process of globalisation influenced these characteristics?' the respondents carry on to point out the increasing competition and how responsiveness to has gained more significance when companies across the world compete in same markets (Harrison, 2004). Respondent 2 describes how globalisation has influenced the importance of teamwork and cooperation across the oceans which leads to increased communication between the employees to deliver the highest quality of customer service. Respondent 2 explains the changes in methods of training the staff required including practical matters such as language issues.

Respondent 1 observes how the company hasn't adopted completely different methods but adjusted its practises to meet the customer needs. The responses are very practical and mainly refer to the visible changes that have been development in the organisations culture – such as operating in other languages and differences in time zones that they must consider. From literature, this can be assessed as responding to external changes with a set of tools and practises established inside the organisation (Mills et al. 2009).

Power Distance informs about dependence in relationships and acceptance that power is distributed unequally. In an organisation Power Distance is viewed as either large or small. Repeatedly appearing observations from the Respondents concerning flatter organisational structure and hierarchy to allow flexibility in a global setting implies smaller or reducing levels of power distance in the sample organisations. Historically, power distance scores have been reduced over past years (Hofstede, Hofstede & Minkov, 2010). Respondent 1 pointed that the organisation has a low level of hierarchy which is essential for a multinational company because it allows the company to react faster to urgent matters, such as the increasing competition. Respondent 3 is to observe that the global competition adds pressure for everyone and they have also reduced hierarchy to become more flexible. Respondent 2 generally believes that globalisation doesn't have a major impact because the organisation intentionally hopes to ensure each office's culture is preserved and the working relationships can thrive; however, observes the importance of cross-cultural teamwork and communication. As a conclusion, all respondents see reduced hierarchy as an enhancer for flexibility in global markets.

Uncertainty Avoidance is concerned with ways of how uncertainty of an unknown future is accepted. The essence of uncertainty is that it is subjective experience. Uncertainty is one of the most personal dimensions that suffers from great variations. In organisations, uncertainty avoidance can be identified as stress individuals face as well as how good individuals are obliged to follow rules and regulations. Respondents views on uncertainty avoidance addresses attitudes towards entrepreneurial spirit were increasing importance work outside the traditional hours; according to the respondents, all noted that working days are longer due to time zone differences and travelling for work. Respondent 3 expressed increasing pressure because of the global competition and specifically explained how multinational companies operating in several countries must consider rules and regulations of all countries. In the era of globalisation popularity of tight control versus loose control organisations has increased for cost-control and to avoid large scale mistakes (Kotter, 2008). Understanding uncertainty avoidance is related to power distance which was identified relatively low; the respondents do not only refer to entrepreneurial spirit as a feeling but an action as what is required.

Individualism vs. Collectivism relate to the different concepts of the role of personal relationship. Clear majority of the world live in collectivistic societies; where interest of the group prevails of the individual. Modern capitalism is linked to individualism which is often discouraged in multinationals because collectivistic actions are easier to structure and monitor (Hofstede, Hofstede & Minkov, 2010) Individualism vs. Collectivism dimension is concerned with work-life balance. Respondents emphasise how the importance of teamwork has increased to operate on the highest standard. Individualistic preferences appear in relation to entrepreneurial spirit with work-life balance; Respondent 2 explained that globalisation has generally had a negative impact where the work-life balance is concerned because the international clients' employees must respond to but explains that employees are empowered to practise individually fitted working lifestyle as well as supported to succeed with personal aspirations. Here multinationalism of companies indicates stronger job-orientation where people feel pressure to complete the job.

Masculine versus Feminine dimension, often referred as performance-oriented vs. cooperation oriented describes the soft versus hard attitudes towards work. According to Respondent 2 globalisation has had a major impact on team-work across countries because the clients are mutual; e.g. the client in US may have been assisted by employees in UK who may need special guidance for example associates in Germany. Respondent 2 concludes there is direct relationships between departments in different countries. Feminine organisations tend to appear more open systems than closed and for multinational company to cooperate across oceans. Respondent 2 described the secondees' programme which implies that different locations of the same organisations are open for employees' movement as well as increased communication (Hofstede, Hofstede & Minkov, 2010). Despite increasing flexibility multinational companies tend to be more structured (Hofstede, Hofstede & Minkov, 2010).

And finally question eight, titled 'To what extent do employees from different nationalities voice alternative perspectives in organisation's decision making or meetings?' Addressing to the obstacles organisations may have in the global world: according to Respondent 3 different customer needs affect greatly on the organisation's actions and believes the Power Distance and levels of hierarchy as well as acceptance of leadership in different countries effect on how well the individuals opinions are heard and the matter of integrity. Respondent 3 points out several different issues that can be identified as having different types of national cultures and because differences in national cultures topics can be misunderstood with crucial consequences.

2 shares that secondments are a big part of the firm's culture, both sending employees to work overseas offices and taking secondees to for example UK office. Respondent 2 concludes that the partners seek to understand the dissimilarities between cultures to minimise the possible national culture clashed and use extensive feedback systems to guarantee a high job satisfaction. In working day-to-day activities the secondees generally voice their opinion on how certain processes are completed in their home office which can sometimes influence the way processes are then carried to adapt the highest standard and efficient form of working. Respondent 1 has more overall view but agrees that employees from different nationalities voice alternative perspectives relatively lot and the issues depend greatly on the topic at hand.

4.2 Hofstede's Results

Discussed in 'Cultures and Organizations' by Hofstede, Hofstede and Minkov (2010) dimensions of organisational culture relate to the (1) Type of market, (2) Work and (3) Industry the organisation operates in. Throughout the years several researches have been carried by Hofstede or in honour of his work; therefore these features described in the theory provide reliable information concerning general features of multinational companies which include;

1. Multinational organisations tend to be more results oriented than process oriented
2. Multinational organisations culture is highly dependent on the philosophy of founder
3. Multinational organisations tend to be more professional more than parochial
4. Multinational organisations tend to be more open that closed, varies by industries
5. Multinational organisations tend to be more strict than loose
6. Multinational organisations tend to be more pragmatic than normative

Combining organisational dimensions with national values is a way of identifying impacts of external forces to internal practises as was completed in the Institution for Research on Intercultural Cooperation (IRIC) Project carried out between 1985 and 1987. Unlike IBM, the IRIC Project combined results from various organisations. The results found that national values differ greatly from organisation's values which was problematic; effective shared practises are the reason that multinational organisations can function at all (Hofstede, Hofstede & Minkov, 2010). For multinational companies, there are barriers with headquarter-centric mind-set and thinking along the lines of "weak" and strong.

Frameworks suggests that organisational culture can be categorised along three primary dimensions: to degree where core values and practises are shared throughout the corporation, the degree to which core values are localised and the existence of an ongoing multidirectional process that reconciles core values with local realities. In the era of globalisation flexibility is an important source for good organisational culture (Levy et al. 2010).

5 Conclusion

In this chapter the research questions will be concluded based upon the analysis introduced as artefacts; exposed values that resulted as shared basic assumptions and exposed values. As presented in Chapter one the research aims are the following:

1) Identify the presence of organisational culture (2) Identify impacts of globalisation and (3) Evaluate a cause-effect relationship. Author believes the research responded to the aims in some levels but the cause-effect relationship can't be fully analysed because the amount of responses. Author can gladly say that presence of organisational culture was clearly established, some impacts of globalisation were noted and some connections to Hofstede's theories could have been drawn. Evidence on human actions in several organisations established by culture towards the globalisation was identified, therefore the research serves some value.

In respect to the literature review discussed the results analysis section when the questions are opened to explain the theory several of the responses did show some form of a connection with the main theory, Hofstede's dimensions and the organisations practises. The impact of globalisation was addressed with issues that only has influenced the companies because of the reason that they are multinational: evidence that these theories are relevant way to explain and respond to external changes such as the globalisation in an organisation. A key theme that arose from the interviews is the importance of flexibility; in the era of globalisation were competition is constantly increasing the organisations must be able to change and an excellent way for the organisations to adapt is through an efficient organisational culture (Mills et al. 2009). Author was surprised how well the respondents' answers correlated despite national and individual differences, which implied that there are similarities in organisations' assumptions and actions taking similar quality to the same direction in the era of globalisation. These multinational companies operated in completely different industries and all around the world therefore finding major similarities was exciting.

As discussed about the connection of practises from values it can be seen from research answers that these individuals indicate that their organisations have established sets of values that directly influence the practises. This was highly anticipated for the validity of the research: we can conclude that majority of the answers reflect both aspects on national dimension from the values and beliefs to organisational dimensions that set the practises and essentially the behaviour.

The final question summarises that despite great efforts to establish universal organisational culture in the different nationalities still have a big impact on organisational structure. Achieving a mutual understanding is challenging because the direct impact of not having a homogenous, one nationality only company. Based on this the theories discussed on the literature review still has significance and if organisations, people and world conditions are evolving there is a reason to research the topic of national and organisational cultures. Further avenues for a similar topic could be more extensive research on this same topic that would be more inclusive, introduce more companies and that would be conducted on a more global scale. Forming the research separating national and organisational dimensions and comparing the answers towards each other would provide more information. Conducting research face- to face would allow parties to communicate on questions which would likely provide more insightful answers. Another suggestion would be assessing Hofstede's theories to local companies then compare the results with multinational companies to highlight the difference. An overall study of varying importance of organisational culture in different companies could be as well fascinating because it resulted that for all of these organisations the culture was very important especially for the values.

As presented significant criticism is concerned with validity; matching the items from the interview with dimensions is extremely difficult and requires creativity from the author, which decreases the reliability as tested in 2008, only 30% of sample managed to match the question to a right dimension (Schmitz, 2014). Wording of the research is therefore incredibly important. Author could have increase the level of understanding by attaching an explaining sheet of Hofstede's theories to provide the respondents with better understanding because of confusion part of the questions related to dimensions described in the theory were not fully answered. As discussed with interpretivism these individuals acted in their own particular way which leads to expressing one and only their own view of the topic. In organisational behaviour studies this is however vital for validity of the research (Saunders et al.2009).

This concluded that for respondents the topics were more observations of the daily habits instead of intentional organisational culture guidelines. The direct relationship between organisations practises to the literature review and the academic theories was challenging because these individuals were less able to show direct cause-impact relationship. Author was anticipating in this kind of situation therefore it must be concluded that this research only offers an insight of how the impact of globalisation affects to some features in organisational culture. Author regrets not following a more direct structure with the theory and the questions because this could have provided more causational answers to the features of dimensions, not just general responses.

The process of collecting this research brought several limitations; finding individuals who would have the knowledge was extremely challenging and when author did found suitable people they faced challenges in responding the research interview. Author was truly hoping to receive more responses but considering the time frame it was not possible this time. The most delightful discovery was to see how accurate and important the theory is when the world is constantly evolving. What can be concluded from the research is that globalisation imposes features on organisational culture and the way organisations operate around the world. The impacts can be seen in changing and evolving requirements that must be taken into the account in the organisational culture. The responses received suggest what the literature review examined; strong global organisational culture is achieved when the organisation established clear values and creates a balance between local adaptation and global belonging, rather than on unified culture. The most delightful discovery was to see how accurate and important the theory of cultures is when the world is constantly evolving. The knowledge of the theories and how they competent in multinational organisations, in real life will stay with the author and help in her future working in the field of International Business and Management.

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7 Appendices

7.1 Appendix 1: Research Interview Respondent 1

Director, Technology & Services, Owner at Idesco Oy.

- 1) In your opinion, what are the primary characteristics of your organisation's culture?
We're flexible, open, quick and agile organisation with short chain of command and low level of hierarchy. By this we gain competitive advantage because we can serve our customers better, faster and more efficient compared to our competition. Sometimes this is a surprise to our customers and partners, because they may work in much more hierarchical organisation.
- 2) To what extent has the process of globalisation influenced these characteristics?
Even though we have global organisations as customers, we haven't yet been required to establish for example 24/7 service lines or support. However, we have set a routine to serve our customers within the two neighbouring time zones, because otherwise our customers in Europe would lack contact interface in their working hours. We have expanded and trained our services & support team to be able to serve our customers in different languages and within different time zones. Our marketing material is done primarily in English; other languages are available. We try to make things as easy as possible for our customers.
- 3) To what extent has globalisation affected the working relationships between staff and managers within the organisation? Has vertical and horizontal relationship characteristics changed?
In this I haven't seen a major change during my years (~17) at the company. We've always been an international company, relatively small and flexible. Nowadays we have team members who have different native language than most – this is I guess the biggest change.
- 4) Is there a connection between globalisation and employees' identification with the values of the company?
I think so. Our values are universal; respect for individual, reliability, partnership and continuous development.
- 5) Has globalisation had any impact upon the entrepreneurial spirit within your organisation?
Team understands they need to sometime work also outside so called normal office hours to be able to serve our customers in other countries
- 6) To what extent has globalisation had an impact upon your organisation's policies and habits concerning the day-to-day treatment of your staff? Has the work-life balance of employees evolved during the process of globalisation?
At least mine has – expanding the business to different countries makes us to work more flexibly. For example sometimes one must have a meeting in the evening for example. Nowadays we use lots of virtual negotiation tools
- 7) What impact has globalisation had on team-work within your organisation?
In some teams we use English instead of our mother tongue (Finnish)
- 8) To what extent do employees from different nationalities voice alternative perspectives in organisation's decision making or meetings?
Relatively lot but this of course depends a lot on the topic at hand.

7.2 Appendix 2: Research Interview Respondent 2

Tax Associate Supervisor. Birmingham Business Tax, BDO LLP

- 1) In your opinion, what are the primary characteristics of your organisation's culture?
 Very team orientated - Everyone works together to provide support for each other and any accomplishments are usually "we" instead of "I" as a result of this. Flexible - Everything from the working hours to what the work schedule looks like for the day is flexible. Each and every employee, regardless of rank, has the opportunity to be empowered in their working lifestyle. There is always a huge firm-wide focus on helping each individual succeed with their personal aspirations.
- 2) To what extent has the process of globalisation influenced these characteristics?
 Globalisation mainly seems to influence the teamwork characteristic; an example of this would be where a client that has international activity becomes a mutual client of BDO UK and BDO US. This will then involve each of the teams communicating overseas and working together to ensure that the exceptional client service we provide in each respective region is upheld.
- 3) To what extent has globalisation affected the working relationships between staff and managers within the organisation? Has vertical and horizontal relationship characteristics changed?
 Generally speaking, globalisation doesn't have a huge impact on the working relationships within BDO. I believe that this is something that is done on purpose, to ensure each office's culture is preserved and the working relationships within the offices can thrive.
- 4) Is there a connection between globalisation and employees' identification with the values of the company?
 The globalisation of the company brings the need for more structured values which can be spread across the offices internationally. I'd say these are easily identifiable by employees. The main effect of having more structured and globalised values is that it takes the unique identity away from each office somewhat, which could be viewed as a pro and a con in different ways.
- 5) Has globalisation had any impact upon the entrepreneurial spirit within your organisation?
 Globalisation has a huge impact on the entrepreneurial spirit of the company. Being a global firm we are able to offer advice and services to our clients in relation to various overseas countries in which we operate. By having these overseas networks available it opens up so many doors and assists business development strongly for the firm. Another aspect of this is referrals; quite often we are able to refer our clients to our colleagues in our overseas offices if necessary. We also receive advisory and compliance opportunities from our overseas offices where they have a client with the need for UK advice.
- 6) To what extent has globalisation had an impact upon your organisation's policies and habits concerning the day-to-day treatment of your staff? Has the work-life balance of employees evolved during the process of globalisation?
 I believe globalisation generally has a negative impact where the work-life balance is concerned. This mainly affects employees with lots of international clients on their portfolio, on occasion they may have to work unsocial hours to adhere to the time differences between the countries (i.e. for an international call with the client or the respective overseas country's BDO office). Travel to other countries is sometimes also an issue, but this would mainly concern partners who are involved on more of an international level.

- 7) What impact has globalisation had on team-work within your organisation?
As previously mentioned, globalisation has a massive impact on team-work and this mainly occurs where mutual clients are concerned.
- 8) To what extent do employees from different nationalities voice alternative perspectives in organisation's decision making or meetings? Secondments are a big part of the firm's culture, both with sending employees' to work in overseas offices and taking on secondees in the UK for temporary work. The partners seek to understand their views on the differences in the culture between the offices and their feedback is taken on board in order to ensure overall employee job satisfaction is high. In working day-to-day the secondees would generally voice their opinion on how certain processes are completed in their home office, which can sometimes influence the way we operate (i.e. in order to adapt the highest standard and efficient form of working).

7.3 Appendix 3: Research Interview Respondent 3

Vice President, Global Procurement at Moventas Gears Oy.

- 1) In your opinion, what are the primary characteristics of your organisation's culture?
Customer orientation, flexibility.
- 2) To what extent has the process of globalisation influenced these characteristics?
Competition of customer orders is on global scale and these characteristics have become necessary to survive.
- 3) To what extent has globalisation affected the working relationships between staff and managers within the organisation? Pressures from markets have created more challenging environment to work. Whole organization has got more challenges to daily work. Has vertical and horizontal relationship characteristics changed? Layers of organization have been reduced to become more flexible.
- 4) Is there a connection between globalisation and employees' identification with the values of the company? Company values are seen to become real life through employee surveys done globally.
- 5) Has globalisation had any impact upon the entrepreneurial spirit within your organisation?
In some parts of organization yes.
- 6) To what extent has globalisation had an impact upon your organisation's policies and habits concerning the day-to-day treatment of your staff? As our owner is from UK we are following anti-bribery act of UK. International standards and norms of industry are creating frame for our daily life.
Has the work-life balance of employees evolved during the process of globalisation?
Working in global business means working hours are sometimes following other time zones than our own. Travelling to customers all over planet means real global working environment.
- 7) What impact has globalisation had on team-work within your organisation?
Different cultures have been melted and new working culture has been created. In my team, there is members from UK, USA, Canada, Spain, Italy. So yes, more nationalities equal different flavour of working.
- 8) To what extent do employees from different nationalities voice alternative perspectives in organisation's decision making or meetings? Especially what comes to their countries customer needs they. For sure in relationship where foreign members position is lower their voice can be challenging to get out and honest opinion not always easy to get. They also may agree but it does not mean same as to agree in Finland.

