Master Thesis

The impact of national culture on the organizational culture: Multinational companies doing businesses in developing countries

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Abstract

Title: The impact of national culture on the organizational culture: Multinational companies doing businesses in developing countries

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Aim: The aim of the study is to understand how national culture of Bangladesh is affecting the organizational culture of the multinational firms operating in Bangladesh. To understand the issue, Hofstede’s Cultural Dimensions are regarded as benchmark for analysis.

Method: Qualitative study has been conducted whereby both primary and secondary data are used. Hereby, primary data have been gathered from ten employees of Grameen Phone a multinational working in Bangladesh. To collect data, face to face interviews has been conducted using Skype.

Results & Conclusions: Finding of the study is the MNCs integration with national culture with the view to sustainable business operation. It has been demonstrated that national culture affects the organizational culture in the form of employee participation, collective working environment, collaborative work efforts, and knowledge sharing through continuous communication.

Suggestions for future research: Further investigations on national culture’s impact on organizational culture can be undertaken by making a comparison between MNC and a purely local firm. Additionally, an analysis on a large number of MNCs operating in host country can add value for further researches.

Contribution of the thesis: To the theoretical model, this study makes contribution on the ground of understanding how MNC adapt their business with local culture where cultural sensitiveness is high.

Managerial implications: MNCs can ensure collaboration, support, and teamwork among employees as part of their attempt to integrate with local culture. This study reveals that local employees can be used as means of cultural carriers by managers which can promptly address the cultural differences to be mitigated.

Keywords: Multi-national Corporations (MNCs), National Culture, Organizational Culture, Uncertainty Avoidance, Individualism vs. Collectivism, Power Distance
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Chapter 1: Introduction

This chapter presents the background of the study and the motivation of the study to identify the research gap based on the assessment of the current literatures. Further, this chapter represents the aim and objective of the research which are developed based on the research gap. The scope of the study is limited to the analysis of impact of national culture on the organizational culture of Grameen Phone. In the very last phase, the study outline is presented where the tasks completed in different chapters are discussed.

1.1 Background of the research

Globalization paves the ways for international firms who operate apart from the home countries in order to boost their performance in accordance with the strategic goals (Dion, 2012; Treven, 2011). Nilsson (2007) stresses that the world is continuously becoming a global village where only those firms which adapt to the perceived needs can excel. The internationalization requires firms to conduct viability analysis to adapt to the local markets (Kirkman, et al. 2006); need for adaptation to the domestic markets effectively and efficiently is appreciated (Song, et al, 2014; Joseph, 2009; Horowitz, 2009). In a decentralized firm, the domestic culture often poses intensified impact on the way international firms operate (Barry, et al. 2008). Cultural differences often affect the success or failure of a products/services and addressing the cultural dimensions can result in the control over the business processes and strategies (Treven, 2011; Joseph, 2009; Dhammika, 2016). It has been found that a good number studies focus on the impact of national culture on the choice of entry modes, advertising, entrepreneurship, managerial aspects, employment, and strategic decision (Frontiera, 2009; Dhammika, 2016; Kondra and Hurst, 2009). Thus, it is essential to understand the effect of national culture on the organizational culture of international firms operating in different countries.

Local culture affects the organizational practices within international firms. Most researchers stress that values are of little importance unless they are enshrined in a company’s practices (Tojari, et al. 2011; Sun, 2009; Manuel, 2012). According to Petrou (2007) the practices of a firm regarding the people and organizational moves are also affected by the national culture. According to Tojari et al. (2011) a strong organizational culture can support 20-30% of the differentials in corporate performance when compared with culturally unremarkable competitors. When a firm is exposed to the national culture, it often affect the values of a firm. Most MNCs attach to the values like adherence to the highest professional standards, value the
customers, conduct business operations based on environmental concerns, and sustainable business operations (Sirmon and Lane, 2004; Rugman and Li, 2007). According to de Mooij (2011) national culture creates a sense of concern for the local employees, clients, and professionals from the multinational firm. Thus the multinational firms often set their values or changes the host country values based on the expectations of the values of the local country. The values of the multinational firm is reflected in the different language, norms and beliefs, tastes and preferences. (Lodorfos and Boateng, 2006; Yiu, et al. 2007).

Norway’s organizational culture is different from that of Bangladesh. In case of Norway the employees have higher degree of freedom in work and speech. Norwegian employees are also self-dependent whereby they like doing things individually (Global Business Culture, 2017). On the contrary, the employees of Bangladesh face a different organizational culture. The organizational culture they face requires intensity and persistence toward collecting goal achievement. Moreover, they have lower degree of decision making power.

1.2 Motivation of the study
National culture states the attitude of the people of a particular nation toward any event and international firms essentially need to follow the attitudes of the people and national culture in order to succeed in the host country (Pothukuchi, et al. 2002; Sun, 2011; Brock, 2005). A good understanding of the national culture often leads to the knowing of the needs and expectations of the customers (Ford, et al. 2005) and formulating such strategies which can ensure the sustainable competitive advantage (Bellot, 2011; Dhammika, 2016).

National culture often has strong implication on the organizational culture in terms of strategy development as well as organizational practices. Albeit the presence of a good number of researches on the issue, there not much research on the subject is done on how international firms’ culture is affected due to the national culture in the perspective in developing countries. Hence, it is interesting to understand how the international firms are facing the national culture as a challenge and how these firms integrate the national culture in developing countries to their organizational culture.

My personal motivation toward conducting this research is the knowledge I gathered about national culture’s influence on multinational firms. As an international student studying in Sweden I would like to explore the issue in context of my country. Grameen Phone is a Norwegian firm which has been operating in Bangladesh for around 20 years. The aim of the
research is to know how the national culture of Bangladesh is affecting a firm originating from a different culture.

1.3 Problem formulation
Extensive studies have been made from the early 1900’s on the effect of national culture on the choice of entry mode, entrepreneurship and business processes of international business (Bellot, 2011; Sun, 2009; Nold and Hagelthorn, 2016; Geier, 2016; Appiah-Adu and Blankson, 1998). These studies reveal the ways and processes MNCs enter into a foreign market and conduct their operations profitably. At the same time the strategies MNCs adopt to tackle the cultural differences have also be extensively explored in these studies. Studies have also been made on the impact of national culture on the international firms. Most of the studies deal with the developed countries and promising economies (Ford, et al. 2005; de Mooij, 2015; Alotaibi and Mokhtar, 2015). These studies have identified the ways promising economies are attracting large MNCs to operate in domestic country. However, there are emerging markets like Bangladesh in the world where foreign direct investments are made (Alotaibi and Mokhtar, 2015). Several giants like Unilever, Zara, Chevron, Telenor Group, etc. have been operating in Bangladesh for a good number of years. Several scholars (Ford, et al. 2005; de Mooij, 2015; Alotaibi and Mokhtar, 2015) emphasize on developed countries while conducting studies impact of culture on business and thus focused on the profitability prospects, business processes, and strategy development as well as the international expansion goal of firms (Nilsson, 2007; Song, et al. 2014; de Mooij, 2015). These studies have found that integration with national culture brings positive changes for MNCs in the form of high profitability, strong market share and competitive advantage (Song, et al. 2014, de Mooij, 2015).

There is not much evidence of research study on the impact of national culture on the organization culture of multinational firms operating in developing countries. So, it is worthwhile to investigate and understand how organizational culture of multinational firms are affected by the national culture when they are operating in developing countries.

1.4 Research aim and research questions
The objective of the study is to contribute in the field of business to address the issues of national culture and organizational culture on the context of a developing country like Bangladesh. Hence, the aim of the study is to understand how national culture affects organizational culture of multinational firm operating in Bangladesh.
To achieve the aim of the study, research questions are developed here:

1) How does national culture affect the organizational culture of multinational firms in emerging economies?

2) How do multinational firms deal with the effect of national cultural in their daily operations in emerging economies?

1.5 Limitation
According to Rubin and Rubin (2011) scope of the study determines the area of the research whether it focuses on a miniscule thing or it covers a vast area. In this study, the impact of national culture on organizational culture is addressed on the basis of Grameen Phone Ltd. Grameen Phone Ltd. is largest Telecommunication Company in Bangladesh (Grameen Phone, 2016). It is Norwegian joint venture Company between Telenor and Grameen phone Ltd. They started their business activities on March 26, 1997 (Grameen Phone, 2016). Since their journey Grameen phone has been exposed to the national culture which might shape their organization culture and organizational structures. It has been focused how they are handling their business operation by managing/dealing national and organization culture. The main concern of the study is to find out impact of national culture on organization culture based on Grameen phone Ltd. And though the literature regarding the study is vast, the actual analysis is limited in scope since the study is focused on the context of Bangladesh. Moreover, the limited scope of the research is supported by the studying of particular multinational firm in Bangladesh.

1.6 Study Outline
In order to achieve the aim of the research and answer the research questions, different tasks will be completed. The research is to be conducted based on the following divisions.

![Figure 1: Study Outline](source: Self-made)
Chapter 1: In this chapter, the research background, motivation, problem formulation, aim and research questions, and scope of the study are examined. The need of the study as well as the aim of the study collide here to achieve the objectives of the research.

Chapter 2: In the later chapter, a thorough literature review is conducted which helps to determine the research methodology. In this case, different books, academic journals, web articles, etc. are studied.

Chapter 3: In this chapter, the methodology is explained where the study design, data collection methodology, etc. are presented. The methodological approach to be applied to conduct the research is thoroughly addressed. The validity and reliability of the data along with the data analysis plan is presented in this chapter.

Chapter 4: This chapter illustrates the findings from the responses of the respondents. Different aspects of discussions by the respondents are pointed out here in order to ensure valid analysis.

Chapter 5: On the basis of the literature review, theoretical framework, chapter four presents the data analysis. The findings and results of the research are presented in this chapter. A comparison between the empirical findings to the theoretical framework and research questions is discussed in this chapter.

Chapter 6: In the last chapter, the research questions is answered and limitations as well as the contributions of the research in future studies are illustrated.
Chapter 2: Literature Review

Literature review includes the current knowledge including substantive findings on a phenomenon where theoretical and methodological contributions are addressed. For this study culture, national culture, Hofstede’s Cultural Dimensions, components of national culture have been discussed. Factors that affect the practices of multinational firms have also been discussed. Moreover, the specific three dimensions on which the research is conducted are discussed.

2.1 Culture and diverse culture
On a very micro aspect, culture is defined as shared patterns of behaviors and interactions as well as cognitive constructs and understanding which people learn through socialization (Lane and Beamish, 1990; Pothukuchi, et al. 2002). Culture is the characteristics and knowledge of a particular group of people and it includes language, religion, cuisine, music, arts, and social habits (Harrison, et al. 2001). According to (Cartwright and Cooper, 1993) national culture is the set of norms, behaviors, beliefs, and customs prevalent among the population of a particular country.

Culture is a fundamental part of society and deeply embedded in organizational system and affects the actions of a firm (Lodorfos and Boateng, 2006; Sirmon and Lane, 2004). People often get used to different culture as part of sharing same thing in the same environment (Datta and Puia, 1995). According to geographic location, the culture of different countries varies and it often leads to conflicts among the employees of a firm where people from different culture work together. Hofstede and Bond (1998) stress that to mitigate the cultural differences, it is important to understand different cultural dimensions and implement strategies so that cooperation among the workforce can be ensured. However, Alvesson (2004) and Kirkman et al. (2006) refer that differences in different cultures are apparently becoming complex as well as easy to handle with the globalization process, technological development and uplifting of trade restrictions.
2.1.3 National Culture

National culture refers to the collective values, understanding, beliefs, norms, and priorities that are common among the members of a nation (Crane, et al. 2008). According to Scherer et al. (2006) national culture is also addressed as the acquired knowledge that people use to interpret experience and to generate social behavior. There are three essential components of national culture (Cantwell, et al. 2009). Firstly, beliefs which is a large number of mental and verbal processes reflect knowledge and assessment of any event (Acquaah, 2007). Secondly, values which are indicators that people use to show appropriate behavior. These values are stable and enduring over time (Acquaah, 2007). Thirdly, customs which are modes of behavior that constitute culturally approved or accepted way of behaving in specific situations (Crane, et al. 2008). Elements of culture include language, religion, education, attitudes and manners. Scherer et al. (2006) stress that these elements often shape the organizational culture within an international firm when operating in a foreign country.

When the cultural differences between local and foreign partnership are large, it directly affects the stability and understanding of the relationship (Brouthers and Hennart, 2007). However, according to Cantwell et al. (2009) the economic and political stability do not guarantee the survival of relationship. From the very advent of business operation, the negotiation stage, MNCs are exposed to the cultural distance which, if not properly addressed, might leads to increased risk of failure due to lack of trust between parties, misunderstanding, and management inefficiency (Acquaah, 2007; King, 2007; Crane, et al. 2008).

Hofstede’s four dimensions model for national culture is one of the models to address cultural differences. Hofstede’s Six Dimensions model also represent of organizational culture.
2.1.4 Hofstede’s Dimension Model for national culture
Mr. Geert Hofstede, Mr. Michael Minkov, and Mr. Gert Jan Hofstede conducted a comprehensive analysis on how the values within a firm are affected by the culture with the help of six dimensions of national culture (Joseph, 2009).

![Hofstede’s Dimensions of Culture](image)

Figure 2: Hofstede’s Dimensions of Culture

Source: Own construction adapted from (Hofstede, et al, 2010)

In the model of national culture, six specific dimensions are illustrated including power distance index, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance index, long term orientation vs. short term normative orientation, and indulgence vs. restraint (Hofstede, et al. 2010). According to Anisha (2011) power distance index stresses on how a society handles inequalities among people. Individualism vs. collectivism addresses the position of a society on whether the self-image of people is defined as “I” or “we” (Trompenaars and Hampden-Turner, 2012). Masculinity represents the preference in society for heroism, assertiveness, rewards and achievement. Whereas femininity represents the preference for modesty, caring, cooperation, and quality of life (Sun, 2011). Bellot (2011) states that uncertainty avoidance index determines the degree to which the members of a society deal with uncertainty, risk, and ambiguity. Long term orientation vs. short term normative orientation dimension deals with the preference of the members of a society to maintain links with past issues to deal with challenges of the present and future (Frontiera, 2009). The last dimension, indulgence vs. restraint, deals with gratification of needs; whether they are loose or strict (Song, et al. 2014).
Since conducting a research on all six dimensions is time consuming, it is wise to assess the three important dimensions. And there is some significant difference on three dimensions in context of Bangladesh and Norway. For the ease of conducting the research, three important dimensions namely power distance, individualism vs. collectivism, and uncertainty avoidance are discussed in the following.

2.1.5 Comparison of cultural dimension between Bangladesh and Norway
Bangladesh has experienced growth in few years in terms of GDP and FDI (Garber, 2017; Bangladesh Bank, 2017). On the other hand, Norway is a highly developed country with a strong economy. There are certain differences between the cultures of these two countries. As literature shows that local cultures affect the organizational culture, understanding of different cultural dimensions and the scores of Bangladesh and Norway in different dimensions can essentially help making comparisons in better ways. To understand the differences in cultural dimensions between Norway and Bangladesh, the following graph is produced with the help of MS Excel 2013.

![Differences in cultural dimensions between Bangladesh and Norway](image)

*Figure 3: Differences in cultural dimensions between Bangladesh and Norway*

Source: (Hofstede, et al. 2010)

The above graph shows the comparison between Bangladesh and Norway on the basis of three important cultural dimensions. Norway scores 31 while Bangladesh scores 80 in terms of power distance. The scores indicate characteristics of power distance in Norway include high independence, equal rights, high empowerment, management facilities and accessibility as well as vice versa for Bangladesh (Hofstede, *et al.* 2010). Norway with a score of 69 is an individualist society whereas with a score of 20 Bangladesh seems a collectivist society. The
individuals/employees in the Norway are independent and they are taking care of themselves and interested in an employer/employee relationship based on mutual advantage (Hofstede, et al. 2010). On the contrary, individuals in Bangladesh are dependent on others whether it is employer or family members. On the basis of uncertainty avoidance dimension Bangladesh scores 60 whereas Norway scores 50. There is a small variation between the two countries in the context of this index. The results indicate that the employees in Norway have a low preference for avoiding uncertainty or in other words prefer taking risks both at workplace and family issues. On the contrary, the employees in Bangladesh exhibit higher preference for risks and they are often risk average and hate taking risks (Hofstede and Bond, 1988).

Since the research scope is limited to certain dimensions and the researcher wants to achieve the research aims on the basis of impact of national culture on organizational culture, three important dimensions of Hofstede’s theory are prepared here.

*Figure 4: Hofstede’s Dimensions of Culture*

Source: Own construction adapted from (Hofstede, et al. 2010)
2.1.4.1 Individualism vs. Collectivism

This index addresses the degree to which people in a society are integrated into groups. Individualistic societies emphasize on the “I” aspect whereas the collectivistic one deals with “we” aspect. Thus, individualism focuses on loose ties whereby it relates to only the individual or the immediate family. On the contrary to individualism, collectivism focuses on tightly-integrated relationships with in-groups bonding (Hofstede, et al. 2010). In an organization where the employees are closely integrated to the systems and practices, the belongingness to the organization is high which represents their higher dependence on the firm. However, from individualistic point of view employees think themselves independent of organizations and prefer personal time, freedom and challenge. (Gier, 2016).

2.1.4.2 Power Distance

This index defines the extent to which the less powerful members of organizations and the institutions, i.e. family, accept and expect the power is unequally distributed. From the very lower level, the inequality and power is perceived in this index (Hofstede, et al. 2010). A higher degree in the index often describes that the hierarchy is clearly established and executed whereas a lower degree in the index assumes that people question about authority and attempt to distribute power. In an organization where this index scores higher value, it indicates that the employees are comfortable with the structured hierarchical levels and supervisors for decision making role. However, Song et al. (2014) state that in case of low score of the index, it represents that employees prefer more participatory style for decision making and resource utilization.

2.1.4.3 Uncertainty Avoidance

In this index the degree to which a society’s tolerance for ambiguity is addressed. This implies the degree to which members of a society or firm are willing to accept and deal with risky situations or unknown future (Joseph, 2009). Due to this tolerance for ambiguity, people either embrace or avert an event of something unexpected or away for status quo or unexpected. A higher degree in this index defines that society opt for stiff codes of behavior, laws, truth, belief, and guidelines. whereas a lower degree often describes higher acceptance of differing thoughts and ideas (Hofstede, et al. 2010). A low score of this index represents that employees or members of a society often try to avoid risks and anxiety whereas a high score indicates challenges and opportunity exploitation though risky attempts.
2.2 Multinational Firms

2.2.1 Definition of multinational firms
In simple terms, multinational firms are companies or organizations that serve or produce in more than one country (Trompenaars and Hampden-Turner, 2012). Multinational firms often engages in foreign direct investment (FDI) and owns or controls value-adding activities in more than one country (Olie, 1990; Hennart and Zeng, 2002; Brown and Duguid, 1991). These firms apparently controls operation or income generating assets in both inside and outside of the home country (Brown and Duguid, 1991).

2.2.2 What factors influence the policies and practices of multinational firms?
Several influences that determine the nature of policies and practices adopted by MNCs are explored in different researches (Gibson, 1999; Adkins, and Cladwell, 2004; Hatch, 1993; Schein, 1990). Adkins, and Cladwell (2004) stress that the influence of structural and political factors comes firms where the country-of-origin effects or home-country effects are most phenomenal. These home-country effects are best described with the cultural and institutional approaches whereby the norms, values, and attitudes of the people of home country focused mostly (Lyles, and Salk, 1996; Bock, 2005). However, according to Anisha (2011) in case of institutional approaches the national business systems within the country of origin and the evolution of business practices in home country are attributed for the determination of policies and practices. Most MNCs attempt to diffuse policies and practices of country of origin into host country subsidiaries as these policies and practices and empirically proven for business success (Hofstede, et al. 2010).

Host country effects are also shaped by the cultural and institutional factors (Trice and Beyer, 1984). Bjorkman et al. (2004) stress on the research on capability transfer in acquisitions that the institutional distance as well as the institutional regulation between the home and host country often play primary role in shaping the policies and practices. These institutional distances and regulations determine the pressure that MNCs face to develop their policies and practices (Cartwright and Cooper, 1993). MNCs are under more pressure to comply in more tightly regulated business systems that in weaker institutional environment. Reverse diffusion, the transfer of host country practices to home country, sometimes occur whereby MNCs need to acquire new knowledge, policies and practices (Frontiera, 2009; Sun, 2009).

Kondra and Hurst (2009) stress that dominance effects come later whereby countries that possesses dominance through economic or political power will have their practices replicated by other countries. However, to achieve competitive advantage or to be successful in the long
run, it is required to adopt the policies and practices based on the cultural needs of host country (Geier, 2016). Lastly, the international integration also affects development of policies and practices (Horowitz, 2009; Olie, 1990). The pressure to integrate policies and practices across boarders and respond to the local differences often let the MNCs develop respective policies and practices for different countries (Nilsson, 2007).

2.3 Organizational Culture
2.3.1 What is Organizational Culture?
Traven (2011) refers that organizational culture can be defined as the collective programming of the mind that differentiates the members of one organization from others. It is system of publicly accepted meanings which operate for a group at a particular time where the meanings are shared on the basis of accepted assumptions developed by a group or organization (Kondra and Hurst, 2009; Sun, 2009, Frontiera, 2009). The assumptions or views are developed with the view of adapting to the environment. The pattern of shared basic assumptions is stable and difficult to change and difficult to observe because of the presence of different parts of invisible culture (Lane and Beamish, 1990; Hatch, 1993). Corporate culture or national culture includes the strategy, decision making process, hierarchy levels, relationship between the supervisor and subordinates also communication method (Traven, 2011).

Every organization has a unique culture which makes it different from the other and gives the firm a sense of direction. The important aspect about the culture of an organization is that people become familiar with the organization and can anticipate the behavior, when they can understand the chemistry of that composition (Hofstede, et al. 2010). In this sense, organizational culture is the composition of values, beliefs, expectations, aspirations, and behaviors shaped over time which directly and indirectly affect the functionality and performance of the employees and, overall, the enterprise (Hofstede and Bond, 1988).

2.3.2 What are the components of organizational culture?
A variety of experts have conducted different researches on organizational culture and proposed different models (Harrison, et al. 2001; Song, et al. 2014). While these models are different, a consent is made which stresses that organizational culture is a multi-dimensional construct comprised of different elements (Song, et al. 2014). These components of organizational culture are following here:

Communications/ Symbols: Through formal and informal communication and visual symbols are also essential components of corporate culture. For instance; according to Sun (2009)
employee newsletters (formal communication) and discussions in the break room (informal communication) as well as visitor parking space (symbols) defines the importance of stakeholders at a firm and clearly reflects the organizational culture.

**Rewards/ Recognition:** The way the performance of the firms is measured and the way the employees are recognized and rewarded clearly reflects the organizational culture in a firm (Ford, *et al.* 2005). In an employee-focused firm, the employees are often rewarded with career growth or monetary terms for outscoring than the benchmark. In those organizations, the employee motivations are also higher and the intensity of effort (Datta and Puja, 1995) as well as the persistence of effort toward the organizational goal achievement are recognizable.

**Behavioral Norms:** These norms determine the expected way the individuals interact with each other and the approach of the work at an organization. These behavioral norms reflect the day to day behavior of the employees and reflect the organizational culture (Ford, *et al.* 2005).

**Valued Skills and Traits:** The skills and traits of the leaders, the skills and traits required for the promotions, and skills and traits required for the strategic decision making also reflect the organizational culture (Rugman and Li, 2007).

2.4 Influence of national culture on organizational culture

2.4.1 National culture’s impact on international business

Research has been conducted on the impact of national culture on the organizational culture. In the context of business phenomenon, the organizational culture is most crucial for international firm to understand (Nold and Hagelthorn, 2016; Hofstede, *et al.* 2010; Horowitz, 2009). A critical understanding of the national culture may help the firm to address the demographic needs. Different authors have developed different models in order to pave the ways for mitigating the culture differences.

As firms’ primary value-creating activities are exposed to the cultural aspects of the firm, cultural differences may have more influence on the international business (Brock, 2005; Gibson, 1999; Brown and Duguid, 1991). Business goals include the wealth maximization (Javorcik and Spatareanu, 2011), long term business operation (Sun, 2009), managerial excellence and effective decision making. To reap the benefits of the business expansion, it is required to align the firm with the prevailing culture (Pradhan, 2007). International firms, when make expansion decision, set specific objectives which align with the main objectives of the parent company (Sun, 2009). Furthermore, Madhok and Keyhani (2012) refer that it is required
to assess the local culture as the responsiveness to cultural differences can help firms to cater as many consumers as possible.

In order to share, combine, and leverage complementary resources between countries, an understanding of the host culture might be helpful for the success of the international firms (Joseph, 2009; Lyles and Salk, 1996; Anisha, 2011). The interactions among the employees often are affected by cultural differences. At the same time, a project’s success or failure is directly affected by the cultural differences (Gibson, 1999). Sensitivity to differences in norms of behavior, value systems, and languages between the partners often shape the successful completion of different activities of a project. Moreover, Anisha (2011) stresses that grasping the interacting cultural dynamic between the global and local environment can shape the success of overall business (Trompenaars and Hampden-Turner, 2012; Pothukuchi, et al. 2002).

Customs and religious factors are two major aspects of national culture which also affect the organizational culture in direct way (Nakhale, 2011). While some countries are wide-open to adopt global culture, most countries in the world are highly attached to the local customs and religious issues. According to Crane et al. (2008) the communication among the colleagues or supervisor-employee or manager-employee is affected by the customs and religious factors prevalent in a country. According to Madhok and Keyhani (2012) in Arab, Latin America, and Asia the customs and religious factors are more influential than the rest of the world. A MNC operating in a culturally and religiously sensitive country needs to determine the behavioral norms and means of communication to avoid problematic issues (Alotaibi and Mokhtar, 2015).

Javorcik and Spatareanu (2011) stress that a firm with flat hierarchy must encourage junior members in the team to dissent in discussions without negative repercussions or fears. This practice often varies from one country to another country. In some countries, power distance is high whereas it is low (Nakhale, 2011). In those countries where power distance is low, the employees often take decisions based on situational analysis (Pradhan, 2007; Yiu, et al, 20070. Other aspects of organizational culture affected by the national culture include the promotion policies (Pradhan, 2007) and performance review criteria (Madhok, and Keyhani, 2012). A firm needs to bake the national culture with operating principles of the daily life of the firm to succeed in the long run (Sun, 2009).

The influence of national culture on organization is strong and long lasting as it is believed that national culture explains 50% of the differences in managers’ attitudes, beliefs, institutional
rule, religion factors and values (Sirmon and Lane, 2004; Kondra and Hurst, 2009; Traven, 2011). The differences are apparent due to the lack of shared norms or values. Moreover, the lack of understanding due to the lack of knowledge of the culture may undermine the strategic decision making of a firm (Nilsson, 2007; Alvesson, 2004; Nold and Hagelthorn, 2016).

2.4.2 Organization’s approach to integrate national culture
Institutional rules as well as governmental rules and regulations often affect the organizational culture of a multinational firm. Host country’s rules and regulations regarding the treatment of employees and reveal of information can significantly affect the organizational culture of a firm (Rugman and Li, 2007). To deal with the issues regarding the employees, every MNC has special provisions. Tempel et al. (2006) stress on a comparative study on institutional approach to HRM in MNC that people management is another aspect of consideration when the impact of local culture on organizational culture is taken into account. Multinational firms has a specialized department to deal with human aspects of the firm (Rugman and Li, 2007). The reward management, the employee performance evaluation (Tempel, et al. 2006), dealing with employee empowerment (Manuel, 2012), the degree of employee independence (Petrou, 2007), etc. are influential aspects affected by the local culture. When employees are valued and recognized, either in financial and non-financial ways, the motivation of the employees are positively affected (Nakhle, 2011). In different countries, the employee independence and employee management have different significance. Multinational firms often face the issues with people management, when they try to integrate the local culture with the parent country culture. In this instance, the case of equal employment opportunity can be cited here. The empowerment of the employees and the degree of decision making among the employees can also play significant role in the organizational culture (Yiu, et al. 2007).

Where the regulatory agency put high importance on equal employment opportunity, international firms need to abide by the rules in order to avoid unexpected situations. However, Tempel et al. (2006) address that most firms focus on sharing their vision and goals to the local employees in order to show willingness and ability to embrace actions for the achievement of vision and goals. This is how international firms try to ensure the integration of local employees to the organizational goals and objectives and thus can avoid significant changes in the organizational cultures (Rugman and Li, 2007; Petrou, 2007). Thus, the local employees act like the culture carriers and reinforces the culture within an international organization.
2.5 Theoretical Framework
The extent to which the local or national culture affects the organizational culture of a multinational firm is the aim of the research. The following graph depicts the different facets or aspects of organizational culture that might be affected by the local or national culture. The vision of an organization is directed impacted by the national culture as firms want to operate with proper integration with the surroundings. However, according to Petrou (2007) since the vision is the long term goal of a firm, the impact is not that overwhelming. The host country’s vision is critical in this regard since the vision is considered on the basis of the whole firm (Manuel, 2012). A good vision can address the orientation with customers, suppliers, and other stakeholders. Vision statement is thus considered as foundational element of culture (Sun, 2009).

Figure 3: The impact of national culture on organization culture of international firm
Source: Own construction

Multinational firms are exposed to the local culture and the organizational processes and strategies are often shaped by the local employees and local customers. Different cultural dimensions like power distance, collectivism vs. individualism, and uncertainty avoidance determine the ways the internal employees communicate each other. At the same time, the performance evaluation and reward systems can also reflect the ways local culture affecting the organizational culture (Nakhale, 2011). The ways the employees within a multinational firm acts and attitudes the employees possess toward the individual and organizational goals also reflect the local culture and its influence on the employee and organization. A multinational enterprise, moreover, reveals its adaption toward local culture with the ways it
allocates opportunities for valuation of skills through different training and development programs (Kondra and Hurst, 2009).

An organizational culture where people possess low power distance, high level of collectivism, and low level of uncertainty tends to create a more creative and participative business environment (Myers, et al. 2012). Low power distance signifies more participative management which supports sharing ideas and experiences. At the same time, collectivism allows working as unit for better work performance. Working in teams also facilitate proper intensity and persistence towards individual and organizational goal achievements. However, individual works sometimes allows creativity and efficiency (Tricker, 2012). Moreover, a working environment where employees are offered opportunities to exploit chances the work motivation is high (Myers, et al. 2012). For an international firm, national culture affects the organization in the ways of communication, evaluation of performance, development of behavioral norms, and the temptation towards the development of new skills.
Chapter 3: Research Methodology

In this chapter, the methods of conducting the research are discussed. While doing the research, the approach, the data collection method, the sampling, interview design, ethical considerations are addressed. Research methodology lays out the researcher’s intent to do the systematic research.

3.1 Research approach
In this research, inductive research approach is followed due to the researcher’s aim to understand and explore the human interactions toward the national culture while working for a multinational firm originated from a foreign country. According to Babbie (2009) the inductive research approach can also help the researcher to understand the research context deeply. A clear picture regarding the theory and research can be made by following this research approach (Cooper and Schindler, 2014). In this research, the objective is to have a deep and clear knowledge about the impact of national culture on the organizational culture of Grameen Phone which can be achieved by following this research approach. However, this research approach takes a little more time than deductive research approach since the methods is lengthy (Yin, 2012).

The research philosophy to the followed for this research is exploratory research philosophy as the researcher aim at exploring the impacts of national culture on multinational firm’s internal culture. Maxwell (2012) stresses that the inductive research approach along with exploratory research philosophy help the researchers to improve and develop existing theories after applying the collected data to the issue. In this research, qualitative research strategy is followed as the researcher wants to deal with qualitative data for understanding the impact of national culture on the organizational culture.

The rationale behind the selection of Grameen Phone as the research subject is the opportunity of easy data collection. As most of the employees of Grameen Phone are local employees, it has not been very tough to collect effective and valid data. At the same time, Grameen Phone is selected considering the number of years the firm is operating successfully in Bangladesh. The employees are more exposed to the organizational culture as they have been working for the firm for years.
3.2 Research Strategy
According to Maxwell (2012) qualitative research strategy focuses on collecting data through archives, direct interviews and observations. This research strategy is all about non-numerical data. Quantitative strategy emphasize on the use of numeric data that is deductive approach whereas qualitative strategy emphasize on the use of words or non-numeric data that is inductive approach (Denscombe, 2007). Since this research is conducted on the impact of national culture on organizational culture and conceptual framework deals with words, the data are mostly non-numeric. At the same time, the research approach is also inductive for this research. Moreover, after assessing both the quantitative and qualitative research approach, this is considered here that qualitative research approach is suitable to have understanding regarding the impact of national culture on the organizational culture of GrameenPhone. Hence, it is wise to follow qualitative research strategy.

3.3 Case study
The case study approach of research is relevant for those researches where some important phenomena are answered by asking “why” or “how”. In this case, contemporary events are focused and the researcher does not try to control the variables. To conduct the research on the impact of national culture on organizational culture, the single case study approach is adopted. The rationale behind selecting single case study approach is that the circumstances being presented are very specific such as the power distance among the employees in GrameenPhone, the individual efforts vs. collective efforts etc. Thus, the single case study is appropriate since it allows to determine the correctness of the theories and determine whether some modifications are required.

Moreover, there is no substantial record on the present case study on the national culture’s impact on organizational culture in case of Bangladesh. This allows a huge opportunity to discover new information regarding power distance, team work, risk taking, etc. in the organizational culture of GrameenPhone. Because of this reason, it is most apparent to adopt single case study to conduct the research.

3.4 Data Collection
3.4.1 Collection of primary data
To conduct this research, a semi-structured interview over Skype is planned with the focus on a particular set of respondents. Rubin and Rubin (2011) refer that a semi-structured interview is a qualitative method of inquiry that combines a pre-determined set of open questions which delivers the opportunity for the interview to explore particular topic further. These respondents
are critical to the success of the research and the selection of those respondents needs to be tricky (Cooper and Schindler, 2014). For reliability and consistency of the research, these respondents are selected based on their experience and involvement in the management of cultures within the firm (Saunders, et al. 2016). To understand the major issues in different departments of Grameen Phone which has more than 10 departments, the respondents include employees from different departments like HR, Operations, Corporate Affairs, Productions, etc. The interview has been done between 20th February and 29th April 2017. The rationale behind the selection of semi-structured interview is the flexibility of the method to add or skip questions during the interview (Best, 2012). The interviewer can also change the sequence of the questions depending on the flow of interviews and reaction of the interviewees. Moreover, based on prepared questions, the interviewer can create an open environment of open discussions on the topic (Booth, et al. 2008). The environment can help the researchers to ask for the own experience from the event and thus gather more valuable information regarding the research subject area. Furthermore, according to Flick (2006) based on the interactions and observation of the gestures and postures of the interviewees, the researcher can collect some reliable qualitative data. To conduct interview through Skype for this research, individual interview is approached to facilitate the free expression of the ideas and responses toward the research topic. The major limitation of the methodology is related with the collection of primary data. Had the primary data been collected with face to face interview, the research would have been more valid. At the same time, the use of face to face interview would have ensured closer relationship between interviewee and interviewer to collect more accurate and specific data.
Operationalization of the interview questions is following here.

Table 1: Operationalization of Theory

<table>
<thead>
<tr>
<th>Section</th>
<th>Questions</th>
<th>Theory</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview details</td>
<td>Interview date</td>
<td>Rubin and Rubin (2011)</td>
<td>Ensuring validity and reliability of the research</td>
</tr>
<tr>
<td></td>
<td>Interview type</td>
<td>Best (2012)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interview duration</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allowance to record</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Allowance to publish name/enterprise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Background of firm and</td>
<td>1. What is your responsibility in Grameen Phone? (Describe your area of job</td>
<td>Saunders, et al. (2016)</td>
<td>Relevance of the interviewed person for the validity of the research</td>
</tr>
<tr>
<td>interviewee</td>
<td>responsibility)</td>
<td>Booth, et al. (2008)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How long are you working in Grameen Phone?</td>
<td>Flick (2006)</td>
<td></td>
</tr>
<tr>
<td>2. Cultural effects</td>
<td>3. How Telenor in the name of “Grameen Phone” handle and manage their</td>
<td>Nakhle (2011)</td>
<td>To investigate the impact of national culture on the operations of</td>
</tr>
<tr>
<td></td>
<td>operations in Bangladesh?</td>
<td>Rugman and Li (2007)</td>
<td>MNCs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Petrou (2007)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Nold and Hagelthorn</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2016)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Do you think Telenor has adapted their business strategies in</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>accordance to Bangladeshi culture?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Organizational culture</td>
<td>5. How well do persons in different departments (work groups) share</td>
<td>Kondra and Hurst (2009)</td>
<td>To investigate the collective efforts vs. individual efforts</td>
</tr>
<tr>
<td></td>
<td>information for the purpose of coordinating their job efforts? Do you</td>
<td>Madhok and Keyhani</td>
<td>To understand the form of relationship and role of relationship in</td>
</tr>
<tr>
<td></td>
<td>think you prefer cooperation to competition?</td>
<td>(2012)</td>
<td>decision making</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Anisha (2011)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. How would you describe the relationship between managers and</td>
<td>Alotaibi and Mokhtar</td>
<td></td>
</tr>
<tr>
<td></td>
<td>employees in your organization?</td>
<td>(2015)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Question</td>
<td>References</td>
<td>Purpose</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8</td>
<td>What kind of environment do you perceive Grameen Phone has? Does the organization focus more on the individual efforts of employees or is the emphasis on group efforts?</td>
<td></td>
<td>To understand the extent of uncertainty avoidance within the firm To investigate the relationship among employees in different situations</td>
</tr>
<tr>
<td>10</td>
<td>Is it necessary to acquire new skills or develop new traits at Grameen Phone to be eligible for promotion or to take part in decision making?</td>
<td>Geier (2016)</td>
<td>To investigate the performance evaluation methods within the firm</td>
</tr>
<tr>
<td>11</td>
<td>Do you think that Telenor is reflecting its organizational culture from parent country to “Grameen Phone” in Bangladesh?</td>
<td>Trompenaars and Hampden-Turner (2012)</td>
<td>To identify the top management’s view on collaborative decision making</td>
</tr>
<tr>
<td>12</td>
<td>How would you describe the attitude of upper management in getting opinions/information from employees?</td>
<td>Alotaibi and Mokhtar (2015)</td>
<td>To understand the extent of uncertainty avoidance within the firm</td>
</tr>
<tr>
<td>13</td>
<td>Does Grameen Phone supports the idea of risk taking within the firm? Are the mistakes considered as learnings?</td>
<td>Kondra and Hurst (2009) Dion (2012) Hatch (1993)</td>
<td>To investigate the relationship among employees in different situations</td>
</tr>
<tr>
<td>14</td>
<td>How employees behave with their superiors in the organization? Do they show the same behavior to their superior inside and outside of organization?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Own construction
The above table summarizes the operationalization theory whereby the research questions to be used for the research are addressed in relation to the theory. Moreover, the purpose of including a particular question in the interview questions has also been explained.

### 3.4.2 Collection of secondary data

In the previous chapter, a systematic review is made where the understanding and database of the impact of national culture on corporate culture is made. To understand different aspects of national culture and their implications on the organization, different articles from well-known journals are reviewed and critically analyzed. By this mean, it was possible to understand the discussions and contributions of those literature on the study subject (Denzin, 2005). On the basis of these contributions, the research has been developed considering the limitations of those theories developed in the articles. Besides reviewing and analyzing those articles, different books and other online sources have also been studied to conduct theoretical analysis to assess and build up knowledge in the impact of national culture on the organizational culture.

With the help of Google Scholar, different keywords like ‘MNC’, ‘national culture’, ‘organizational culture’, ‘implications of national culture on organizational culture’, have been searched. These keywords show that are more than 3 million matches of those key worlds which imply that different authors have conducted extensive researches on the theoretical phenomenon. Moreover, it is critical to unveil that researchers addressed the implications of national culture on organizational culture from different perspective including foreign direct investment, socio-cultural impact, entry strategy, organizational strategies and sustainable competitive advantage. According to Goertz and Mahoney (2012) by analyzing highly cited articles, however, it is apparent that most of the researches on the phenomenon are limited to only either developed or highly developed countries. The search in the database to understand and develop theoretical framework also include the search of the articles from the University of Gävle library. From the library database, highly cited articles on the topic are reviewed and analyzed. In this instance, articles having the keywords ‘components of national culture’, ‘implications of national culture on organizational culture’ and ‘aspects of organizations affected by national culture’ are assessed. However, still all the researches are evolved to the developed countries. Moreover, these existing studies lack the analysis on how multinational firms are affected by the national culture of an emerging economy.
3.5 Interview process

3.5.1 Selection of respondents
To conduct this research, non-random or non-probability sampling method is followed. Under this sampling method, according to Goertz and Mahoney (2012) each member of the population does not have the same probability of being selected. The researcher has selected the sample respondents purposively to fit the research and to ensure the validity of the research. The rationale behind the selection of the sampling method is the intention of the researcher to draw those audience who have adequate or in-depth knowledge about the organizational culture (Machi, 2008). The respondents must have to possess adequate knowledge and thus fulfill pre-selected criteria that the research has established for the ease of the research. In this case, the respondents need to possess adequate knowledge about the organizational cultures. The employees from HR department are mostly exposed to the issues of national culture and organizational culture. The communication, rewards, behavioral norms, and valued skills are conceptual issues which are more effected by the national culture. The HR department deals with these aspects mostly. Hence, to be attached to the business goals, in this research a number of respondents are drawn from the HR department within Grameen Phone. In total, 10 respondents or interviewees are targeted for collecting data in those regards where 4 respondents are from the HR department (See table: 2).

3.5.2 Collection of data from respondents
Due to the accessibility issues related with the location of the researcher and the interviewees, a semi-structured interview is conducted over Skype. For further questions and feedbacks, the researcher has communicated with the interviewees with emails. While designing the semi-structured interviews, the theory developed in the conceptual background is stressed. To efficiently conduct the interviews, the interviewees are provided with the purpose and background of the research are detailed. Once the interviewees give their consent to give the interviews, they are provided with one set of interview questions to get prepared for the questions. At the same time, the ethical considerations are also detained to the interviewees along with the interview questions. According to Bryman and Bell (2015) these approaches can help the respondents to be ease and informative about the feedbacks.

A collection of 11 interview questions are drafted for the research (See Appendix: 1). In some questions there are multiple questions embedded. The interview questions cover the background of organizational culture, communication process within company in host country, reward systems within firm, set of behavioral norms at firms, and valuation of skills. The
employees who have participated in the interview for this study have minimum four (4) years of experience working with Grameen Phone. The respondents noted that in order to adapt to the organizational environment, the employees do not need much time as the work environment is friendly and cooperative. These respondents do the works in detailed in the job description and often get involved in helping others in the same department.

At the initial stage of interview, the motivation of the research and the background of the respondents are noted. In the second stage, the interviewees are asked about the internal communication process within the firm followed by an analysis on how it is different from parent firm. In the latter stage, the reward systems within the firm and the behavioral norms within the firm are discussed. Last but not the least is the valuation of skills within the firm. However, open questions have also been addressed during the interviews. The interviews took place between 25-30 minutes.

Finding the proper respondent has been a major limitation as some respondents do not match the requirements of the present research. There are some employees, mostly new employees, with little experience toward cultural issues. Interviewing those employees can lead to the invalid data collection. Moreover, the language barrier is another problem as some critical comments in domestic language are really hard to express in English. To collect accurate and detailed answers, considering the limitation, follow-up questions have been asked. The details of interview process is discussed with the help of a table in the following.

Table 2: Present the respondents

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Date</th>
<th>Role</th>
<th>Field of work</th>
<th>Medium</th>
<th>Experience</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondent 1</td>
<td>20/02/2017</td>
<td>Senior Executive Officer</td>
<td>HR</td>
<td>Skype</td>
<td>10 years</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>02/03/2017</td>
<td>Assistant Production Manager</td>
<td>Production</td>
<td>Skype</td>
<td>8 years</td>
<td>26 minutes</td>
</tr>
<tr>
<td>Respondent 3</td>
<td>02/04/2017</td>
<td>Assistant Operations Manager</td>
<td>Operations Management</td>
<td>Skype</td>
<td>6 years</td>
<td>27 minutes</td>
</tr>
</tbody>
</table>
Respondent 4
17/04/2017 | Assistant Executive Officer | HR | Skype | 4 years | 26 minutes

Respondent 5
23/04/2017 | Junior Production Manager | Production | Skype | 5 years | 28 minutes

Respondent 6
23/04/2017 | Assistant Information Manager | MIS | Skype | 5 years | 25 minutes

Respondent 7
25/04/2017 | Junior Executive Officer | HR | Skype | 4 years | 27 minutes

Respondent 8
28/04/2017 | Assistant Corporate Affairs Officer | Media | Skype | 11 years | 25 minutes

Respondent 9
29/04/2017 | Assistant Marketing Manager | Marketing | Skype | 6 years | 28 minutes

Respondent 10
29/04/2017 | Assistant People Manager | HR | Skype | 5 years | 30 minutes

Source: Own construction

3.6 Data presentation and analysis process
The primary data collected for the research has been analyzed based on case oriented analysis. This method of analyzing data facilitates due diligence of data whereby patterns and meanings are focused (Bryman and Bell, 2015). For facilitation the interview questions are categorized into three parts: background checking, cultural effects, and organizational culture. This categorization is done with the view of facilitating and strengthening of data analysis process (Maxwell, 2012). Furthermore, the empirical findings are linked and compared with the theory presented in the literature review. The main purpose of linking the findings with analysis is to understand the consistency between the observed phenomenon and the theories (Flick, 2006).
3.7 Validity and reliability of the research

Validity and reliability are two major aspects of research to make the research valid and consistent with the current studies and the future studies on the phenomenon (Berger and Guidroz, 2009). Validity deals with the reflection on the study focus. Validity can be ensured by the selection of proper sample and sampling method. A research can also be said valid when the results are accurate. Hence, according to Denscombe (2007) the issue of valid research is influenced by the research measurement or research design, lack of clarity in the cause and effect relationship, and changes of the stakeholders specifically the participants of the research. Validity can be classified into two parts: internal validity and external validity (Best, 2012). Internal validity focused on the ability of the research design to clearly address the research focus. On the contrary, the external validity deals with the findings of the research to be generalizable. For this research the issue of validity is closely monitored. The questions used for the interview is prepared based on the relevant literature. Moreover, the conceptual framework is the basis for the development of the semi-structured questions. This issue can ensure higher level of internal validity (Beger and Guidroz, 2009). To ensure the external validity, sampling of the respondents plays a critical role. The employees of Grameen Phone from different departments are selected considering their experience in the organization and their dealings with the cultural issues. To get valid answered from the respondents, the researcher has provided them the purpose of the study.

On the contrary to validity, reliability is the consistency of the findings of a research over time (Booth, et al, 2008). A research is said to be reliable when another researcher conducts the same research following the same research design and finds the same findings. Reliability is a major concern for every research and the concern for reliability may come from both internal and external sources. Reliability is negatively affected by the subjective bias, situational bias, and personal bias (Denzin, 2005). To avoid the subjective bias in this research, the researcher has discussed with teachers and friends. At the same time, to ensure the external reliability the researcher has selected a time slot for collecting responses when the respondents are less likely to be affected by the tiredness or misunderstanding or lack of focus. To facilitate the easiness of data analysis, the researcher has recorded the audio and video voice (Babbie, 2009). All questions of respondents in the appendix 1 and respondent answer shown in appendix 3.
3.8 Ethical considerations
Due to the higher degree of interactions between the researchers and respondents, code of ethics is a critical issue for every qualitative research. According to Best (2012) privacy and confidentiality come first when ethical issues in the qualitative researches come forth. At the same time, Cooper and Schindler (2014) claim that the needs, rights, and interests of the respondents also need to be considered while conducting the research based on interviews. When a researcher considers these aspects to conduct the research, the validity of the research is also ensured (Booth, et al. 2008). Moreover, these ethical considers can ensure that there is no conflicts and harms to the respondents in the course of research. To ensure the privacy, confidentiality, rights, and maximum interests of the respondents, in this research all measures will be taken. In this instance, the personal data and opinions regarding the firms will be used under strict restrictions followed from the respondents (Maxwell, 2012).

According to Bryman and Bell (2015) other ethical considerations related to qualitative research include the integrity and objectivity maintenance. These issues can help the researcher to draw effective findings via truthful interpretation of the data (Rubin and Rubin, 2011). To ensure the truthful interpretation of the data and avoid misunderstandings in future, with the consent of the interviewees, the researcher recorded the conversations between them. This method of collecting data ensures fulfillment of ethical aspects and the fruitful analysis of the collected data by taking time. In order to ensure that the interpretations are true and to reconfirm the understanding, the summary of the findings from the conversation has been presented to the interviewee (Flick, 2006).
Chapter 4: Empirical Findings

In this chapter an overview of the data collected from different respondents in the course of research process is accumulated. To address the research questions, this chapter focuses on different issues that shape the organizational culture on the basis national culture. Three specific dimensions of Hofstede’s model are used to collect the data named power distance, individualism vs. collectivism, and uncertainty avoidance. Besides these the data are listed based on the other issues addressed by the respondents (Written in table: 3).

4.1 Company Profile of Grameen Phone
Telenor is a Norwegian mostly government-owned telecom group which is one of the world’s major mobile operators (Telenor, 2017). The company has operations in 13 markets spreading from Scandinavia to Asia. The company has joint ventures in many countries and has an employee base of around 30,000 people. The vision of the firm is to empower societies. The group’s revenues in 2016 was around NOK 125 billion (Telenor, 2017).

Grameen Phone is the leading telecommunications operator of Bangladesh, a joint venture of Telenor Group and Grameen Telecom, which operating in 13 markets across Asia and Europe. In year 2017, Grameen Phone has achieved the milestone of conducting operations in Bangladesh for 20 years. It started its operation on March 26, 1997, the independence day of Bangladesh with a view to connecting rural people and empowering rural women. It was the firm telecom operator to introduce GSM technology and cover 99% of the country’s population (Grameen Phone, 2016).
The profit of GP has seen some ups and downs in recent years due to the governmental regulations. Grameen Phone has so far invested more than BDT 26,830 crore in Bangladesh to build the network infrastructure. It also have pioneered in delivering innovative products for the customers according to the needs and preferences of them. It serves more than 50 million people and has around 5000 full and temporary employees (Grameen Phone, 2016).

4.2 National culture and Grameen Phone
Most of the respondents believe nevertheless the local culture of Bangladesh is different from the company’s origin, Grameen Phone has been adapting to the national culture as part of their long term business goal. Respondents stress on the issue that while making strategic decisions like product development or modifications in business model, the top management tries to reflect the decision in the local tastes and preferences. When asked if the parent company is influencing the domestic office with the culture of parent company, respondents strongly disagreed and stressed on the issue that Grameen Phone is being run with the local people mostly. The culture, heritage, and values of Bangladesh are reared in Grameen Phone. For instance, respondent two (2) stressed on the issue that GP had been the prime sponsor of Bangladesh cricket team, the most popular game in Bangladesh, for many years. At the same time, the firm has been working on the documentation of the liberation war letters and speeches for many years. These sort of activities imply that GP is integrating itself with the values and choices of the people of Bangladesh.

Figure 4: Net profit of GP in the last 5 years
Source: Grameen Phone (2016)
The exposure of Telenor in other countries has been helpful for the firm to adapt their business models or strategies in accordance with the national culture of Bangladesh. Respondent 6 and respondent 7 reiterated the issue of strong focus on the popular sports, independence, and selection of packages by Grameen Phone while ensuring proper integration with national culture. In this instance, respondent 9 emphasized on the punch lines of the firm like “Kache Thakun” [Stay Closer] or “Cholo Bohudur” [Go Forward], while respondent 5 raised issue of selection of the name of the firm as “Grameen Phone” or “Local Phone”. Thus most of the respondents reiterated the firm’s intentions to adapt itself within the national culture of the firm from the very advent of its operation.

The respondents reveal that Grameen Phone has been operating in Bangladesh for more than 20 years and in all these years the firm has been continuously allocating proper time to understand the local culture and local peoples’ tastes and preferences. In this instance, the issue of decision making by collecting information from different level of employees is revealed. When asked about the reason behind their selection of Grameen Phone as a career center, most of the respondents emphasized on the opportunity for higher career growth, the financial benefits and the social status.

4.3 Ways of integration between organizational and domestic culture

According to respondent 3 organizational culture of Grameen Phone is shaped with the local people, local culture, and local environment. Since most of the employees working in the firm are Bangladeshi, this is common to see the organization is adapting to the domestic culture according to respondent two. The issue of integration of organizational culture with the domestic culture goes parallel with the business strategies of GP.

Further, respondent one stressed on the issue that GP develop their own cultures that reflect their shared values, norms, and preferred approaches to attain their goals and solve problems. However, Grameen Phone think of the values and approaches of the local people and local employees first to ensure proper integration. Hence, the employees’ way of thinking, interpersonal relations, perception, and pattern of behavior affect the culture within GP. Respondent 2 stressed on the issue of the formation of ethics committee for proper assessment of the valuation of the works of the employees. The people of Bangladesh are culturally sensitive; and to address the local demand, expectations, and tastes, Grameen Phone furnish their business penetration strategy by taking suggestions from the ethics committee.
Moreover, most of the employees within Grameen Phone are from Bangladesh. Most of the respondents believe that Grameen Phone has been recruiting CEOs, CFOs from different countries of Telenor’s operation. In this instance, the parent company, Telenor, has been addressing the issue of efficiency and effectiveness not necessarily on the employees of parent company. At the same time, respondent 8 stressed on the issue of market research for the selection of proper market strategy, development of new marketing techniques, and overall adaption with the national culture. Besides these, Grameen Phone attracts a good number of talented young people with lucrative compensation packages, opportunity for career growth, allocation of training and development programs. These local people make it easy for the firm to properly integrate its business operations.

4.4 Culture and Cultural Dimensions
4.4.1 Similarities and dissimilarities in cultures between local and Grameen Phone in Bangladesh
Through the responses from the respondents a good amount of information regarding the similarities and dissimilarities between the local and multinational firms have been generated. For example respondent 6 addressed the issue of dominance within the firm.

“Grameen Phone offers a working environment full of respect and mutual understanding. The employees with any sort of idea is welcomed to share the ins and outs for assessment. Unlike other firms in Bangladesh, we encourage and facilitate decision making on participatory basis.” Respondent 6

The respondents stressed that the rigorous training and development programs within the firm has helped the enterprise to ensure low level of inertia while sharing information or taking to the top level employees. The respondents who have taken training from foreign countries also reiterated the adaptation within the firm which ensures equal empowerment and equal opportunity for the employees.

Respondent 9 informed that the culture within the local firms in Bangladesh is to dominate the subordinates, to neglect blue color employees while taking decisions, and to avoid creating a friendly workplace. However, in case of Grameen Phone most of the respondents suggested that the scenario is very different in case of Grameen Phone. Most of the respondents emphasized on the culture of cooperation, collective working, sharing and caring, and team success within Grameen Phone. Employees in different positions often work in different teams
and achieve goals within a team. For instance, one employee [respondent 4] said “works or projects are accomplished in groups”.

“We allow employees of different departments to take part in the process of decision making by getting them involved in the business activities. We call meetings on weekly or bi-weekly basis to evaluate the progress of any plan. This certainly facilitates the effective and efficient working” Respondent 9

This issue of group working facilitates the cooperation and goal achievement in timely manner. Respondent 10 address the necessity of working like a family in order to achieve success for a firm in the long run. Most of the respondents value the need for proper performance evaluation for ensuring unbiased rewards both in the form of financial and non-financial.

The responses of the respondents on the issue are:

When asked about the relationship between subordinates and managers, the respondents said that the top level management had been very friendly to take suggestions from the lower level management. In this case, a chain of command is maintained. The functional level managers get the information regarding any issue from the field workers. Then the information is disseminated to the business level management who inform the corporate level managers. While making suggestions or advices, the employees are asked to be constructive and reasonable. This allows Grameen Phone to valid opinions from the employees regarding product development.

“……the managers often take decisions considering the employee engagements and abilities……I believe openness is key to ensure good relationship between the managers and floor level employees” Respondent 3

However, majority of the respondents stress on the issue that the top level management does the viability analysis for any decision. The analysis often include cost-benefit analysis according to Respondent 1.Grameen Phone are allowing up employees work in teams and by arranging differing programs like excursions and picnics and sports. Respondent 9 and respondent 7 stressed that at Grameen Phone different departments are treated as different members within the family and collaborative work efforts has ensured or facilitated the successful goals achievements for the firm.
All the respondents agreed to the issue that at Grameen Phone collective works are preferred to the individual works. However, there are certain employees who try to do things individually. Four interviewees responded to the issue that most of the works are done in different teams within Grameen Phone and the team manager takes the responsibility of information sharing. One of the respondents said that

“....there are a lot of groups or team who need to report to white color employees......the team leader takes the responsibility of information sharing for goal achievements. The information include the aims and objectives, the time span, the costs, reporting authority, etc.”  
Respondent 3

All respondents share the same idea of collective goal achievement since it helps them to ensure cooperation and collaboration. At the same time, the bonding among the employees is also positively affected with the collective efforts. Respondents believe that while ensuring the participation of the employees in the project with intensity of efforts and consistency of efforts, it is necessary to ensure collective goal achievement.

When asked by the level of risk taking at the workplace, most respondents reveal that the total risk of failure is absolved by the whole team working for the project. Most of the respondents also stress that it is the team leader who possess the responsibility of detailing the job responsibilities in different team members. The respondents also stressed on the issue that the top management has specified the roles and responsibilities of the employees and they are expected to behave the way they are directed to do the work. If there is any lack of clarity the members within a team or an average employee can ask the supervisor for help. At the same time, the colleagues also help the employees to do things.

“The mistakes are systematic and are considered as learnings for the whole firm. Based on the learnings, the future goals or targets are determined. So, in the shape of failures, these mistakes are blessings for the firm.”  
Respondent 4

While considering the changes in the workplace, the respondents note that the availability of the lots of training programs for the employees help them to adapt to the changed situations very quickly. The issue of dissatisfaction is also mitigated with the help of communication and information sharing. Respondent 6 addressed a little bit of fear regarding risk taking. He mentioned the laying off of good number of employees in 2012. Most of the respondents confirmed that the employees work in different teams and do their assigned responsibilities. In
this case, respondent 10 and respondent 8 shared that the employees in different teams share their knowledge, experience, and exposure in order to coordinate their job efforts.

While asked about other means of affecting organizational culture by national culture, respondents pointed out that Grameen Phone put a strong emphasis on the local people, local culture, and sentiments of the people. For instance, majority of the respondents pointed out that Grameen Phone has integrated itself to the independence, sports, and cultures in order to make itself as a member of the country. Hence, the intention of the firm to integrate itself with the national culture can likely to be concluded.

Degree of freedom among the employees in Bangladesh is not very high. However, according to the majority of respondents, Grameen Phone allows the employees to express their opinions and knowledge in time of decision making. This method of involving the people in the firm in every aspects of business, allows Grameen Phone to the largest market share holder in the telecom industry. Moreover, the perception of the employees toward the fairness in judgments is another issue that helps Grameen Phone to create an organizational environment full of integrity and cooperation. Grameen Phone also leads the change making habits of the people within Bangladesh. For instance, it has adopted different programs in order to create awareness among people regarding cleanliness. “Grameen Phone can be considered as a member of the different societies in Bangladesh which plays different functions being the member of the societies.” Respondent 2

Table 3: Empirical findings

<table>
<thead>
<tr>
<th>Section</th>
<th>Empirical Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration of organizational culture with national culture</td>
<td>-working with the values of local people, sentiments, independence, and likings</td>
</tr>
<tr>
<td></td>
<td>-naming of the firm as Grameen Phone or “Local Phone”</td>
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<tr>
<td></td>
<td>-business facilitation with the involvement in corporate reward programs</td>
</tr>
<tr>
<td></td>
<td>-successful operation for more than 20 years</td>
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<tr>
<td></td>
<td>-intention to integrate itself with local culture and local people</td>
</tr>
<tr>
<td>Ways of integration between</td>
<td>-run by people from Bangladesh who practice local culture and encourage local tastes</td>
</tr>
</tbody>
</table>
| **organizational and national culture** | - strategic decision of GP to integrate itself with every country it operates in  
- formation of ethics committee  
- market research  
- interfere in interpersonal relations, patterns of behavior, and values to be reared |
| **Culture and cultural dimensions** | - Similarities and dissimilarities between cultures of local and multinational firms  
  - working environment full of mutual respect and understanding  
  - participative working procedures  
  - low level of dominance  
  - allocation for rigorous training and development programs  
  - continuous communication in the form of meetings  
- Power distance  
  - friendly top level management in time of taking suggestions  
  - proper dissemination of information  
  - encouragement of employee engagement and participation  
  - however, top level management holds the responsibility to take decisions based on viability checking or cost benefit analysis  
- Individualism vs. Collectivism  
  - working in different teams is prioritized  
  - collective goal achievement is encouraged  
  - cooperation and collaboration is the basis for the effective decision making  
  - employee participation with intensity and persistence of efforts can facilitate the |
goal achievement both on individual and organizational level

- Uncertainty avoidance
  - total risk is consumed by teams
  - specific roles and responsibilities lead to the lower level of risk for the employees
  - continuous communication among team members for effective team work and reducing the risk of failure
  - sharing of information, knowledge, and experience often help employees to reduce the level of risks
  - mistakes are considered as learnings for future projects and activities

Other issues of national culture affecting organizational culture

- strong emphasis on the local needs
- importance on the sentiments of the people
- degree of freedom and the level of fairness
- intention to integrate itself with the national issues like celebrations, independence, values, customs, etc.
- change making role
- act as an important member of the society

Source: Own construction

This table shows the empirical findings of the research. Furthermore, the ways enterprises integrate its organizational culture with local culture are listed here based on the responses from the respondents. Later, the similarities and dissimilarities between cultures of local and multinational firms are listed along with the three cultural dimensions. Other factors that respondents believe influence the organizational culture are also listed in the table.
Chapter 5: Analysis

In this chapter a discussion is made based on the differences and similarities between the theories and empirical results. Based on the literature this chapter is presented while the empirical findings are also utilized. The influence of national culture on organizational culture of Grameen Phone, the analysis of different dimensions in case of Grameen Phone, and the summary of analysis (Shows in table 4).

5.1 Influence of national culture on organizational culture in case of Grameen Phone

Although an analysis of theory suggest that different components of national culture like the religion, beliefs and attitude affect the organizational culture of multinational firms, it has been found from the empirical findings that Grameen Phone has been affected by the national culture in time of their product development or in strategy formulation and implementation not in the overall corporate culture. Rather the findings suggest that the employees are offered a workplace full of cooperation and collaboration.

In order to align the organizational culture with the national culture an ethics committee is formed which suggest the course of actions to be taken for ensuring integration with sentimental nation (Cantwell, et al. 2009). Grameen Phone rears an organizational culture reflecting the perceptions of the local employees. At Grameen Phone cooperation is preferred to competition whereby the employees at different departments share their knowledge, exposure, and learnings from different projects works in order to ensure effective team work. Hence, it can be concluded that Grameen Phone attempts to integrate its operations and organizational culture with the national culture of Bangladesh.

Furthermore, national culture of Bangladesh affects the organizational culture of Grameen Phone in time of rewarding the employees. Job recognition is highly influential in time of rewarding the employees (Acquaah, 2007). At the same time, in line with King (2007) the empirical findings suggest that behavioral norms are also affected by the national culture as the local employees make good bonding among themselves. In light of communication, it can be inferred that there is both formal and informal communication among the employees (Anisha, 2011; Bellot, 2011). The employees are open for any sort of advice and communication in order to facilitate the decision making. Hence, it can be mentioned that national culture of Bangladesh is affecting the organizational culture of Grameen Phone.
5.2 Cultural dimensions and influence of national culture on organizational culture

In this paper, three dimensions of Hofstede’s model have been adopted to understand the influence of national culture on the organizational culture of a multinational firm. These three dimensions are power distance, individualism vs. collectivism, and uncertainty avoidance.

5.2.1 Power Distance

In theory this index implies that firms operating in a country or society with high degree of power distance show resistance toward the established hierarchy. The concept accepting and expecting the equal distribution of power to the less powerful people or society is addressed in this index (Alotaibi and Mokhtar, 2015). Hence, theories suggest that power distance index shows a higher score (See Figure: 3) in Bangladesh which signifies low level of employee participation in the decision making.

However, the findings suggest that in Bangladesh, though the power distance index is very high, the employees of Grameen Phone often possess the responsibility of information sharing and decision making based on their jurisdiction. At Grameen Phone the extent of resource utilization and participatory based decision making are higher compared to other local firms. This also does not go parallel with the theories as theories suggest that employees in Bangladesh are less empowered in time of decision making (Ford, et al. 2005; Song, et al, 2014). The distribution of power at Grameen Phone is higher which goes against the suggestion from the theory. This high level of power distribution suggests that Grameen Phone has been able to ensure a workplace full of participation and engagement.

In line with the Dhammika (2016) it can be inferred here that the possession of high level of responsibility and power paves the way for greater organizational success. Dhammika (2016) suggests that the intensity of efforts and persistence towards the achievement of goals, both individual and organizational, are higher when employees are empowered. Participation in the decision making is another aspect of power distance which reveals that Grameen Phone allows employees of all levels to get involved in the decision making (Song, et al. 2014; Trice and Beyer, 1984; Ford, et al. 2005). This supports the idea of working with higher level of enthusiasm. This also affects the employees’ degree of efforts for achieving the tasks he/ she has given to complete. Moreover, according to Joseph (2009) and Alotaibi and Mokhtar (2015) the low power distance indicates that there is no fear factor among employees and they work with a strong care on their bondage. This allows a workforce full of motivation and engagement for Grameen Phone.
5.2.2 Individualism vs. Collectivism

Based on the findings it can be concluded that theoretical study and empirical study go parallel for this index as the findings suggest that at Grameen Phone there are tightly integrated relationship with in-groups or teams (Figure 3 shows). In line with Sun (2009) and Dion (2012) the findings suggest that the employees are also closely integrated to the systems and practices which implies that the employees’ belongingness to the enterprise is high. Collective efforts towards the team goal achievement often facilitate the success of the firm in the long run according to Scherer et al. (2006). The practice of working in teams within Grameen Phone thus paving the way for greater success in the field of highly competitive telecom industry.

Frontiera (2009) stress that when employees work together, in groups or in teams, the relationship is integrated. This creates the opportunity for successful goal achievement for the firm. At the same time, Sun (2009) and Dion (2012) address that job satisfaction and job engagement can be uplifted with the higher level of belongingness for the organization. The collective work within Grameen Phone, working with cooperation among different departments, allows the firm to take effective and efficient decision making (Geier, 2016; Sun, 2009; Scherer, et al. 2006). Collective working also facilitates the work process of Grameen Phone as it create the scope of better results or outcome.

5.2.3 Uncertainty avoidance

Theoretical studies suggest that a society or a firm where a high degree of uncertainty avoidance prevails, the members opt for stiff codes of behavior, truth and guidelines. whereas a lower degree of uncertainty avoidance indicates acceptance of differing thoughts and ideas (Rugman and Li, 2007; Petrou, 2007). Based on the findings, it can be inferred that at Grameen Phone the employees possess the opportunity to opt for ideas and situations which are risky (Figure 3 shows). However, most of the respondents stressed on the issue of doing things in groups where the total risk is consumed by the full team or group. This signifies that the employees of Grameen Phone often take decisions based on proper assessment of the situations whereby the possibility of being successful is high (Madhok and Keyhani, 2012). It affects the working environment of the firm to be very specific toward goals.

According to Song and Sun (2014) since the risk is assumed by the team and the employees only perform their own part, there is no scapegoat. Besides this, Grameen Phone creates the scope for sharing successes or failures within team and it does not allow any fear factor among any employee. Madhok and Keyhani (2012) imply that this helps employees to work in efficient manner. It also affects the loyalty of the firm; it makes the employees to be very loyal.
to the MNC. At the same time, Rugman and Li (2007) stress that proper assessment or viability analysis also leads to the low level of risks at Grameen Phone. It helps Grameen Phone to create a work environment free of fear and full of job security. This might affect the productivity of the employees and, overall, the firm. Furthermore, the mistakes are considered as learnings in order to undertake even more efficient projects or goals in the future (Petrou, 2007).

5.3 Summary of analysis
It has been found from theoretical analysis and empirical findings that different components of national culture affect the organizational culture. Three specific dimension of national culture affect the extent and norms of communication, reward systems, internal and external behavior, and valuation of skills for further career growth. However, the empirical study on Grameen Phone suggests that MNCs also attempt to create a positive environment whereby they integrate itself to the national culture by focusing on the tastes and preferences of the local employees, local consumers/customers, and local environment. In order to be successful MNCs often put strong emphasis on local ways of doing things.

Table 4: Summary of Analysis

<table>
<thead>
<tr>
<th>Section</th>
<th>Empirical Findings</th>
<th>Theory</th>
<th>Analysis</th>
</tr>
</thead>
</table>
| Influence of national culture on organizational culture | - working with local people, focusing on the local taste and sentiments, addressing the values, independence, and likings of nation  
- intention to integrate itself with local culture and local people  
- formation of ethics committee  
- market research  
- shaping patterns of behavior within organization  
- strategic decision of GP to integrate itself with every country it operates in | Anisha (2011)  
Aydin and Ceylan (2009)  
Nold and Hagelthorn (2016)  
Babbie (2009)  
Kondra and Hurst (2009)  
Nakhale (2011) | Different theories suggest that different components of national culture like belief, attitude, bonding, religion, etc. affect the organizational culture of MNC. However, overall corporate culture of GP is not affected by the national culture; as suggested by respondent. Rather GP attempts to integrate itself to the national culture of Bangladesh for ensuring sustainable business operation and profitability. |
<table>
<thead>
<tr>
<th>Cultural dimensions</th>
<th>Power distance</th>
<th>Individualism vs. Collectivism</th>
<th>Uncertainty avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>-information dissemination</td>
<td>-participative decision making based on viability analysis</td>
<td>-working in teams</td>
<td>-specific roles and responsibilities</td>
</tr>
<tr>
<td>-taking suggestions from every stakeholders</td>
<td>-involvement of all departments</td>
<td>-cooperation and collaboration</td>
<td></td>
</tr>
<tr>
<td>-employees of GP possess high responsibility and power which results in higher level of intensity and persistence of efforts toward goal achievements.</td>
<td>-employees of GP possess high responsibility and power which results in higher level of intensity and persistence of efforts toward goal achievements.</td>
<td>-integrated relationship within teams or in-groups allows successful goal achievements.</td>
<td>-working in teams allows opportunity to share the success or failure together.</td>
</tr>
<tr>
<td></td>
<td>-Participation in decision making and utilization of resources is also high. It facilitates balancing of power and creating working environment full of enthusiasm.</td>
<td>-high level of belongingness leads to higher level of job engagement.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-power distance is low at GP which allows employees to keep strong bondage among themselves for working together.</td>
<td>-strong bondage among departments leads to effective and efficient decision making.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-sharing of knowledge and experience allows scope for better outcome.</td>
<td>-sharing of knowledge and experience allows scope for better outcome.</td>
<td></td>
</tr>
<tr>
<td>Team Risk Assumed</td>
<td>Proper Assessment Done</td>
<td>Knowledge, Information, Exposure, Learning etc. Sharing</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
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</tbody>
</table>

Source: Own construction

This table illustrates the empirical findings are cross checked with theoretical findings in order to make critical analysis.
Chapter 6: Conclusion

In this chapter the answers of the research questions have been provided in order to illustrate the concluding remarks of the research. Further the suggestions for the future studies have also been given. Lastly, the reflections of the study in the form of limitations are also discussed in this chapter.

6.1 Answer to the research questions

This research is aimed at understanding the ways national culture is affecting the organizational culture of multinational firms operating in emerging economies. The case of Telenor, operating in Bangladesh, is addressed here. The following research questions are answered based on the findings of the research.

**RQ1: How does national culture affect the organizational culture of multinational firms in developing countries?**

Theories suggest that multinational firms need to address to national culture as the responsiveness to cultural different in order to cater as many consumers as possible. The norms of behavior, value systems, languages, and religion often affect the organizational culture as firms need to recruit of employees from the host countries (Adkins and Cladwell, 2004, Anisha, 2011, Frontiera, 2009). Hence, national culture affects the organizational culture of an MNC in the form of working environment, communication systems, knowledge sharing, performance evaluation, employee engagement and employee participation.

Grameen Phone, being the largest telecom operation in Bangladesh, has been conducting its operations in the country for 20 years running. The firm has been exposed to the national culture through the beliefs, work ethics, patience, and attitudes of the local employees. In time of shaping the products or making strategic decisions, the firm has been exposed to the national culture. To deal with the cultural preferences and other issues, Grameen Phone has been using the local employees as their carrier for integration with the local culture, local tastes, and local preferences.

Hence it can be concluded that multinational firms are affected by the national culture in the form of shaping working environment, employee performance evaluation, employee engagement, and workplace communication. Multinational enterprises like Grameen Phone often use their local employees as a mean of integrating itself with the local culture.
RQ2: How do multinational firms deal with the effect of national cultural in their daily operations in developing countries?

Theories suggest that multinational firms establish institutional rules and regulations as part of their intention to integrate organizational culture with national culture. Establishing behavioral norms and norms of communication can help MNCs to ensure proper integration between the two (Cantwell, et al. 2009, King, 2007, Scherer, et al. 2006). Moreover, an MNC must use the local people as the cultural carriers in order to create an environment of cooperation and adaptation. Telenor, parent company of Grameen Phone, has adopted the strategy of linking the employees from different countries of its operation. This strategy allowed the firm to create a sense of being a citizen of global village.

Grameen Phone also integrates its organizational culture with the local culture by involving the local people in the strategic decision making processes. The firm creates a sense of collaboration, teamwork, and cooperation in an attempt to integrate its organizational culture with national culture within Bangladesh, collective working is a great mean of responding to the national culture of Bangladesh whereby the firm put greater importance of achieving team goals as well as addressing the local peoples’ way of working.

It can be concluded that multinational enterprises shape different rules and regulations as part of their approach to adapt with local culture. Grameen Phone utilizes the local rule of thumb in their working principle. It gets itself involved in the local culture through participation in different national events. Moreover, Grameen Phone attempts to closely monitor the local tastes and preferences in order to get itself integrated to the local culture.

6.2 Contribution of the study
In this study, the impact of national culture of Bangladesh on the organizational culture of Grameen Phone, a multinational firm, is reflected. Since this form of studies have not been studied before, this study can be regarded as a benchmark for understanding business and cultural issues that a multinational firm is exposed to in a culturally sensitive society. Furthermore this study depicts a picture of the Bangladeshi culture toward collective working, uncertainty avoidance, and power distribution.

Although there are vast number literature on the national culture’s influence on organizational culture, there is no single research on the issue in case of a truly growing economy like Bangladesh. As a result this research provides valuable illustration of the extent to which the
national culture is reflected on the organizational culture of a firm operating in a developing country. Moreover, this research includes several managerial and theoretical implications.

Based on the findings of the research, it can be argued that multinational firms are reluctant to address the local culture in time shaping its business operations and strategies. In case of Bangladesh, multinational firms are exposed to the culture of the employees’ work ethics, valuation of skills and communication methods. However, the working environment of Grameen Phone supports collective working, low power distance for effective collaboration, and low level of risk taking through working in teams.

6.3 Implication of the study
The implications of the research in theoretical perspectives and managerial perspectives are discussed in the following.

6.3.1 Theoretical Implications
This study reveals how national culture affects the organizational culture of a MNC while operating in a developing country. Furthermore, this study identifies the ways national culture affects the organizational culture. In the form of sentiments, feelings and attitude the working environment of a MNC is affected in host country. This study has also contributed to the new knowledge to the literature as it has been identified that organizational integration with national culture is an important way to address the cultural differences between parent and host country. The cultural differences between Norway and Bangladesh are also pointed out in this study based on Hofstede’s cultural dimensions model (Shows figure 3).

6.3.2 Managerial Implications
As this study has identified the ways exposure to cultural differences can be mitigated, managers of MNCs can regard these ways as a benchmark for introducing business operations in host countries. The issues like collaboration, support, and team work are stressed in this research. These issues have helped Grameen Phone to become number one telecom operator in Bangladesh. Hence, international firms need to create an environment full of participation and engagement. They also needs to adapt themselves as like they are operating in host country.

Necessity for training and development for integration with organizational culture is also addressed in this study. MNCs need to attach to their own vision and goals while keeping strong focus on proper integration with the local culture. In this case, the local people can be used as a carrier for cultural integration. Therefore, continuous evaluation of the current practices in a
national boundary along with the focus on the vision can help a firm to achieve sustainable growth.

**6.4 Reflection on the study**
While conducting the research, I have encountered many problems. Firstly, I faced the problems regarding the research methodology. The main flaw of qualitative research methodology for the research is the representation of the whole population since the selected sample does not represent the whole population. Moreover, the researcher or the interviewer often makes the interpretation of the data (Denzin, 2005). Thus, this approach often reflect a generalization of the research topic. Secondly, I have faced problem regarding the research topic. For instance; conducting a qualitative research on the basis of interview is further flawed when the interviewer and interviewee reflect on a sensitive issue. According to Saunders *et al.* (2016) these are some critical issues like the problem of generalization and are dealt in this research by adopting careful and well-defined sampling procedure. The real world experience of the interviewees has also been influential to deal with the problem (Machi, 2008).

Another limitation of the research appears from the subjective bias of both the interviewer and interviewee. Though the interviewer bias can be mitigated, the interviewee bias may still be present in this research. With the wrong responses from the respondents, the researcher might get wrong information and thus may fail to achieve the objectives of the research (Berger and Guidroz, 2009). Hence the validity and reliability of the study may be questioned for subjective bias. At the same time, the level of experience of the researcher may also pose a threat to the achievement of the research aim. The researcher in new in the field of study and might get wrong in interpreting data and observing the issue like a professional one (Bryman and Bell, 2015).

In this research, the impact of national culture on organizational culture is presented based on the analysis of Grameen Phone only. Had other multinational firms operating in Bangladesh been included for the analysis, the result would have been generalized. Thus, the limited scope of the research is another limitation of the research.

**6.5 Suggestions for future studies**
Telenor is currently operating in more than 10 countries. An assessment of the operations in at least any other countries would illustrate the issue of integration of national culture with organizational culture for the firm. Meanwhile, direct interviewing would have been beneficial although it requires significant costs and time. It would have helped to assess the contextual
event data by observing environment. Furthermore, an assessment of other locally owned firms or other multinational firms within or outside the industry would improve the findings of the research.

All in all, this study investigates the influence of national culture in time of shaping the organizational culture, processes, and practices. The handling of the demographic issues like the local tastes, preferences, and contexts can facilitate any other multinational firm seeking for cross national cultural integration.

This study is reliable as it conducted by following a set of rules including the proper research methodology and systematic literature review. At the same time, this study is valid as the data used for the research are collected from valid sources. The respondents have exposure to the research subject matter and possess extensive knowledge on the issue. Moreover, the research is interesting as it identifies the ways national culture affects the organizational culture of an MNC operating in a developing country. The research has unveiled different issues that MNCs like Grameen Phone have to face while operating in a developing country.
References


Appendices

Appendix 1: Interview Questions

Background

1. A. What is your responsibility in Grameen Phone? (Describe your area of job responsibility)
   
   B. How long are you working in Grameen Phone?

Cultural effects

2. A. How Telenor in the name of “Grameen Phone” handle and manage their operations in Bangladesh?
   
   B. What do you think? Has Telenor adapted their business strategies in accordance to Bangladeshi culture?

Organization culture

3. How well do persons in different departments (work groups) share information for the purpose of coordinating their job efforts? Do you think you prefer cooperation to competition?

4. A) How would you describe the relationship between managers and employees in your organization?

   B) In what way do you think the relationship between managers and employees affect the decision making power in your organization?

5. What kind of environment do you perceive Grameen Phone has? Does the organization focus more on the individual efforts of employees or is the emphasis on group efforts?

6. How do you evaluate the culture of Grameen Phone in rewarding the employees based on their performance?

7. Is it necessary to acquire new skills or develop new traits at Grameen Phone to be eligible for promotion or to take part in decision making?
8. Do you think that Telenor is reflecting its organizational culture from parent country to “Grameen Phone” in Bangladesh?

9. How would you describe the attitude of upper management in getting opinions/information from employees?

10. Does Grameen Phone supports the idea of risk taking within the firm? Are the mistakes considered as learnings?

11. How employees behave with their superiors in the organization? Does they show the same behavior to their superior inside and outside of organization?

Appendix 2: Respondent’s Sample Answer

Background

1. A. What is your responsibility in Grameen Phone? (Describe your area of job responsibility)

I am Gunjon Biswash, Assistant Operations Managers working in GP for 6 years. I oversee the services at different customer care services at GP. Payroll making, helping and creating organizational and program budgets are my responsibilities.

B. How long are you working in Grameen Phone?

6 years. I started in the year 2011.

Cultural effects

2. A. How Telenor in the name of “Grameen Phone” handle and manage their operations in Bangladesh?

In Grameen Phone Telenor Mobile communications hold 56% share while Grameen Telecom holds 34% share and the rest 10% share is hold by general public.

We are operating in Bangladesh for 20 years running. While doing operations we try to put a strong importance on the local tastes and preferences. Hence, we integrate our business policies and strategies with a strong view on the local culture.
B. What do you think? Has Telenor adapted their business strategies in accordance to Bangladeshi culture?

You know, Bangladeshi culture is a little bit different from that of the company’s origin. As far as I know, Grameen Phone had conducted a thorough analysis while it was at the very initial stage of its operation. Adaptation has been maintained by addressing the true needs and expectations of the subscribers from the very initial stages of operation. Hence, I would say, adaptation is a continuous process for GP.

Organization culture

3. How well do persons in different departments (work groups) share information for the purpose of coordinating their job efforts? Do you think you prefer cooperation to competition?

Absolutely right, I do agree that cooperation is more efficient than competition. At GP, there are a lot of groups or team who need to report to white color employees. Different goals are achieved with the help of team collaboration. Hence, the team leader takes the responsibility of information sharing for goal achievements. The information include the aims and objectives, the time span, the costs, reporting authority, etc.

4. A) How would you describe the relationship between managers and employees in your organization?

I would say, the relationship is very frank and cooperating. Different employees work under different supervisors who maintain good chain of command while doing assignments.

B) In what way do you think the relationship between managers and employees affect the decision making power in your organization?

I think sometimes managers are less knowledgeable than the floor level employees. For example, the true demands and expectations of the subscribers are well-known to the field workers. At GP, the managers often take decisions considering the employee engagements and abilities. Thus, I believe openness is key to ensure good relationship between the managers and floor level employees.
5. What kind of environment do you perceive Grameen Phone has? Does the organization focus more on the individual efforts of employees or is the emphasis on group efforts?

As I said earlier, GP emphasizes on doing things within groups. The working environment is very friendly and cooperative. Works are done in different teams. Hence, group efforts are more welcomed at GP than individual efforts.

6. How do you evaluate the culture of Grameen Phone in rewarding the employees based on their performance?

Besides regular remunerations, GP shares their profits on half-yearly basis to their employees. GP reward employees based on their performance by ensuring job recognition and promotion. Financial rewards are rare I would say.

7. Is it necessary to acquire new skills or develop new traits at Grameen Phone to be eligible for promotion or to take part in decision making?

There are lots of scopes to attain new skills at GP. If you work with intensity and persistence of efforts you surely can attain new skills at GP. Promotion at GP is a systematic one. The performance evaluation is a must for promotion and decision making. I agree that to give decision and get promotion you need to maintain good skills or develop new skills.

8. Do you think that Telenor is reflecting its organizational culture from parent country to “Grameen Phone” in Bangladesh?

No, I don’t think so. The organizational culture is created with the local people. The parent company only monitors the culture to ensure efficient business operation.

9. How would you describe the attitude of upper management in getting opinions/information from employees?

Top management often take decisions by getting feedbacks from line managers. Line managers are informed by functional level managers who get information from floor level
employees. Hence, a chain of command is maintained to take decision. Top management thinks it this way to get opinions from all employees.

10. Does Grameen Phone supports the idea of risk taking within the firm? Are the mistakes considered as learnings?

As works are done in different teams, the risks are perceived by the team on a whole. The mistakes cannot be attributed to the single employee. The mistakes are often considered learnings for all the employees. These mistakes serve as opportunity for growth.

11. How employees behave with their superiors in the organization? Does they show the same behavior to their superior inside and outside of organization?

I absolutely think that the relationship among all employees is frank and very friendly. There is no difference in behavior for employees whether he is inside or outside the office.

Wish you best of luck for your academic career. Thank you.
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<tr>
<th>Respondent 1</th>
<th>Question 1</th>
<th>Question 2</th>
<th>Question 3</th>
<th>Question 4</th>
<th>Question 5</th>
<th>Question 6</th>
<th>Question 7</th>
<th>Question 8</th>
<th>Question 9</th>
<th>Question 10</th>
<th>Question 11</th>
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<tr>
<td>Responsibility and tenure</td>
<td>Responsibility and tenure</td>
<td>Cultural Effects</td>
<td>Cooperation vs. Competition</td>
<td>Relationship among employees and its role on decision making</td>
<td>Individual efforts vs. collective efforts</td>
<td>Rewarding employees</td>
<td>Promotion and skills development</td>
<td>Reflecting organizational culture</td>
<td>Getting feedbacks</td>
<td>Risk taking</td>
<td>Relationship inside and outside</td>
</tr>
<tr>
<td>Respondent 1</td>
<td>10 years HR policies, promotion, reward management, payroll management</td>
<td>project appraisal, local environment, local culture</td>
<td>higher degree of team efforts, leaders play main role</td>
<td>chain of command, friendly relationship</td>
<td>collective efforts, cooperation, specific role, different teams</td>
<td>recognition, promotion, few financial rewards</td>
<td>systematic promotion, team goal achievement, training and development</td>
<td>local culture, local environment, local people</td>
<td>corporate level managers, feedbacks and opinions business level managers, functional level managers</td>
<td>mistakes are learnings, growth opportunities</td>
<td>Extra-curricular activities, no difference in relationship</td>
</tr>
<tr>
<td>Respondent 2</td>
<td>8 years in production management, supply chain, strategic decision</td>
<td>product development based on local culture</td>
<td>cooperation is preferred to competition</td>
<td>chain of command, top level strategic decisions</td>
<td>collaboration, team efforts,</td>
<td>few financial rewards, performance evaluation, recognition</td>
<td>training and development programs, goal achievement, team collaboration</td>
<td>different country-different choices, integration of parent and subsidiary operation</td>
<td>chain of command, feedbacks and opinions</td>
<td>team mistakes, risky or aggressive goals,</td>
<td>collaborative teams, group efforts</td>
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<td>Respondent 3</td>
<td>6 years in Operations Management, programs and budgets, payroll making</td>
<td>local tastes, local preference</td>
<td>cooperation focused, leaders share info</td>
<td>openness, engagements, positive relationship</td>
<td>group activity, cooperative team</td>
<td>half-yearly profit sharing, recognition, promotion</td>
<td>intensity of efforts, hard goals, systematic promotion</td>
<td>local people, local preferences</td>
<td>opinions, feedbacks, chain of command</td>
<td>focus on next goal, growth opportunities</td>
<td>frank and friendly, no difference in relationship</td>
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**Respondent 4**

- 4 years in HR, employee benefits, employee needs
- Focuses on local tastes, adaptation to local environment and preference
- Cooperation preferred to competition
- Chain of command, collaboration, strong and friendly relationship
- Collective efforts in different teams
- Performance evaluation, rare financial rewards
- Systematic promotion, training and development, local culture, local environment, local people
- Low power distance, chain of command, feedbacks
- Systematic mistakes, failures are blessings
- No difference in relationship, excursions and picnic

**Respondent 5**

- Junior Production Manager
- Budget preparation, time scaling of budget, planning and organization, schedule, 4 years
- Local culture, local people from all around world, national festivals focused, no impact from the Telenor
- Group work, helps and advice from bosses
- No ordering, friendly and cooperative, positive relationship helps effective decision making, engagement in decision making
- Team work, project run on team working basis
- Performance improvement via training and development
- Meeting for project appraisal, focuses on integrating with national culture
- GP is like a local firm, Telenor has no influence
- Positive feedback for collecting opinions, feedback for mistakes
- Risk is consumed by team, specific roles and responsibilities, training leads to very few risks, mistakes are normal and rare
- Social networking, good relationship, like a family
<p>| Respondent 6 | Assistant Manager, MIS Department, 4 years of work experience, user friendly information collection, logistic supports, information dissemination | focuses on local culture and local operation, sponsorships, liberation war work, sentimental things | internal departmental information sharing, top officials take decisions, cooperation focused | formal and informal relationship, chain of command, individual space maintenance, slight influence of relationship on decision making, mostly top officials make decisions | team work, group work focused, dividend sharing, performance allowance, festival bonuses | HR dept. does different training, promotion helps taking decisions | GP holds individual identity, no influence from parents company | cooperative environment between subordinate and managers, top management takes feedbacks and sometimes take strict decisions | management take strict decision unless they fail to perform rules and responsibilities, mistakes are learning | formal behaviour in office, informal behaviour outside, chain of command |
| Respondent 7 | Executive Officer, HR dept., Payroll Management, performance evaluation, managing training, 8 years | rural and women focus, local culture, successful adaptation due to the priority or emphasise on the local culture | internal competition is worse, group work, cooperation, collaboration | parental relationship, working environment is like a family, employee engagement, information sharing for effective decision making | workshop and training for collective efforts | performance evaluation on the basis of team work, bonuses | national and international training for skills development, promotion is positively affected by skills and capabilities | only national culture focus, promote national culture | good connection or tie, parental tie, positive attitude toward getting feedbacks | risk taking based on viability analysis, roles and responsibilitie s following, failures are learnings for future projects | family, outside and inside good relationship |
| Respondent 8 | Assistant Corporate Affairs Managers, Media Campaigns, Stakeholders Information, Lobbying with government, 11 years working experience | Try to be close to the people, local people and local culture for becoming successful, Interaction with the local people, sharing ideas, easy decision making, cooperative environment | frank relationship and cooperation for efficient business operation, helping hands, facilitate the decision making, empowering the employees | group work focus, dividing works for equal efforts | performance based rewards | training inside and outside the firm, skills and capabilities development | individual identity of the firm, close to the local people | cooperate each other | team work, specific roles and responsibilitie s, risks are consumed by the whole team | same relationship between employees within or outside the firm |</p>
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<tr>
<th>Respondent 9</th>
<th>Assistant Marketing Manager, Promotional Activities, Distribution Channels, Collaboration with finance team, 6 years</th>
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<tbody>
<tr>
<td>Corporate slogan reflects focus on national culture and village people, successful integration</td>
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<tr>
<td>market research and visit, weekly or bi-weekly meetings, teamwork, cooperation</td>
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<td>sharing suggestions, good relationship, chain of command, taking efficient decision through cooperation</td>
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<tr>
<td>group efforts, success is tied with group work</td>
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<td>mainly performance based rewards, rewards for encouraging employees of all levels</td>
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<tr>
<td>meeting helps idea sharing and effective decision making</td>
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<tr>
<td>different culture and specific focus on the local peoples' needs and expectations</td>
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<tr>
<td>meeting helps sharing ideas and taking decisions</td>
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<tr>
<td>future learnings, risks are minimum because viability analysis is made</td>
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<td>friendly relationship among employees</td>
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<tr>
<th>Respondent 10</th>
<th>Assistant People Manager, Hiring Employees, Training People, Performance Evaluation, 5 years' working experience</th>
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<tr>
<td>strategic decision making, local culture focus</td>
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<td>participatory decision making, positive relationship among employees</td>
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<tr>
<td>information sharing for decision making, collaborative and cooperative decision making</td>
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<tr>
<td>group efforts lead to success</td>
<td></td>
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<tr>
<td>evaluation based on performance for recognition, promotion, and financial benefits; skills is positively tied with promotion and decision making</td>
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<td>training for real growth</td>
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<td>strategic planning is made in parent company, local people implement the culture, grameen phone focuses on local culture for proper adaptation</td>
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<td>friendly relationship for frank information sharing, participatory decision making</td>
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<td>team work, not considered as greater risk or failure, chain of command for risk informing</td>
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<td>friendly and informal relationship</td>
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