

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS**

SCHOOL OF COMMERCE



**ASSESSING CROSS CULTURAL RELATIONSHIP IN HUMAN RESOURCE
PRACTICE IN AFRICA UNION COMMISSION**

By

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DECLARATION

I, Melat Abayneh, hereby declare that the thesis work entitled “ASSESSING CROSS CULTURAL RELATIONSHIP IN HUMAN RESOURCE PRACTICE IN AFRICA UNION COMMISSION” submitted in partial fulfillment of the requirements for Master of Arts (MA) in Human Resource Management to Addis Ababa University School of Commerce, is the outcome of my own effort and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this University or any other University.

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STATEMENT OF CERTIFICATION

This is to certify that Melat Abayneh carried out his project on the topic entitled “ASSESSING CROSS CULTURAL RELATIONSHIP IN HUMAN RESOURCE PRACTICE IN AFRICA UNION COMMISSION” under my supervision. This work is original in nature and is suitable for submission for the award of Degree of Master in the Department of Human Resource Management.

Advisor Abdurazak (PHD)

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“The Lord is my strength and my shield; my heart trust in him and he helps me. My heart leaps for joy, and with my song I praise him.”

Psalm 28:7

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Abstract

To manage diversified workforce, need to understand cultural diversities and develop communicate approach. Thus, Cross culture issues and people management are important in every stage especially in multinational organization. Indeed, problems may exist when there is diversified culture, background, history in an organization. This might in turn hinders the performance of an organization if not properly handled. Cross cultural management aids the relationships among employees on different culture and background. The objective of the research was to asses cross cultural relationship in human resources practice in AUC. Its approach is a descriptive one in which both qualitative and quantitative used. According to the study finding it could be learned that cross cultural issues hardly comprised in HR practices in AUC and also recognized that employees' relationships are not strong; that affect communication system, the effectiveness and efficiency of AUC to achieve its goal. Since the work forces of AUC consisted with diversified cultural background, some misunderstanding (due to communication barriers like language) has occurred among staffs as well as the working environment is not conducive for employees. Generally cross cultural relationship correlate (associate) positively with HR practices; however the existing situations are not satisfactory as expected due to different challenges in AUC. From the beginning cross cultural elements (issues) are not taken into accounts. The other limitation is that in culturally diversified working areas employees' relationship is expected to be productive, smooth, and positive, however it became passive in AUC, employees' interpersonal communication is also poor.

Acronym

- AUC African Union Commission
- HR..... Human Resource
- HRM Human Resource Management
- SD..... Standard Deviation
- DCP.....Deputy Chairperson Office
- UAI.....Uncertainty Avoidance Index
- LTO.....Long Term Orientation
- PDI..... Power Distance Index
- PBFA.....Program, Budget Finance Administration
- AHRM..... Administration Human Resource Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globalization has a strong factor influencing human resource management (HRM) and the work place of the organization by integrating of cultures and societies and economies in international context. The tremendous speed of globalization and innovative technologies have made human factor more important and cultural factors more visible to be integrated in a productive and synergy creating manner. Cultural diversities are not only noteworthy in international/global organizations but also in domestic ones. Cross Cultural synergy is an important driver in increasing the performance and developing an institutional culture that's why it needs to be on the focus as Africa moves to be a global player.

The operational part of human resource management is concerned to maintain the quality and quantity of the manpower to attain the organizational goals in hands with keeping employees' safe environments satisfied, productive (Selmer & Chiu,2004). Especially today's world where international organization are increasing, cross cultural human resource management is important in managing people from different culture, background physical and geographical location in an organizational or business setting.

In international organizations there is a tendency toward employing people from different cultural background leading to the need for awareness of difference in the work place increased (Kramar & Syed, 2012). Failure of organization exists when managers fail to integrate and accommodate the difference of culture between employees in multinational organization. Performance of an organization is affected when managers and employees fail to provide time to know each other's background and culture difference and social-economic factors. On both the cost and benefit side of the equation, human resource management is crucial to survival, performance and success of an organization (Brewester, 2002:126). One key element of this complexity is the fact the nature of the work and the behavior of the people tend to differ from country to country, a phenomenon that is explained by the influence of the national culture (Tayeeb, 1999). Furthermore a working strategy applied in one organization of a country can be totally different to the other in a different

country due to this factor. The way a certain society of one nationality reacts or works might be different to the other. This difference exists in the difference between the difference of culture, background, social and economic factors. Furthermore, a working strategy applied in one organization of a country can be totally different to the other in a different country due to this factor. Thus, cultural HRM is vital to understanding in management and development of the people of the workplace as international dimension.

1.2 Background of the Organization

AU, formed in 1963 initially, has evolved in time and now it is a regional/continental organization of 55 member states. The AU vision is: An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena. Agenda 2063, officially adopted by the AU Assembly in 2015, provides a collective vision and roadmap to build a prosperous and united Africa based on shared values and a common destiny. Workforce Diversity of AUC: According to the African Union Hand Book (2018) indicated as of August 2017, The Commission had 1688 staff (715 permanent staff and 618 short term) including those at headquarter and regional offices. The Institutional reform carried out a study on the institutional reform of the AUC, championed by President Kagame. In November 2018, AU member states decided to run the reform going up to upcoming elections of the Commission in 2021. There will be significant changes in Commission (decreasing from 8 to 6 and merging/changing some areas) which will have effects on the organizational culture.

1.3 Statement of the Problem

Culture can be defined as “the set of attitudes, values, beliefs, and behaviors shared by a group of people, communicated from one generation to the next” (Kenneth H. Rubin and Menzer, Melissa, 2010). International managers have to decide to choose and adjust their strategies aligned with each country’s culture. And also multinationals organization develop into or with other countries there may be an assumption that because everyone within the company is working for the same goals and to the same values, they will automatically communicate, think and view the world in the same way. It is obvious that when multiple cultures begin working together, problems or

difficulties arise that many people within these companies are not skilled or adept enough to deal with effectively. Managers who get it wrong are left to resolve cross-cultural misunderstandings. Often, this can be damaging to the organization's internal and external reputation. However, cultural differences can interfere with the successful completion of organizational goals in today's multicultural global business community. To avoid cultural misunderstandings, managers should be culturally sensitive and promote creativity and motivation through flexible leadership (Singh, Diwakar,).

The current strategies of human resources management of the AUC used by management to manage culturally diverse workforce are proving inadequate and may not be able to solve the problem of cross-cultural diversity in the era of globalization. The study focuses on cross cultural issues in organizational management. As a multinational organization AUC has a diverse working environment that enables the employee to work in and with different cultures.

In this research, the concept of culture in the organization management was discussed by given particular focus on subject under study.

The research, thus, assessed the relationship of AUC human resource practices in line with cross cultural diversity context; identify major problems in managing diverse cultural backgrounds of the employees and hence bridge the existing gap by outlining how employees cultural diversity handle and hence could implement effective human resource management practice.

1.4 Objective of the Study

1.4.1 General Objective

The research aimed to understand cross-cultural management issues and their relationship to human resource practice in Africa Union Commission (AUC)

1.4.2 Specific objectives

- ⇒ To identify key components (i.e. features) of cross cultural management in AUC,
- ⇒ To assess how cross cultural relationship practiced in AUC working environment,

- ⇒ To determine some factors that affect cross cultural management in human resources practice in AUC,
- ⇒ To identify major problems in human resources practice in managing culturally diverse workforce in AUC,
- ⇒ To provide possible solutions for the problems and recommend possible strategies

1.5 Research Questions

This research addressed the following questions:

- a. What the key components (i.e. features) are of cross cultural management in the organization (AUC)?
- b. How cross-cultural relationship in AUC working environment practiced?
- c. What are the major factors that affect cross cultural relationship in AUC management?
- d. What are major problems in human resources management practice in managing culturally diverse workforce in AUC?

1.6 Significance of the Research

The research aimed to assess the management and development of the people of the workplace as international dimension. The world is changing and moving from one industrial era to another with a big momentum. In this phenomenon, multinational organizations/enterprises are in a big competency by their cross cultural competency as well. The result of this study is beneficial for HR managers to integrate and accommodate culture diversity with different background in multinational national companies. Among the African Union agenda of 2063 are an Africa with strong cultural identity, common heritage, values and ethics and an Africa whose development is people driven, relying on the potential of African People.

African Union has been an institutional reform in a way of connecting the AU to its citizen, managing the business of the AU efficiently and effectively at both the business and operational level and financing the AU sustainably and with full ownership of member states. As a result the

research will help in achieving the institutional reform and 2063 agenda in the aligning the cultural relationship to the HR practice.

According to Budhwar & Sparrow, 2002a; Gerhart & Fang, (2005) stated that the role of culture in shaping practitioners' beliefs about HR practices has received insufficient attention. However despite this great research on HRM there is not much done on cross cultural HRM. There are still problems in organization and business to be open to the changes and adapt different approaches in accommodating cultural, physical and geographical barriers.

1.7 Scope and Limitation of the Study

The research carried out in the headquarter AUC which located in Addis Ababa, Ethiopia. The research covered cross cultural relationship in human resources practice. The study Covered with the views of non-management employees and management (professional employees) of the organization. The target population were permanent (full time) and short term staff, non managerial Professional employees of the organization who have experience of more than or equal to one year. This sample size was believed to be statistically sufficient to ensure the desired level of accuracy.

1.8 Definition of Terms (used)

- **Culture:** - is the set of attitudes, values, beliefs, and behaviors shared by a group of people, communicated from one generation to the next.
- **Cross Culture:** - is a business environment where participants from different countries or regions interact, bringing different values, viewpoints and business practices. Often this setting requires substantial training and employee support.
- **Performance:** - is an accomplishment of a task in accordance with agreed upon standards of accuracy, completeness, and efficiency.
- **Human Resource Management (HRM):** - is the term used to describe formal systems devised for the management of people within an organization. The responsibilities of a human resource manager fall into many areas such as: staffing, training, performance appraisal, employee compensation and benefits, and defining/designing work.

1.9 Organization of the study

The components of the study included in the following five chapters: Introduction part which states the background, statement of the problem, objectives, significance, and scope of the study discussed under the first chapter. Literature review dealt with the second chapter. Under the third chapter the methodology of the research discussed. The collected data are analyzed and interpreted in chapter four. And in chapter five the research findings are summarized, conclusions drawn, and recommendations forwarded.

CHAPTER TWO

REVIEWS OF RELATED LITRATURE

Chapter two is structured along several themes. First of all, this chapter explains the basic concepts of cross cultural and human resources management. The chapter discusses about cross cultural essence and provides global insight into the challenge, and strategy of cross cultural management. Moreover, it presents a brief of organization background of AUC and its managerial structure.

2.1 Definition and Concepts of Cross-Cultural Management

2.1.1 Culture: Basic Definition

In social science discipline many scholars define the term culture in various context, however, the term culture is generally could be defined as learned, shared, the 'way of life' of groups of people, meaning the way they do things, compelling and interrelated set of symbols whose meaning provide a set of for member of the society.

Culture broadly divided into two: material and non-materials. Material culture (which you see, touch and feel) consists of any tangible human made objects such as tools, automobiles, buildings, etc. Non-materials consist of any non-physical aspects (i.e. the invisible aspects which shapes every activity of human) such as belief, ideas, knowledge, attitude, language, so on (Zerihun Doda, 2005:71-76).

It is the complete whole of behavior patterns. Man does not receive culture as racial or physical characteristics, through being born. Rather, he learns it from the society in which he born. The language and the symbols used by a man, used to exchange ideas, is an indicator of the fact that he can learn the elements of culture from others. Different culture have differences, not because people are born different, but because they have been brought up differently (Laxmi; 2014: 255).

A.I. Kroeber and Clyde Kluckhohn (1963:181) stated that culture consists of patterns, explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievement of human groups, including their embodiments in artifacts; the essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their

attached values; culture systems may, on the one hand, be considered as products of action, on the other as conditioning elements of further action (Borgatta,2000:564)

According to Taylor (2005, as quoted in Bhatti works: 2006:7), culture is how we live, how we are expected to behave and how we do things every day. Cultures are developed over time when people in the same community spend time together and are tied by common beliefs, goals, routines, ideas and values. Culture, therefore, shapes experiences and influences human activity. Culture expressed in day to day human activity which are learned, shared and transmitted socially. It is not hereditary i.e. not genetically transmitted rather through socialization process. It is therefore a product of social processes that cause for the development of various cultures in the world.

Different social groups therefore may have different cultures. Each social group is characterized by its own culture, in which the members transmit or exchange ideas, message, etc. in numerous ways, observable and invisible. Every culture has different values. These may develop over time. However, it is important to note that each culture is different and has its own systems of meaning and value, and cannot be ranked on any universal scale (J.G. Herder, as quoted in Encyclopedia of philosophy, 2018).

The next section show what cross culture mean and it's inter-connected, how these influences in the global working environment, and the effects of cultural differences on human resources management.

2.1.2 The Concepts of Cross Culture

As it is noted from the above definitions, the concept of culture is very complicated, and the word has many meanings. The word 'culture' is most commonly used in three ways: excellence of taste in the fine arts and humanities, also known as high culture, an integrated of human knowledge, belief, and behavior and the outlook, attitudes, values, morals goals, and customs shared by a society. (<https://simple.wikipedia.org/wiki/Culture>; 2018). Schien (1990) has outlined culture as natural setting, the rites and rituals, climate and values and programs of the company e.g. performance management, training and development, recruitment and selection, etc. Adding to this Martins and Terblanche (2003) indicated the culture are the value beliefs shared by personnel in organization. Organization be it business, nonprofit, innovative each one is different in setting, people, attitude, etc. which constitutes one's culture. According to Hofstede (1990) organizational

culture is a process of the mind that differentiate member of one group from another. The organizational culture connects the employees with the organizational goals and objective while culture shapes the employees perception and behavior. Among the researcher that believed culture shapes the behavior and pattern of the employees are Kotter and Heskett, 1992). According to Kotter and Heskett (1992) organizational culture is the belief and value within the organization that help shape the employees' behavior.

Some researchers also had tied organizational culture towards organizational goals, effectiveness, product, and services. Klein (1996) stated that organizational culture is a core of organizational activities which has aggregate impact on the overall effectiveness and the quality of the product or service. Gordon and Cummin (1989) organizational culture as the drive that recognizes the effort and contribution of the organizational members and provide holistic understanding of what and how to be achieved, how goals are interrelated, how each employee could attain goals.

Knowingly or unknowingly, organizations are embedded with some dimension of culture. For instance, an Organization such as African Union Commission have created an attractive environment of working area to the point where there is high prospective job seekers to enroll in that organization. This organization highly supports the employee wellbeing with fully equipped gym, 5 working days open library, fully paid gym trainers, free health care with its own organizations doctor and nurses, basketball and soccer areas for recreation, inexpensive cafeteria, Commercial Banks inside the Commission and quite a few travel Agency. Some organizations have the tendency to tie the culture of their organizations for positive impact on performance. According to Granered.E (2016) organizational culture reflect the cultural values of important people in the development of growth of the organization. This implies that organization culture is where employee adapt the organization in a way that is fitting to that organization but employees as an individual might have different or their own values and culture accordingly to their specific countries.

Cross cultural dimension deals with the comparison of different cultures in a society. In cross-cultural communication, differences are understood and acknowledged, and can bring about individual change, but not collective transformations. In cross-cultural societies, one culture is often considered “the norm” and all other cultures are compared or contrasted to the dominant culture.

In a business environment where participants from different countries or regions interact, bringing different values, viewpoints and business practices. Often this setting requires substantial training and employee support.

One of the famous scholars in studying the scope of culture is Geert Hofstede. According to Triandis (1982) Hofstede's cultural framework has been accepted worldwide for measuring differences among the nation. This indicates that there is clearly limited number of studies of culture effect on Human Resource policy. As cited by Aino, Tamara.L, Giluk, Sven & et al (2016) cited it is important to acknowledge that some research has criticized Hofstede's (2001,2010) national culture framework. For instance according to Aino, Tamara.L, Giluk, Sven & et al (2016) stated a common criticism stems from the narrowness of the research sample (e.g. respondent from a single company and primarily from a single discipline within that company a very small number of respondent in some countries; McSweeney,(2002) also mentioned Hofstede's work does not capture social reality but rather constructs it in a way that affirms western values.

Yet the works of Hofstede is highly significant around the world with books such as Culture and Organization, The Game of Budget and Control, European contribution to Organization Theory etc. According, to Granered.E (2016) the works extensive insight to human behaviors in different part of country, at least 50. Initially Hofstede, (2000) has classified four cultural dimensions namely power distance, Uncertainty avoidance, Masculinity, Feminity and Individualism/Collectivism.

Individual/Collectivism dimension is where a certain groups prefer group interaction/engagement than individual dilemma and vice versa. It is a perspective where countries mainly in the Western countries (US,Australia,UK) endow and in many other several European countries (France, Italy & Dutch). According to the Hofstede (2002) individualists mainly work toward individual interests, low context communication, occupational mobility is high and self-actualization prevails and so on. Collectivists emphasis more toward high level of communication, collective interests, consensus and harmony in the society.

Power Distance dimension according to Hofstede (1980) cited in the Uguoni.J (2016,PP 822) associated with the degree of centralization of authority and the extent of the autocratic leadership. Lower Education and lower status occupation are associated with high power distance. Hofstede (1990) cited in Reddy.A (2011) indicates that East Africa, Mexico, Malaysia and Guantamela high

power distance. Low power distance countries include US, Austria, Denmark and Sweden. (Hofstede, 2000).

Uncertainty Avoidance is the extent to which members of a society tolerate uncertainty and ambiguity. Higher scores signify lower tolerance. (Cook & Finlayson M., 2005)

Masculinity/Femininity dimension is the degree to which conventionally accepted tasks and responsibilities are associated with specific gender.

In addition to the above, Hofstede introduced the fifth dimension which is Long term and Short term orientation which is mostly related to individualism dimension (Lu, Lung-Tan, Lee & Yaun-Ho, 2005). Long term and Short term Orientation also referred to as Confucian dynamism, addresses a society's time, persistence, respect for tradition and reciprocity for gifts and favors, Hill (2000). According to Marcus and Gould (2000) high LTO cultures include focusing the site's content on practice and patience in achieving goals and using relationships as a means of establishing credibility. Low LTO cultures expect immediate results from action and prefer rules rather than relationships as a basis of credibility.

In general from the figure below all Southeast and West Africa have all high PDI and UAI in the rank. This indicates that most African countries (East, West & South) have cultures that avoid uncertainty and ambiguity in high levels and centralization of authority is high. On the other hand South Africa ranked high in individualistic culture compared to East and West. South Africa had also low MAS, where low emphasis of male and female traditional roles are exhibited compared to the other two countries.

	PDI		IDV		MAS		UAI		LTO	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
South Africa	35/36	49	16	65	13/14	63	39/40	49	-	-
East Africa	21/23	64	33/35	27	39	41	36	52	-	-
West Africa	10/11	77	39/41	20	30/31	46	34	54	-	-

Fig. 1- List of the African Regions rated by Hofstede's Dimension of Culture
(Adapted by Marcus and Gould 2000 p. 45)

2.1.3 Human Resource Management (HRM)

In an organization the most important resource are humans and are the key factor of production. Since they are the most uncontrollable and unpredictable variable of all production, organizational success depends on the management of people. Labor quality is the key to improving productivity and productivity is a key to measure the organization success or failure. Today organizations compete for talents and skill through the employees. Employee skills determine productivity while their motivation, creativity and initiatives improve productivity.

HRM is about development of people and maintaining qualified work force to achieve the main targets or goals in the organization. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labors, and solving problems that arise" (Cherrington, 1995, p. 5). The practices of HRM in different organizations are diverse. In attempting to examine the impact of HR practices on organizational performance, a number of researchers have discovered some impressive and direct impacts and influences. The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable

resources. Consequently, HRM encompasses efforts to promote personal development, employee satisfaction, and compliance with employment-related laws. Verburg, Robert M, Drenth, Pieter J.D, et al (1999:392) stated that HRM emphasizes the importance of integrating different personnel practices, such as training, selection and rewarding.

Ugoani, J.N (2016), human resources management practices must take into cognizance the political, cultural and economic dimensions in society so as to be very effective. It is linked to a series of decisions that form the employment relationship; their quality directly contributes to the ability of the organization and the employees to achieve set objectives.

Global human resources management involves the process of employing and developing people in organizations which operate globally. It means working across national boundaries to formulate and implement resourcing, development, career management and remuneration strategies, policies and practices which can be applied to global workforce (Ugoani, John N.N; 2016:3).

Human resources management may be affected by national culture in definition of what makes an effective manager, such as giving face-to-face feedback, readiness to accept international assignments, expectations of management, subordinate relationships, pay systems and differential concepts of social justices as well as approaches to organizational structuring and strategic dynamics (Sparrow and Hiltrop; 1997 as quoted in the work of Ugoani, John N.N; 2016:3).

Stankiewicz, Katarzyna (2015: 39) stated that human resources management (HRM) at the micro level is necessary but not sufficient for firms to gain sustainable competitive advantage. To face competition from other companies is necessary to move to another level- strategic management of human resources.

The goal of HRM has been identified as support the organization in achieving its objectives by developing and implementing HR strategies that are integrated with business strategy, contribute to the development of high performance culture, ensure that the organization has the talented, skilled and engaged people it needs, create a positive employment relationship between management and employees and a climate of mutual trust and encourage the application of an ethical approach to people management. (Armstrong and Taylor, 2015 quoted in the works of O'riordan, Joanna (2017:5)

2.1.4 The Concepts of Cross-Cultural Management

Each culture acts and thinks differently, but through using cross-cultural tools for managing diversity, a manager can improve performance in the business area. Cross cultural management represents a great way to foster development and evolution, as well as improved communication for delivering better solutions.

It is expected, therefore, that in global company human resources management is important to align the variety of cultures in the company's workforce to the local culture, such result effective managers should achieve by recognizing and adapting to the different work styles and cultures, and finally result in a harmonious coordination while aiming in the meantime at building strong relationships through personal rapport and reputation and keeping a high motivation level amongst them.

Managing human resources in organizations requires understanding of the influence of both the internal and external environments of organizations. The internal environment is represented by its internal work culture, whereas the external environment is represented by the enterprise or institutional culture (e.g. market characteristics, nature of industry, ownership status and resources availability) as well as the socio-cultural environment (e.g. paternalism, power distance, etc.) (Kanungo, Rabindra, Aycan, Zeynep, Mendonca, Manuel, et al; 2000: 3).

A remarkable case where high attention on cross-cultural management is needed, is for example the one regarding discrepancies between Western world cultures, which present consistent differences in many aspects, ranging from the attitude of westerns to preserve their pride to the rest to save the face or the preference of hierarchic system in eastern companies rather than the egalitarian system most of the western companies opt for when structuring the staff line.

2.2 Cross Cultural Management in Globalization

2.2.1 Essence of Cross Cultural Management

As the world is rapidly developing in technological aspects, accessible in knowledge sharing and transfer, inter connectedness in terms of relationship and communication is easily made as a result of globalization. In turn Globalization in multicultural organization and businesses is integrations of cultures, societies and economies in the international context.

As the internationalization process spreads out in globalized countries, diversity of the workforce of most companies becomes a relevant aspect to be taken into serious consideration. For instance, a workforce asset in which multiple nationalities coexist would entail the blending of multiple cultures and each culture has its typical features such as different values, practices, preferences and a different way to approach things. This might imply huge efforts for workers in an organization to cooperate in reaching their goals – unless they are coordinated in the proper way, meaning that this diversity is a factor human resources specialists constantly need to keep under control in order to avoid cultural discrepancies preventing productive synergies to develop in a multi-ethnic team. For this reason, a cross-cultural management gains a vital role in an internationalized organization.

Cross cultural management is the study of the behavior of people from different cultures working together within organizational settings. Cross- cultural management deals with traditional organizational behavior issues such as motivation, leadership, decision making, and groups of dynamics (Adler, Nancy; 1983:7-8). According to Adler, Nancy distinct culture exists both within and across national boundaries. Recent management studies have shown that culture has a distinct influence on management perception. The central questions raised in cross cultural management are: what is the impact, if any, of culture on the behavior of people within organizations? To what extent, if at all, must managerial styles be altered when working with people from different cultures? To what extent is the managing of cross-cultural interaction different from managing interaction within culturally homogenous groups?

Cross Cultural management is increasingly gaining importance. Expanding international trade and continued immigration flows have resulted in the work place filled with people from diverse cultural backgrounds (Tjosvold and Leung; 2003:1). Companies from different parts of the world are operating across many countries, forming mergers, forming joint ventures and strategic alliances to participate in the global marketplace.

Greblikaite, Jolita & Daugeliene, Rasa (2010) stated that in multicultural environment connections become more complex. And problems rise in various situations of life, as also in business. Cross-cultural management and ethics need is growing. This growing has several obvious causes. One of them is globalization. Economic links are growing every day. Work environment becomes more

complex and more dynamic. Rapid change is occurring in economic alliances, the work environment, trade and investment, and the players on the international stage.

Cross-cultural management is applied in enterprise for solving problems rising between members of organization in internal environment and in external environment. It is a new types of management factoring in and tackling cultural difference between staff in management in general, with a view to improving communication in the company and in its international exchanges (Greblikaite, Jolita & Daugeliene, Rasa; 2010:149)

Cross cultural management is a necessity for many organizations as they become more globalized. There are various models and frameworks available for cross cultural analysis which the organizations can use for effectively working across different cultures.

2.2.2 Cross Cultural Human Resource Management and its Challenges

Due to globalization, many companies are now operating in more than one country. This crossing of geographical boundaries by the companies gives the birth of multicultural organization where employees from more than one country are working together. It may be true that companies are finding these expansions as attractive and lucrative but operating and managing a global business is normally a lot tougher than managing a local company. The main reason for the expansion of companies is to create global competitiveness by reducing production costs and exploiting market opportunities offered by trade liberalization and economic integration. Effective knowledge and use of cross cultural diversity can provide a source of experience and innovative thinking to enhance the competitive position of organizations.

However, cultural differences can interfere with the successful completion of organizational goals in today's multicultural global business community. To avoid cultural misunderstandings, managers should be culturally sensitive and promote creativity and motivation through flexible leadership. Cross-cultural management is obviously important and has a great effect on the success of international business operations.

Cullen and Parvoteeah (2008) have reported that international business management is inseparable from the sphere of patterned cultural behaviors because culture is represented in terms of the

pervasive and shared beliefs, norms, values, and symbols that guide the everyday life of different groups of people. International managers have to decide to choose and adjust their strategies aligned with each country's culture. The traditional strategies used by management to manage culturally diverse workforce are proving inadequate and may not be able to solve the problem of cross cultural diversity in the era of globalization.

Sparrow and Hiltrop (1997) indicated that the HRM is affected by the national culture. In a sense of that managers and employees in communication, feedback, subordinate relationship, performance appraisal and pay system. The increment of globalization will increase the amount of intercultural in the organizational setting this in turn should be handled by management to explain and predict behavior.

According to Jolita.G (2010) the influence of culture that is more difficult to deal with because culture has a broad influence on behavior and on other environmental factors and because cultural effects are difficult to observe. Cross Cultural according to Thomas (2008), is a process of interaction of mixed or culturally diverse groups over coming communications barriers and other factors. As Vora (2008) indicated the multinational organization emphasize the need of key managerial roles of information exchange, coordination, information scanning and control.

In the contemporary world, therefore, new managerial approaches to attracting capital, the integration of different arms of business as well as the satisfaction of individual career needs as a consequence of these changes all point to circumstances that demand attention to effective cross cultural management practice. In each of these the importance of cross cultural management as a significant area for research attention and practical application is evidenced.

2.2.3 Cross Culture and Human Resource Management Strategies

Before 1980's where industrial renaissance came into being, organizations have not contributed to a culture that strongly values; commitment, productivity, smooth implementation of programs, HR development, motivation, leadership abilities and conflict resolution. The way things are carried out in the organizations is greatly affected by the norms and values. This entails that different

organizations can have different cultural dimensions yet the norms and values to work towards to improve the organization through HR investment.

Since 1980, according to Micheal.A (2003) a lot have been done in terms of spreading out the information of the ability of increasing organizational effectiveness through cultural change and human resource management. To support this Kanter R.M (1993) has implicated organizations with advanced and continuous development human resource practice has a high performance inters of financial growth and profitability.

Currently the world we live in is one big global community. One can move from place to place, communicate from one end of the world to another and also do business. As Perkin (1997) states that in this state of high intensity of globalized world business are modernized in the sense of geographical limitations and begun to recognize the reciprocity is the key to success in terms of local partnership and mergers to larger scale and to recognized global brands. The engagements of culturally diversified employees, manager and supervisors thus have to be guided by management that is applicable on cross culture level.

During the 1980s, the emergence of HRM was accompanied by sustained theoretical assault on its pretensions, highlighting the gap between the rhetoric of HRM and the reality, which was focused on impersonal economic relationship, (Kramar.R & Syed J2003). In addition traditional HR managers are just considered to be a company moral officers that do not understand the business reality of the organization and that do not contribute to the strategic success of the organization.(Robert L. Mathias & John H.Jackson).In this time of globalization, there is indeed the need to balance the role of HR managers not just as an employee advocate but also a strategic business contributor. In recent times there are number of factors such as globalization, work life balance, migration, governance, ethics and workforce diversity that influenced the way employees are used in the organization (Kramer. R&Syed.J, 2003).

Currently organization and business with international concept is not a novel concept. In the 20th Century, the largest corporation in the world (coca cola IBM, GM and others) sought to increase the volume of their business by expanding the operations on other lands from their country of origin (Tayeeb, 1999).Although this implicates that there is a differentiation of management of the employees and the way of doing business in accordance to the country.

According, to Pan Suk .K (1998) globalization embracing the cultural diversity of management composition and contributing to the competitive advantage in global context. Global HRM is a process of managing and developing people that are capable of handling cultural diversity strategically and comfortable in functioning in the global organization. Managers should develop the skills to lead, manage, influence and motivate and adhere the global skills and inputs to inculcate the global organization. Global leaders should see opportunities in failure and barriers, keeping up with latest trends and innovative ventures, exuding the cultural reliability and excel in performance not only surviving.

In addition Pan Suk .K (1998) stated that organizational life such as leadership style, motivational patterns, organizational structure are very important part of human resource management, are culturally relative and therefore need to be considered when national boundaries are crossed. In the 21st Century in global context where work life balance, acknowledging national and cultural difference and arranging flexible working environment others are as of importance that should be taken in consideration. Global Managers should be able and be willing to cope with cultural relativity.

2.2.4 Cross Cultural Human Resource Management and Performance Management

Nollen (1996) have indicated that in business performance is higher and according to Peretz and Fried (2011), employee withdrawal is lower when management practice are coincides with national culture.

Human resource practices are very important in an organization because they have a special interaction with cultural dimensions. The way people are managed in an organization eventually determines how well an organization performs. In order to achieve organizational effectiveness, managers need to fully use the potential a multicultural team brings. Also, managers need to regard cultural differences as a constructive learning experience.

Higher organizational performance can be achieved when the organizational culture is focused on encouraging employees to develop strong careers, irrespective of their race or nationality, which are not relevant factors for performance. A proper cultural management will ensure a competitive advantage for the company and increase team effectiveness, leading to a higher job performance

level. If cultural diversity is not managed well, it can be a source of conflict for many employees who would feel threatened by working with people from different cultural backgrounds. This insecurity would eventually bring a negative note to the overall company's productivity. Each culture acts and thinks differently, but through using cross-cultural tools for managing diversity, a manager can improve performance in the business area. It is hence believed that cross cultural management as a tool represents a great way to foster development and evolution, as well as improved communication for delivering better solutions.

2.2.5 Cross Cultural Difference and Human Resource Practice

Torrington.H, Taylor (2005) & Armstrong (2004) stated that there are two aspects of managing human resource (HR) where meeting human aspiration of people and meeting the strategic needs of the business. The human aspiration side of HR differs from culture to culture and from country to country. On the other hand, the second aspect is in generally similar across the globe. Thus in recent years culture has been given greater emphasis, in the process of the realization that managing human resource effectively and efficiently in productive manner which is more or less the same. In general focusing on the culture side of the aspect will have a positive impact on the strategic need of the business.

In international business organizations, it is expected that the working environment surrounded with various individuals (professional) experience that come from various cultural background. This contributes something which expressed explicitly or implicitly to the organizational culture. As it is mentioned in the earlier part, people from various origins may have different culture, attitude and characteristics that are communicated, shared and learned to the social environment. Cross cultural attribute expose individual to learn, understand and adapt and hence support to bring positive change in the working environment. Global organizations which have various cross cultural attribute will need developed communication style to make the social interaction of individuals smooth and to meet the common goal. So the every organization gives high credit to the management of personnel in human resources administration. This is why Micheal, A (2003) claimed that *“If you think culture is important make your HRM support it”*.

In contemporary world differences that come from various cultural origins are acceptable. Therefore multinational organizations, strive to develop appropriate human resources management policy, procedures or rules & regulations in order to meet their common goal. Besides it is important to learn national culture of a country since it can both influence the internal and external environment of the organization. According to Hofstede, Morris, Laurent (1993), Chiang, (2005) et al stated that national culture can influence HR policy and practice. National culture may also influence other relevant features of the external environment, such as the employment laws and the regulations adopted by a country (Roehling, Posthumus & Hickox, 2009).

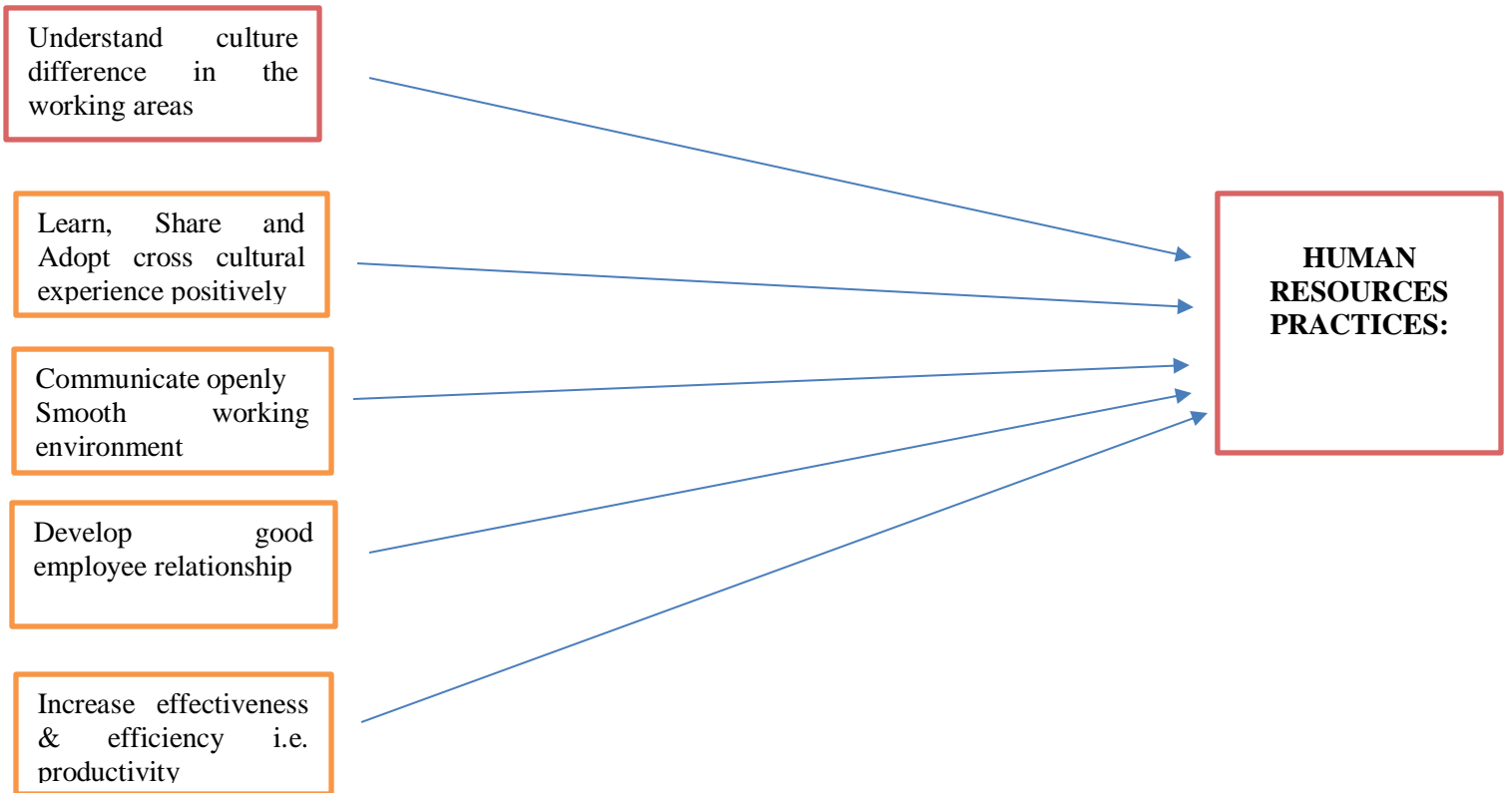
Furthermore, in multinational organizations it is relevant to note that to give emphasis to culture sensitivity in setting HR routines because it depends from one human resource practices to another. For instance, according to Reiche et al., (2012) human resources (HR) practices such as recruitment, selection and training are less to be culture bound and technical than performance appraisal, reward allocation and career development which are more culture bound. This makes sense in terms of the occupation of pilot, doctor and laboratory technician is more technical rather than culture bound. This relatively is general across for HR practices and has less cultural relativity comparing to hair dressers, chefs and musicians.

Aino, Tamara.L, Giluk & et al (2014) indicated that since difference are acceptable; it is important issue to acknowledge in determining the right and successful HR practices with its own culture and organizational setting according with the perspective of relevant stakeholders. Gehart & Fang, (2005) also stated that the HR Practices and strategies may differ in accordance of the organizational context and corporate cultures.

2.2.6 Conceptual Framework of the Research

Conceptual framework of the study indicated independent and dependent variable of the research under study. The independent variables of the study are: cross culture relationship while dependent variable is human resources practice.

Fig.2- Cross Cultural Relationship toward Human Resources Practices in AUC working environment



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter has discussed the methodology used for the research. It outlines the research design and methods of data collection. It went on to look at the sampling techniques and justifies the technique why these tools are chosen for the research; what type of the data and sources are used for the collection method. In the final parts it states the research ethics.

3.1 Research setting

The research has conducted at African Union Commission in Ethiopia , Addis Ababa.

3.1.1 Research Approach

The methods used in quantitative method include random selection of research participants from the study population in an unbiased manner, the standardized questionnaire or intervention they receive, and statistical methods used to test predetermined hypotheses regarding the relationship between specific variables. This method enabled the researcher to focus on variables, to utilize statistical analysis and to make deductive reasoning (Neuman (2014: 16-18).

Qualitative method involved an interpretive, naturalistic approach to the world, study phenomena in their natural settings, attempting to make sense of, or interpreting phenomena in terms of the meanings people bring to them. It implied an emphasis on the qualities of entities and on processes and meanings that are not experimentally examined or measured. It typically involved interview and observation without formal measurement (Marczyk, 2005:10). Based on the purpose of the research, the researcher applies questionnaire for statistical analysis (i.e. frequency, percentage, correlation, regression) and interview & observation for qualitative data.

3.1.2 Research Design

The study was a descriptive research since the researcher analysis both quantitative and qualitative (Mixed approach). Descriptive research dealt with describing the characteristics of a situation, presents a picture of specific details of a situation, social setting or relationship (Neuman, 2014: 38). This type of research tried to give detailed picture of the issue and hence concerned on facts (Singh, 2006:9). In cross-sectional survey data was collected at the same time from people who are similar in other characteristics but different in a key factor of interest such as age, income levels, or geographic location. Participants were usually separated into groups known as cohorts. It is usually the simplest and least costly alternative (Neuman, 2014: 40). The researcher, therefore, implemented cross sectional survey for the research since it analyzes data of variables collected at one given point of time across a sample population.

3.1.3 Population and Sampling

There are about 1688 employees who found & work in AUC Headquarter-Addis Ababa. The population of the research (sample of the study is 591 employees) who are selected from Office of the Deputy Chairperson Organizational Structure (i.e. 591 staffs; from these 371 staffs are found in the Commissioner Units & 220 staffs are found in the Directorate work unit). The Directorate Work Units consists of Administration & human Resources Management, Programming, Budgeting, Finance & Accounting, Conference Management & Publications and Medical & Health Services.

3.1.4 Sampling Technique and Sample Size

To select a sample which represents the whole population, most researchers used the following two methods: probability sampling and non-probability sampling. In the first case every member of the population gets a fair chance of selection, whereas in the second case there is no chance of selection as a sample (Marczyk, 2005:69-74). In this research, the researcher used probability and non-probability techniques; stratified random sampling method (i.e. classify AUC employees based on the organizational structure then select the sample randomly) and purposive sampling method used respectively.

The reason behind why the researcher had preferred simple stratified sampling method is that as the research focuses on cross cultural issues in multinational organization in which culturally diversified staffs work and hence enable the researcher to divides the entire population into

different subgroups or strata, and then randomly selects the final subjects proportionally from the different strata. The measure of the demographic statistics of the sample size will be determined by age, gender, education, position and language.

The researcher, thus, had identified that there are 220 employees who work in AUC (in the Office of the Deputy Chairperson, Directorate Unit); from this population the researcher selected 64.09% i.e. (220 employees) as sample randomly. To determine sample size of the study, the researchers applied the following Slovin's sampling size determination formula.

$$\text{Slovin's Formula..... } N_o \text{ of Sample} = N / (1 + N(e)^2)$$

- where N_o is sample size of the study, N is population of the study,
- e^2 is confidence interval

⇒ No of Sample is $= 220 / (1 + 220(0.05)^2) = \underline{141}$ (i.e. Margins of error 5%) at 95% confidence level

Therefore, questionnaires distributed to 141 employees. The organizational placement of employees is under Deputy Chairperson Structure, in the Office of the Deputy Chairperson, and Directorate unit. Under the Directorate Units there are four work units: Administration & human Resources Management, Programming, Budgeting, Finance & Accounting, Conference Management & Publications and Medical & Health Services.

The researcher proportionate its sample size based on the number of employees in work unit. As it is stated on the above, the total number of employees found in the Directorate unit is 220; from these 58 (i.e. 0.26%) works in Administration & Human Resources Management, 63 (i.e. 0.29%) works in Programming, Budgeting, Finance & Accounting, 50 (i.e. 0.23%) works in Conference Management & Publications and 49 (i.e. 0.26%) works in Medical & Health Services. Based on the sampling proportion result the researcher had distributed questionnaires for 37 employees, 41 employees, 32 employees and 31 employees respectively.

From non-probability sampling techniques, only purposive sampling method is used in the research. This method enables researcher to use his/her judgment to select cases that will best answer the research question(s) under study. This form of sample is often used when working with very small samples such as in case study research and when you wish to select cases that are

particularly informative; so that for this research three managers (i.e. from administration unit, finance unit, technical unit) are selected purposefully for structured interviews.

3.1.5 Data Sources and Type

Both primary and secondary data was used in the study. Questionnaire, structured interview and physical observation are used to collect primary data.

The Primary data carried out survey with questionnaires. According to Polit & Hungler (1999), stated that questionnaire is less expensive than other data collection method, offer an objective view and time conscious and so on.

AUC human resource manager is a responsible person from whom primary data is collected through interview and discussion. The same technique used for Secretariat and Commissioner. Questionnaire distributed and filled by responsible employees of the organization particularly from administration and finance unit.

Factors that determined cross cultural relationship in AUC, major cultural elements that employed in the performance metrics/standards, problem solving procedure and the influence of cross cultural in the organization are some of the issues covered in interview/discussion with the managers. Secondary data collected from various books related to cross- cultural management, internet sources.

3.1.6 Data Collection Methods

- **Structured Interview:** After granting confidentiality opening statement access requested by issuing consent. Then the interviewees (Mr. Faud H. (HR Manager) and Ms. Seble Abebe (HR officer) acknowledged for their dedication and scarifying their time. The data collected recorded after a common agreement up on the conclusion on each issue and hence only the respondent's feedback registered.

- **Questionnaire:** Primarily data respondents had been chosen, and they are highlighted about the nature and purpose of the study. Then an attachment for the questionnaire prepared (i.e. in Likert-type scale), which explained the purpose of the study and information about significance of the study. Some assistant had been given to clarify questions from the respondents. Then questionnaires were collected up on the agreed time between the data collector and the respondent.

3.1.1 Method of Data Analysis

There is an application of different statistical techniques to analyze both the qualitative and quantitative data mainly in descriptive statistics. The quantitative data coded and treated with Statistical Package for Social Science (SPSS 21 version). Descriptive statistics involves analysis such as, frequency distribution, measures of central tendency and data variability. But in this research, quantitative data only presented by using percentage computation, frequency distribution, and correlation. All questionnaires distributed to respondents by the researcher personally the questions formulated in simple language for clarity and ease of understanding. Interview responses also discussed in line with questionnaires responses. Then findings and summary of the study presented in tables and/or appropriate graphs accordance to the outcome of the research.

3.1.2 Independent and Dependent Variable

Independent variable which is a stimulus variable or input operates either within a person or within environment to affect his behavior. It is that factor which was measured, manipulated or selected by researcher to determine its relationship to an observed phenomenon. The dependent variable is response variable or output. It is that factor which is observed and measured to determine the effect of the independent variable (Singh, 2006:63-71).

Based on the research topic: *ASSESSING CROSS CULTURAL RELATIONSHIP OF HUMAN RESOURCE PRACTICE IN AFRICA UNION COMMISSION*

Independent variables are: sex, age, educational level, work experience, language (communication), cross cultural employee relationship (Understand culture difference in the working areas, Learn, Share and Adopt cross cultural experience positively, communicate openly Smooth working environment and Increase effectiveness & efficiency i.e. productivity)

Dependent Variable is Human Resource Practice

3.1.3 Ethical Consideration

Creswell (2003) state that researcher has an obligation to respect the right, needs, values and desires of informants. Miles and Huberman (1994) list several issue that researcher should consider when analyzing the data. As a result, the researcher should be cautious while during and after the research had been conducted.

- ✓ Informant consent
- ✓ Harm and risk
- ✓ Honesty and trust
- ✓ Privacy, confidentiality and anonymity

Each questionnaire that was sent out clearly stated the purpose of the study, their full rights if they are not willing to fill the form and/or can change their mind at any point in filling the form. It did not require any names to protect their identity and remain anonymous. From the informant side it expected their fair and neutral approach in the process.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this section data that were collected using questionnaires and document review are presented. The data were vital to investigate the situation of employee relationship in culturally diversified environment, analyze whether or not cross-cultural issues take into account in HR practices, present some problems related to cross cultural management of AUC as well as review the findings of the study.

4.1 Demographic Characteristics of the Respondents

4.1.1 Sex-Age Composition of the Respondents

The respondents for this research are those who employed in AUC. In order to be more representative, 141 employees were selected randomly. The research includes male and female workers. As shown in the following table 4.1 below the majority of the respondents are male i.e. 66%, while the rest 34% are female.

Table 4.1 Age-Sex composition of the Respondents

Sex-Composition				
Description	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	93	66.0	66.0	66.0
female	48	34.0	34.0	100.0
Total	141	100.0	100.0	

Age of the respondents				
Description	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-29	18	12.8	12.8	12.8
30-40	85	60.3	60.3	73.0
40-50	23	16.3	16.3	89.4

From similar table 4.1, it could be stated that the age of the majority respondents found between 30 – 40 years (i.e. 60.3%), the percentage of those respondents whose age found between 18-29 years was 12.8%, the percentage of those respondents whose age found between 40-50 years was 16.3%, and the percentage of those respondents whose age found above 50 years was 10.6%. From the above data it could be stated that the majority of the respondents i.e. 89.4% are young and adult; the mean is 2.25 and age variance is 0.66.

4.1.2 Educational Level and Marital status

The research considers that respondents’ educational and marital status as one of an important factor in the cross cultural management of AUC. Based on this, questions were presented for respondents to state their educational level and marital status.

As indicated in the following table 4.2 educational level of the majority of respondents is second degree (master’s degree) i.e. 47.5%, 32.6% of the respondents said that their educational level is first degree, while 19.9% of the respondents said that their educational level is diploma level. From the above data it could be stated that majority (i.e. 81%) of the respondents’ educational level is above diploma level.

Table 4.2 Educational level and Martial status of the Respondents

Educational status of the respondent					
description		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	college diploma	28	19.9	19.9	19.9
	bachelor degree	46	32.6	32.6	52.5
	master degree	67	47.5	47.5	100.0
	Total	141	100.0	100.0	

As indicated in the figure-1 below marital status of respondent is categorized into four: single, married, divorced and widow. Based on this status category the majority of respondents are married i.e. 52.5%, 44.7% of the respondents said that they are single, and the rest 2.8% of the

respondents are divorced. From the above data it could be stated that majority of the respondents' are married.

Figure 1- Marital status of respondents

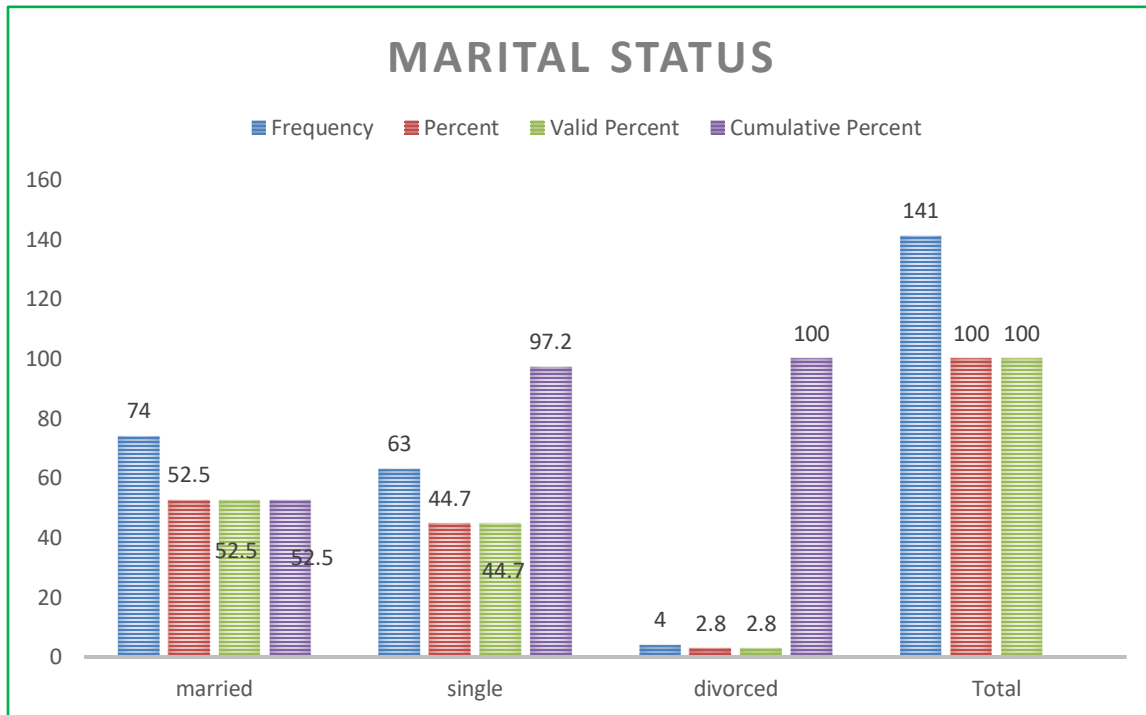


Figure 1- Marital status of respondents

4.1.3 Work Experience of the Respondents

The research also takes into accounts that work experience of respondents as an important factor to evaluate cross cultural effect of human resource practice of AUC. Based on this, question was presented for respondents to state their work experience in AUC.

As shown in the table 4.3 below, work experience of the majority respondents (i.e. 50.4%) is range from 5 to 10 years, 24.8% of respondents indicated that their work experience is below 5 years, 17% of respondents stated that their work experience is range from 16 to 20 years, 7.8% of respondents said that they work in AUC is between 11 to 15 years. From the data it could be claimed that work experience of the majority respondents (i.e. above 75%) is above 5 years.

Table 4.3 Work Experience of the Respondents

work experience of the respondent				
Description	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 5 years	35	24.8	24.8
	from 5 to 10 years	71	50.4	75.2
	from 11 to 15 years	11	7.8	83.0
	from 16 to 20 years	24	17.0	100.0
	Total	141	100.0	100.0

4.1.4 Country Origin and Language ability of the Respondents

The research considers that respondents' country (origin) and language ability as important factors in the cross-cultural relationship of AUC. Based on this, questions were presented for respondents to state their language ability and from where country they came.

As indicated in the table 4.4 below, country origin of the majority respondents (i.e. 80.9%) is Eastern Africa: Africa: Djibouti, Eritrea, Ethiopia, Kenya, Sudan..., 8.5% of respondents claimed that they came from Western Africa: Nigeria, Benin, Ghana, Mali..., 6.4% of respondents stated that their country origin is from Southern Africa: Angola, Botswana, South Africa, Zimbabwe..., 4.3% of respondents said that they came from Northern Africa: Egypt, Algeria, Libya, Tunisia.... From the data it could be stated that the majority respondents (i.e. above 80%) came from Eastern Africa.

Table 4.4 Country origin of the respondents

	Description	Frequency	Percent	Valid Percent
Valid	Eastern Africa: Ethiopia, Djibouti, Eritrea, Kenya...	114	80.9	80.9
	Western Africa: Nigeria, Benin, Ghana, Mali...	12	8.5	8.5
	Northern Africa: Egypt, Algeria, Libya, Tunisia...	6	4.3	4.3
	Southern Africa: Angola, Botswana, South Africa, Zimbabwe...	9	6.4	6.4
	Total	141	100.0	100.0

As indicated in the following figure-2, the majority respondents (i.e. 65.2%) stated that from the official working language of AUC, they use English as a medium of communication. From the total 141 respondents only 31.2% could communicate both Arabic, English, French, Portuguese and/or other languages, while few (3.5%) of the respondents communicate only with French.

Figure 2- language ability of the respondents

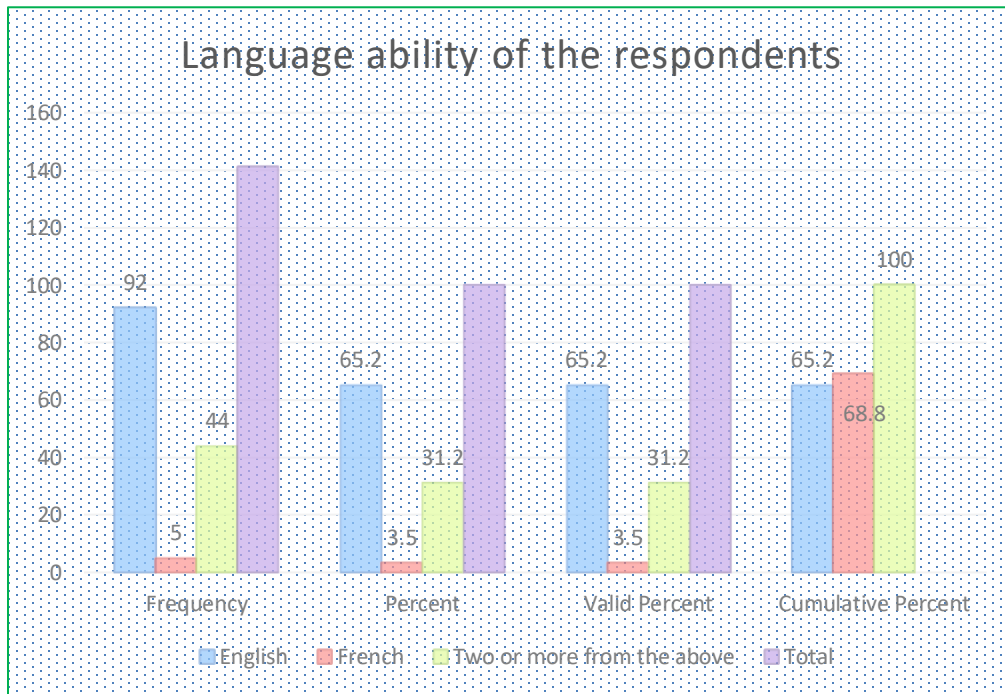


Figure 2- language ability of the respondents

4.2 Findings of the Study

In the following section the research discusses, analysis the data based on the respondent's responses on cross cultural issues and its relationship toward human resource practice of AUC.

4.2.1 Experience of human resource practice in AUC

As it is described in the earlier chapter some of basic HRM practices are: analyzing work and designing jobs, conducting human resource planning, recruit and select employees, training and development, conduct performance appraisal, rewarding employees, and creating a positive work environment (employee relations). These basic practices of HRM help any organization to operate its business in smooth way. The research therefore emphasizes cross cultural issue as one important factor to analyze the HR practice of AUC. Based on this, question was presented for respondents to state their opinion on HR practice of AUC.

As indicated in the following table 4.4 below, based on the respondents' opinions the majority respondents (72.3%) disclaimed that HR administrative practices of AUC is simple (clear) and being understandable by employees (that is 31.2% of the respondents strongly disagree and 41.1% of the respondents disagree); while 20.6% of the respondents approved that the existing HR practices are clear and understandable, and 7.1% of the respondents are neutral.

From this similar table, the study also assessed that whether or not AUC provide orientation to its employees how to use HR rule & regulation. Based on the respondents' opinions the majority respondents (56.7%) denied that AUC gives orientation to its employees how to use HR rule & regulation (i.e. 32.6% of the respondents strongly disagree and 24.1% of the respondents disagree); but some 26.2% and 1.4% of the respondents (agree and strongly agree respectively) claimed that AUC gives orientation, and 15.6% of the respondents are neutral; the data shows that mean is 2.65 and the difference (Variance) is 1.16.

Table 4.5 Human resources practice of AUC

HR practice of AUC is simple (clear) and understandable							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Variance	SD
Valid neutral	10	7.1	7.1	7.1	2.75	0.74	0.86
strongly disagree	44	31.2	31.2	38.3			
disagree	58	41.1	41.1	79.4			
agree	29	20.6	20.6	100.0			
Total	141	100.0	100.0				
AUC provide orientation to its employee how to use HR rule & regulation							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Variance	SD
Valid neutral	22	15.6	15.6	15.6	2.65	1.16	1.08
strongly disagree	46	32.6	32.6	48.2			
disagree	34	24.1	24.1	72.3			
agree	37	26.2	26.2	98.6			
strongly agree	2	1.4	1.4	100.0			
Total	141	100.0	100.0				

Applicability of HR procedure in AUC

As shown in the following figure 4.3, the research has assessed if HR procedure/practice applied equally to employees in AUC or not.

From the data (responses) it could be stated that the majority respondents (63.8%) denied that HR procedure/practice applied equally to employees in AUC (i.e. 30.5% of the respondents strongly disagree and 33.3% of the respondents disagree); while some 36.2% of the respondents claimed (agree) that in AUC HR procedure/practice applied equally to employees.

Figure 3- Implementation of HR procedure/practice

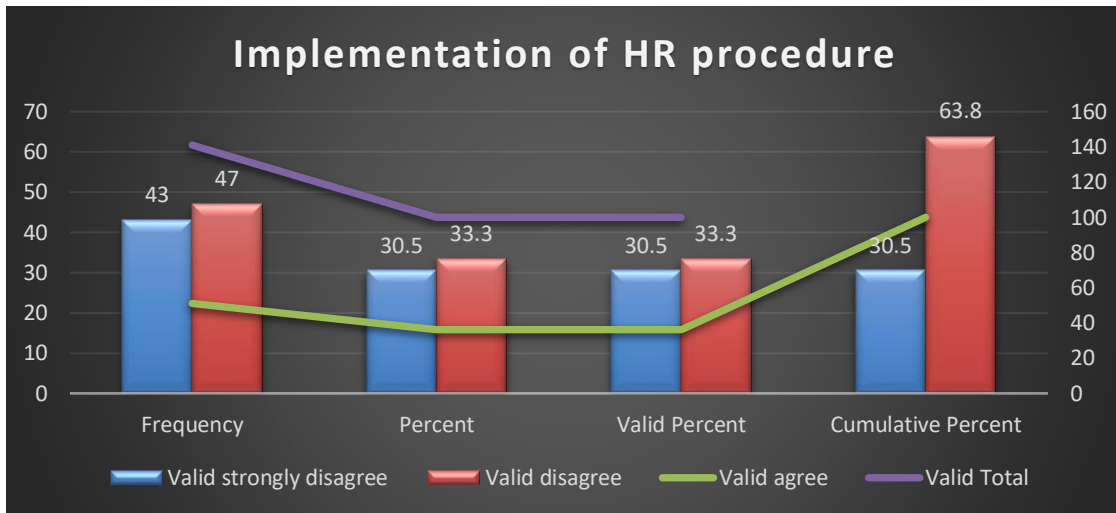


Figure 3- Implementation of HR procedure

4.2.2 Understanding cross cultural difference of employees

As it is mentioned in earlier part of the study, HRM practices must take into cognizance the political, cultural and economic dimensions in society so as to be effective. It is linked to a series of decisions that form the employment relationship; their quality directly contributes to the ability of the organization and the employees to achieve se objectives (Ugoani, J.N; 2016).

Therefore, the research take into account the experience of AUC’s employees who work together with diverse cultural background. The respondents, as members of AUC, have expressed their attitudes toward HRM practices. Based on this, question was presented for respondents to state their job position.

As shown in the following table 4.5 below, based on the respondents’ opinions the majority respondents (61.7%) disclaimed that AUC acknowledge cultural difference & provide training in the working environment (that is 17.7% of the respondents strongly disagree and 44% of the respondents disagree); while some respondents (29.1% agree and 2.8% strongly agree) stated that the AUC recognize cultural differences of employees, and 6.4% of the respondents are neutral.

Table 4.6 AUC acknowledgment toward cultural difference of employees

AUC acknowledge cultural difference & prepare training in the working environment							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Variance	SD
Valid neutral	9	6.4	6.4	6.4	3.0	0.85	0.91
strongly disagree	25	17.7	17.7	24.1			
disagree	62	44.0	44.0	68.1			
agree	41	29.1	29.1	97.2			
strongly agree	4	2.8	2.8	100.0			
Total	141	100.0	100.0				
AUC working environment is conducive to adopt, learn, share different culture							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Variance	SD
Valid neutral	6	4.3	4.3	4.3	2.7	0.84	0.92
strongly disagree	67	47.5	47.5	51.8			
disagree	33	23.4	23.4	75.2			
agree	33	23.4	23.4	98.6			
strongly agree	2	1.4	1.4	100.0			
Total	141	100.0	100.0				

From similar table 4.5 above, the study also assessed that whether AUC working environment conducive to adopt, learn, and share different culture or not. Based on the respondents' opinions the majority respondents denied that AUC working environment is conducive to adopt, learn, share different culture (i.e. 47.5% of the respondents strongly disagree and 23.4% of the respondents disagree); while some 23.4% and 1.4% of the respondents (agree and strongly agree respectively) confirmed that the working environment is conducive and a few of the respondents (i.e.4.3%) stated their opinions as neutral;the data shows that mean is 2.7 and the difference (Variance) is 0.84.

4.2.3 Emphasis on cross cultural issue in HR practice

As shown in the following table 4.6 below, based on the respondents' opinions the majority respondents disclaimed that AUC gives emphasis to cross cultural issues in HRM practices (that is 36.9% of the respondents strongly disagree and 20.6% of the respondents disagree); however some respondents (36.9% agree and 3.5% strongly agree) stated that AUC has emphasized cross cultural issues, and 2.1% of the respondents are neutral.

Table 4.7- Emphasis given to cross cultural issues

Emphasis given for cross cultural issues in AUC particularly in HR practice							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	3	2.1	2.1	2.1	3.0	0.98	0.97
strongly disagree	52	36.9	36.9	39.0			
disagree	29	20.6	20.6	59.6			
agree	52	36.9	36.9	96.5			
strongly agree	5	3.5	3.5	100.0			
Total	141	100.0	100.0				
HR practice designed to fit the diversified cultural background of the organization							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	12	8.5	8.5	8.5	3.1	1.0	1.1
strongly disagree	29	20.6	20.6	29.1			
disagree	38	27.0	27.0	56.0			
agree	56	39.7	39.7	95.7			
strongly agree	6	4.3	4.3	100.0			
Total	141	100.0	100.0				

From similar table 4.6 above, the study also assessed that whether HR practices of AUC designed to fit the diversified cultural background of the organization or not. Based on the respondents' opinions the majority respondents denied that HR practices of AUC designed to fit the diversified cultural background of the organization (i.e. 20.6% of the respondents strongly disagree and 27.0% of the respondents disagree); while some of the respondents (39.7% agree and 4.3% strongly agree respectively) confirmed that HR practices of AUC designed to fit the diversified cultural background of the organization and few respondents (i.e.8.5%) stated their opinions as neutral.

4.2.4 Implementation of HR practice in diversified workforce

Under this research effort has been done to assess the respondents' opinions toward the articulation of cultural elements in HR practices and condition of employees' relationship in AUC. As shown

in the following table 4.7 below, based on the respondents' opinions the majority respondents disclaimed that in AUC HR practices are articulated on the base of organizational cultural setting (that is 30.5% of the respondents strongly disagree and 35.5% of the respondents disagree); while some of the respondents (26.2% agree and 3.5% strongly agree) stated that AUC cross cultural issues take into account in HR practices, and few 4.3% of the respondents are neutral.

Table 4.8- Cultural articulation of HR practice and employee relationship in AUC

HR practice articulated on the base of organizational cultural setting							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	6	4.3	4.3	4.3	2.94	0.9	0.9
strongly disagree	43	30.5	30.5	34.8			
disagree	50	35.5	35.5	70.2			
agree	37	26.2	26.2	96.5			
strongly agree	5	3.5	3.5	100.0			
Total	141	100.0	100.0				
AUC strives to develop open social relationship among its employee							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	2	1.4	1.4	1.4	3.0	0.9	0.9
strongly disagree	36	25.5	25.5	27.0			
disagree	63	44.7	44.7	71.6			
agree	30	21.3	21.3	92.9			
strongly agree	10	7.1	7.1	100.0			
Total	141	100.0	100.0				

From similar table 4.7 above, the study also assessed that whether there is open (positive) social relationship in AUC working environment or not. Based on the respondents' opinions the majority respondents denied the existence of open (positive) social (employees) relationship in AUC working environment (i.e. 25.5% of the respondents strongly disagree and 44.7% of the respondents disagree); while some of the respondents (21.3% agree and 7.1% strongly agree respectively) confirmed the presence of employees relationship and a few of the respondents (i.e.8.5%) stated their opinions as neutral.

Similarly, as shown in the following figure 4, the research has assessed if AUC operates flexible HR practices to meet employees' request (who work in diversified working environment) or not. From the data (responses) it could be stated that the majority respondents (63.8%) denied the

flexibility of AUC HR practices to addresses employees request (i.e. 30.5% of the respondents strongly disagree and 33.3% of the respondents disagree); while some of the respondents (28.4% agree and 5% strongly agree respectively) confirmed that HR practice of AUC is flexible and few respondents (i.e.2.8%) stated their opinions as neural.

Figure 4- Flexibility of HR practices

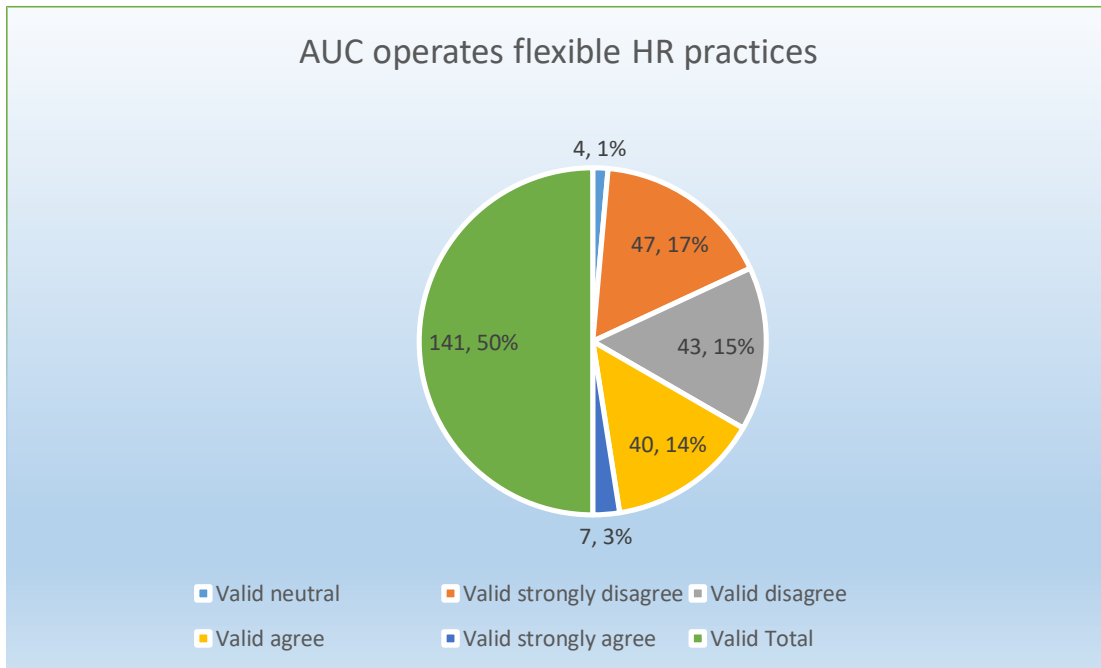


Figure 4- Flexibility of HR practices

4.2.5 Introducing HR practice

Under this research effort has been done to assess if AUC has an experience of introducing new HR practices to employees in the working environment or not.

As shown in the following table 4.8 below, based on the respondents' opinions the majority respondents refuted to accept that AUC introduce new HR practices for employees (i.e. 22% of the respondents strongly disagree and 30.5% of the respondents disagree); while some of the

respondents (39.7% agree and 5.0% strongly agree) confirmed that AUC introduce new HR practices for employees, if any and limited respondents (i.e.2.8%) stated their opinions as neutral.

As shown in the following table 4.8 below, based on the respondents' opinions the majority respondents (72.2%) disproved that HR practice of AUC is complex, difficult to understand (that is 31.9% of the respondents strongly disagree and 43.3% of the respondents disagree); while 14.9% of the respondents accepted that the complexity of HR practices and 6.4% of the respondents are neutral.

Table 4.9- AUC experience in introducing new HR practice

HR practice of AUC is complex, difficult to understand the proc							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	9	6.4	6.4	6.4	2.9	0.9	0.9
strongly disagree	45	31.9	31.9	38.3			
disagree	61	43.3	43.3	81.6			
agree	21	14.9	14.9	96.5			
strongly agree	5	3.5	3.5	100.0			
Total	141	100.0	100.0				
AUC introduce (new) HR practices to employees							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	4	2.8	2.8	2.8	3.2	0.9	0.9
strongly disagree	31	22.0	22.0	24.8			
disagree	43	30.5	30.5	55.3			
agree	56	39.7	39.7	95.0			
strongly agree	7	5.0	5.0	100.0			
Total	141	100.0	100.0				

4.2.6 Accepting, sharing and learning different culture in AUC

In any multicultural organization, HR manager first accept, value and understand the existence of various cultural background of the workforces and hence manage the job well. As shown in the following table 4.9 below, based on the respondents' opinions the majority respondents approved that accepting, sharing and learning new cross cultural experience help to increase AUC job effectiveness of employees (i.e. 41.8% of the respondents agree and 7.8% of the respondents strongly agree); while some respondents (27.7% disagree and 19.9% strongly disagree) denied that cross cultural experience increase effectiveness of employees; even if few respondents (i.e.2.8%) stated their opinions as neural.

From similar table 4.9 below, based on the respondents' opinions the majority respondents approved that employees could get relevant experience from different culture (by sharing , adopting) in AUC and learning (i.e. 48.2% of the respondents agree and 12.1% of the respondents strongly agree); while some respondents denied that (24.1% disagree and 8.5% strongly disagree) they have got relevant experience from sharing and learning different culture and few respondents (i.e.7.1%) stated their opinions as neural.

Table 4.10 - Accepting, sharing and learning different culture in AUC

Accepting, sharing and learning new cross cultural experience help to increase employee job effectiveness								
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance	
Valid neutral	4	2.8	2.8	2.8	3.3	0.9	0.9	
strongly disagree	28	19.9	19.9	22.7				
disagree	39	27.7	27.7	50.4				
agree	59	41.8	41.8	92.2				
strongly agree	11	7.8	7.8	100.0				
Total	141	100.0	100.0					
Employees could get relevant experience from different culture (sharing, adopting and learning)								
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance	
Valid neutral	10	7.1	7.1	7.1	3.5	1.0	1.0	
strongly disagree	12	8.5	8.5	15.6				
disagree	34	24.1	24.1	39.7				
agree	68	48.2	48.2	87.9				
strongly agree	17	12.1	12.1	100.0				
Total	141	100.0	100.0					

4.2.7 Inclusiveness of HR practices and communication system in AUC

As shown in the following table 4.10 below, based on the respondents' opinions the majority respondents disapproved that HR practices of AUC is inclusive i.e. designed to accommodate different cultural background of employees (i.e. 39% of the respondents disagree and 21.3% of the respondents strongly disagree); while some respondents (32.6% agree and 3.5% strongly agree) ascertained that HR practice of AUC is designed to accommodate different cultural background of employees and few respondents (i.e.3.5%) stated their opinions as neutral.

From similar table 4.10 below, based on the respondents' opinions the majority respondents refuted that AUC has developed healthy communication system in culturally diversified working environment (i.e. 41.1% of the respondents disagree and 22% of the respondents strongly disagree); while some respondents accepted that (24.1% disagree and 8.5% strongly disagree) the presence of healthy communication system and few respondents (i.e.13.5%) stated their opinions as neutral.

Table 4.11- Inclusiveness of HR practices and communication system in AUC

HR practices of AUC is designed to accommodate (inclusive) different cultural background of employees								
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance	
Valid neutral	5	3.5	3.5	3.5	3.1	0.9	0.8	
strongly disagree	30	21.3	21.3	24.8				
disagree	55	39.0	39.0	63.8				
agree	46	32.6	32.6	96.5				
strongly agree	5	3.5	3.5	100.0				
Total	141	100.0	100.0					
AUC has developed healthy communication system in culturally diversified working environment								
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance	
Valid neutral	19	13.5	13.5	13.5	2.8	1.0	1.0	
strongly disagree	31	22.0	22.0	35.5				
disagree	58	41.1	41.1	76.6				
agree	28	19.9	19.9	96.5				
strongly agree	5	3.5	3.5	100.0				
Total	141	100.0	100.0					

4.2.8 Performance of HR practices in culturally diversified environment

As shown in the following table 4.11 below, based on the respondents' opinions the majority respondents disapproved that the current HR practice of AUC is effective, i.e. enable employee to complete the task at hand at the right time-- focus- (i.e. 48.9% of the respondents disagree and 25.5% of the respondents strongly disagree); while respondents (22% agree) ascertained that HR practice of AUC is effective and few respondents (i.e.3.5%) stated their opinions as neutral.

From similar table 4.11 below, based on the respondents' opinions the majority respondents refuted that HR practice of AUC is efficient, i.e. enable employee to complete the task at hand with proper resources--time + effort focus (i.e. 26.2% of the respondents disagree and 24.1% of the respondents strongly disagree); while some respondents accepted that (32.6% agree and 2.8% strongly agree) HR practice of AUC as efficient; few respondents (i.e.14.2%) stated their opinions as neutral.

Table 4.12- Performance of HR practices in AUC

the current HR practice of AUC is effective, i.e. enable employee to complete the task at hand at the right time-- focus--							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	5	3.5	3.5	3.5	2.9	0.7	0.6
strongly disagree	36	25.5	25.5	29.1			
disagree	69	48.9	48.9	78.0			
agree	31	22.0	22.0	100.0			
Total	141	100.0	100.0				
HR practice of AUC is efficient, i.e. enable employee to complete the task at hand with proper resources--time + effort focus							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	20	14.2	14.2	14.2	2.8	1.1	1.2
strongly disagree	34	24.1	24.1	38.3			
disagree	37	26.2	26.2	64.5			
agree	46	32.6	32.6	97.2			
strongly agree	4	2.8	2.8	100.0			
Total	141	100.0	100.0				

4.2.9 Working in culturally diversified as a source for social problems

As shown in the following table 4.12 below, based on the respondents' opinions the majority respondents disapproved that working in culturally diversified area considered as a sources for social problems (discrimination,...) and a cause for less productive of employee (i.e. 45.4% of the respondents disagree and 12.8% of the respondents strongly disagree); while some respondents i.e.22% accepted that culturally diversified working area could be a source for social problems (discrimination,...) and for less productiveness of employees; few respondents (i.e.5.7%) stated their opinions as neural.

Table 4.13- Working in culturally diversified area

Working in culturally diversified area is a sources for social problems							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	8	5.7	5.7	5.7	3.1	0.9	0.8
strongly disagree	18	12.8	12.8	18.4			
disagree	64	45.4	45.4	63.8			
agree	46	32.6	32.6	96.5			
strongly agree	5	3.5	3.5	100.0			
Total	141	100.0	100.0				
HR procedure usually revised and update in accordance to its diverse working environment							
Description	Frequency	Percent	Valid Percent			SD	Variance
Valid neutral	6	4.3	4.3	4.3	2.6	0.8	0.7
strongly disagree	55	39.0	39.0	43.3			
disagree	61	43.3	43.3	86.5			
agree	14	9.9	9.9	96.5			
strongly agree	5	3.5	3.5	100.0			
Total	141	100.0	100.0				

From similar table 4.12 above, based on the respondents' opinions the majority respondents (43.3% disagree and 39% strongly disagree) disapproved that HR procedure/practice usually revised and update in accordance to its diverse working environment; while some of the respondents (9.9% agree and 3.5% strongly agree) approved that HR procedure/practice usually revised and update in accordance to its diverse working environment and few respondents (i.e.4.3%) stated their opinions as neural.

4.2.10 Cross Cultural management in diversified environment

As presented in the following table 4.13 below, based on the respondents' opinions the majority respondents disapproved that cross cultural management of AUC enable employees to create positive interpersonal relationship (i.e. 36.9% of the respondents disagree and 25.5% of the respondents strongly disagree); while some of the respondents accepted that (31.9% strongly agree and 1.4% strongly agree respectively) the cross cultural management help to develop positive interpersonal relationship and few respondents (i.e.7.1%) stated their opinions as neutral.

Similarly, from respondents' opinions it could be noted that the majority respondents (i.e. 67.46%) refuted that the existence of free communicate between managers with employees (i.e. to understand the nature of culturally diversified working environment in AUC), while some respondents (i.e. 32.6%) accepted that the existence of free communicate between managers with employees.

Table 4.14- Respondents' opinion toward interpersonal relationship and communication

Cross cultural management of AUC enable employee to create positive interpersonal relationship							
	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	10	7.1	7.1	7.1	3.0	0.9	0.9
strongly disagree	32	22.7	22.7	29.8			
disagree	52	36.9	36.9	66.7			
agree	45	31.9	31.9	98.6			
strongly agree	2	1.4	1.4	100.0			
Total	141	100.0	100.0				
Managers communicate with employees freely and get understand the nature of culturally diversified working environment							
	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid strongly disagree	43	30.5	30.5	30.5	3.0	0.8	0.7
disagree	52	36.9	36.9	67.4			
agree	42	29.8	29.8	97.2			
strongly agree	4	2.8	2.8	100.0			
Total	141	100.0	100.0				

4.2.11 Cross cultural communication and cooperation in AUC

As shown table 4.14 below, based on the respondents' opinions the majority respondents refuted that in AUC employees practices free (friendly) communication with each other's (i.e. 31.9% of the respondents disagree and 22.7% of the respondents strongly disagree); while some of the respondents accepted that (35.5% disagree and 2.8% strongly disagree) the presence of friendly communication in cultural diversified working area positively and few respondents (i.e.7.1%) stated their opinions as neutral.

From similar table 4.14 below, based on the respondents' opinions the majority respondents (31.9% disagree and 22.7% strongly disagree) disproved that AUC's HR specialist (officer) help, consult (cooperate) its staff member when he/she face problem in working environment; while some of the respondents (35.5% agree and 2.8% strongly agree) approved that HR specialist help, consult employees and few respondents (i.e.7.1%) stated their opinions as neutral.

Table 4.15 - Respondents' opinion toward cross cultural communication and cooperation

In cultural diversified working environment of AUC, employees practice free (friendly) communication								
Description	Frequency	Percent	Valid Percent			SD	Variance	
Valid neutral	10	7.1	7.1	7.1	3.0	0.9	0.9	
strongly disagree	32	22.7	22.7	29.8				
disagree	45	31.9	31.9	61.7				
agree	50	35.5	35.5	97.2				
strongly agree	4	2.8	2.8	100.0				
Total	141	100.0	100.0					
HR specialist help, consult its staff member when he/she face problem in working environment								
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance	
Valid neutral	4	2.8	2.8	2.8	3.0	0.8	0.7	
strongly disagree	28	19.9	19.9	22.7				
disagree	66	46.8	46.8	69.5				
agree	38	27.0	27.0	96.5				
strongly agree	5	3.5	3.5	100.0				
Total	141	100.0	100.0					

4.2.12 Employee’s problem-solving mechanism in AUC

As shown in figure-5 below, based on the respondents’ opinions the majority respondents (61%) refuted that employee’ problem is being solved in smooth way and the procedure is flexible (i.e. 39% of the respondents disagree and 22% of the respondents strongly disagree); while some of the respondents that (29.8% agree and 2.1% strongly agree) acknowledged that employees’ problems resolve in smooth way and few respondents (i.e.7.1%) stated their position as neutral.

Figure-5 Employee problem solving mechanism in AUC

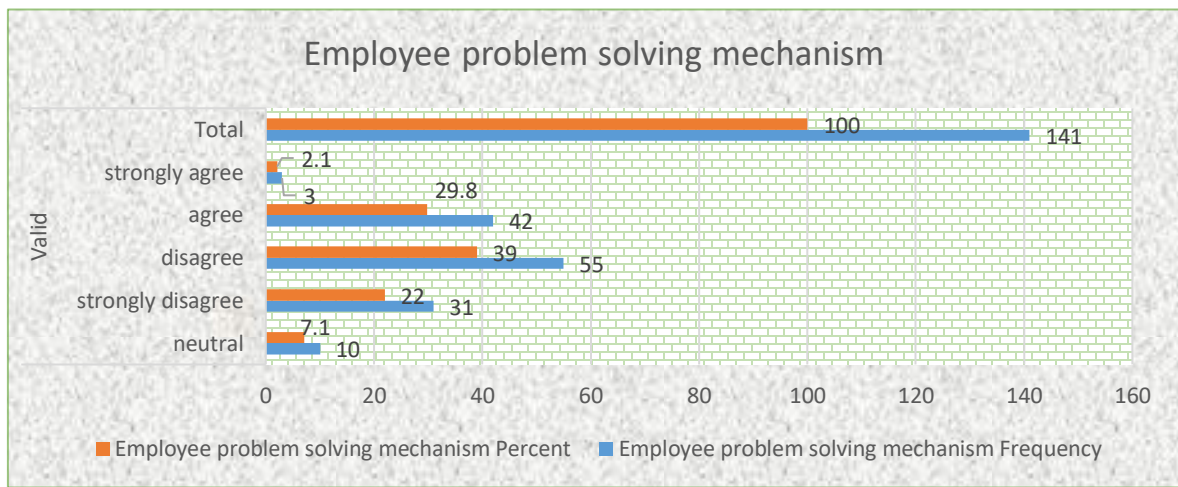


Figure-5 Employee problem solving mechanism in AUC

4.2.13 The advantage and problem of working in multi-cultural organization

As shown table 4.15 below, based on the respondents’ opinions the majority respondents (i.e. 64.5%) approved that working in multi-cultural organization has advantages: career development (i.e. 54.6% of the respondents agree and 9.9% of the respondents strongly agree); while some of the respondents (17.5% disagree and 13.5% strongly disagree) denied that working in multi-cultural organization has advantages and few respondents (i.e.4.3%) stated their position as neutral.

From similar table 4.15 below, 70.2% the majority respondents (i.e. 58.9% agree and 11.3% strongly agree) ascertained that in multicultural organization misunderstanding might occur among staffs because of communication barriers like language; while some respondents (i.e. 14.2%

disagree and 10.6% strongly disagree) denied that communication barriers might be a cause for misunderstanding in culturally diversified working environment and few respondents (i.e.5%) stated their opinions as neutral.

Table 4.16- Advantage and problem of working in multi-cultural organization

working in multi-cultural organization has advantages: career development							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	6	4.3	4.3	4.3	3.5	0.9	0.9
strongly disagree	19	13.5	13.5	17.7			
disagree	25	17.7	17.7	35.5			
agree	77	54.6	54.6	90.1			
strongly agree	14	9.9	9.9	100.0			
Total	141	100.0	100.0				
In multicultural organization misunderstanding might occur because of communication barriers like language							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	7	5.0	5.0	5.0	3.6	0.9	0.9
strongly disagree	15	10.6	10.6	15.6			
disagree	20	14.2	14.2	29.8			
agree	83	58.9	58.9	88.7			
strongly agree	16	11.3	11.3	100.0			
Total	141	100.0	100.0				

4.2.14 The management style in culturally diversified area

As presented under table 4.16 below, based on the majority respondents' opinions (i.e. 64.5%) disapproved that the management style of AUC is flat (horizontal) (i.e. 40.4% of the respondents disagree and 36.2% of the respondents strongly disagree); while some of the respondents (20.6% agree and 1.4% strongly agree) argue that the management style of AUC is flat and few respondents (i.e.1.4%) stated their position as neutral.

From similar table 4.16 below, based on the majority respondents' opinions (i.e. 64.5%) disapproved that working in culturally diversified working area considered as a sources of employees disappointment (being unhappy...) (i.e. 49.6% of the respondents disagree and 13.5% of the respondents strongly disagree); while some of the respondents (27.7% agree and 5% strongly agree) argue that employee become disappointed when placed in culturally diversified area and few respondents (i.e.4.3%) stated their position as neutral.

Table 4.17- The management style in culturally diversified area

the management style of AUC is flat (horizontal)								
Description		Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid	neutral	2	1.4	1.4	1.4	2.8	0.8	0.6
	strongly disagree	51	36.2	36.2	37.6			
	disagree	57	40.4	40.4	78.0			
	agree	29	20.6	20.6	98.6			
	strongly agree	2	1.4	1.4	100.0			
	Total	141	100.0	100.0				
Working in culturally diversified area considered as a sources employee disappointment (being unhappy...)								
Description		Frequency	Percent	Valid Percent			SD	Variance
Valid	neutral	6	4.3	4.3	4.3	3.1	0.8	0.7
	strongly disagree	19	13.5	13.5	17.7			
	disagree	70	49.6	49.6	67.4			
	agree	39	27.7	27.7	95.0			
	strongly agree	7	5.0	5.0	100.0			
	Total	141	100.0	100.0				

4.2.15 Execution of HR practice in culturally diversified area

As it indicated in table 4.17 below, majority respondents' opinions (i.e. 68.1%) disapproved that in the prevalence of cultural diversified workforces in AUC, HR manager communicate with employee (to understand the situation, incidents, problem) before taking action as per HR procedure (i.e. 35.5% of the respondents disagree and 32.6% of the respondents strongly disagree); while some respondents (18.4% agree and 5.7% strongly agree) claimed that HR manager communicate with employee before the exercise of administrative action and few respondents (i.e.7.8%) stated their position as neutral.

As presented under table 4.17 below, the majority respondents' opinions (i.e. 68.8%) disapproved that HR procedure/practice is exercised by managers to address AUC goals (i.e. 23.4% of the respondents disagree and 45.4% of the respondents strongly disagree); however some respondents (24.1% agree and 2.1% strongly agree) claimed that manager exercise the HR practice/procedure to meet AUC goals and few respondents (i.e.5%) stated their position as neutral.

From similar table 4.17 below, the majority respondents' opinions disapproved that the working environment of AUC is conducive for employees (i.e. 50.4% of the respondents disagree and

23.4% of the respondents strongly disagree); while some respondents (13.5% agree and 6.4% strongly agree) claimed that the working environment of AUC is conducive; few respondents (6.4%) stated their position as neutral.

Table 4.18- Communication and working environment of AUC

HR manager communicate with employee before action taken, if problem arise							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	11	7.8	7.8	7.8	2.8	1.0	1.0
strongly disagree	46	32.6	32.6	40.4			
disagree	50	35.5	35.5	75.9			
agree	26	18.4	18.4	94.3			
strongly agree	8	5.7	5.7	100.0			
Total	141	100.0	100.0				
HR procedure is exercised by managers to meet AUC goals							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	7	5.0	5.0	5.0	2.6	1.0	1.0
strongly disagree	64	45.4	45.4	50.4			
disagree	33	23.4	23.4	73.8			
agree	34	24.1	24.1	97.9			
strongly agree	3	2.1	2.1	100.0			
Total	141	100.0	100.0				
In general, the working environment of AUC is conducive							
Description	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	SD	Variance
Valid neutral	9	6.4	6.4	6.4	2.7	0.9	0.9
strongly disagree	33	23.4	23.4	29.8			
disagree	71	50.4	50.4	80.1			
agree	19	13.5	13.5	93.6			
strongly agree	9	6.4	6.4	100.0			
Total	141	100.0	100.0				

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In the following section, summary, conclusions and recommendations of the study presented.

5.1 Summary of the finding

The reliability of the research data is (i.e. the value Cronbach's Alpha is 0.855.) good (acceptable) and valid (significant at 0.05) see annexed table. Based on the research findings the following summary has been drawn.

5.1.1 Components (i.e. features) are of cross cultural management in the organization (AUC)

- ⇒ From the finding it could be summarized that the age of the majority of the respondents i.e. 89.4% are young and adult and educational level of the majority of respondents (i.e. 81%) is above diploma level. In addition to this, work experience of the majority respondents (i.e. above 75%) is above 5 years. The majority of respondents i.e. 52.5% are stated their status as married, 44.7% of the respondents said that they are single, and the rest 2.8% are divorced.
- ⇒ From the finding it could be stated that country origins of the majority respondents (i.e. 80.9%) is Eastern Africa. The official working language of AUC: Arabic, English, French, Portuguese. Based on the data the majority respondents (i.e. 65.2%) use English as a medium of communication, while some respondents (32.5% & 3.5%) use two languages: both Arabic/ English/French/Portuguese and French respectively.
- ⇒ Based on the finding result, based on the majority respondents' opinions (72.3%) HR administration practices of AUC is vague and not understandable by employees; but 20.6% of the respondents argued that the existing HR practices are clear and understandable, 7.1% of the respondents are neural.
- ⇒ From the finding it could be said that the majority respondents' opinions (56.7%) denied that AUC gives orientation to its employees how to use HR rule & regulation; while 27.6%

of the respondents claimed that AUC gives orientation; even if 15.6% of the respondents stated their position neutral.

5.1.2 Some major problems of HR practice in managing culturally diverse workforce in AUC

- ⇒ From the data (responses) it could be stated that the majority respondents (63.8%) denied that HR procedure/practices applied equally to employees in AUC; while some 36.2% of the respondents claimed (agree).
- ⇒ From the finding it could be said that the majority respondents' opinions (61.7%) disclaimed that AUC acknowledge cultural difference & provide training in the working environment; whereas some respondents (32.9%) stated that the AUC recognize cultural differences of employees; but 6.4% of the respondents are neutral.
- ⇒ Based on the respondents' opinions, the majority respondents denied that AUC working environment is conducive to adopt, learn, share different culture (i.e. 70.9%); while 24.8% confirmed that the working environment is conducive; few respondents (i.e.4.3%) stated their opinions as neutral.
- ⇒ From the finding it could be understood that 66% the majority respondents denied that the notion that HR practices are articulated on the base of organizational cultural setting in AUC; but some 29.7% of the respondents stated that AUC cross cultural issues take into account in HR practices, few 4.3% of the respondents stated their attitudes as neutral.
- ⇒ Based on the study data analysis result the majority respondents denied the existence of open (positive) social (employees) relationship in AUC working environment; however, some respondents (28.4%) approved the presence of positive employees relationship; few respondents (i.e.8.5%) stated their opinions as neutral.

- ⇒ Depending on the respondents' opinions of the majority (i.e. 52.5%) refuted to accept that AUC introduce new HR practices for diversified employees; while some respondents (i.e. 44.7%) claimed that HR practices introduced to culturally diversified employees; but few respondents (i.e.2.8%) stated their opinions as neutral.

- ⇒ From the finding it could be understood that the majority respondents (i.e. 72.2%) disapproved that comprising cross cultural issues in HR practice of AUC is complex, difficult to understand; however some 14.9% of the respondents accepted that the complexity of HR practices; few (6.4%) of the respondents stated their position neutral.
- ⇒ From the finding it could be understood that the majority respondents (i.e. 49.6%) approved that accepting, sharing and learning new cross cultural experience help to increase AUC job effectiveness of employees; but 47.6% respondents denied the effect of cross cultural experience on job effectiveness of employees; few (i.e.2.8%) respondents stated their opinions as neutral.
- ⇒ Based on the study data result the majority respondents (i.e. 63.1%) disapproved that healthy communication prevalence in culturally diversified working environment of AUC; while some 32.6% respondents confirmed that healthy communication prevailed in AUC; few respondents (i.e.13.5%) stated their opinions as neutral.
- ⇒ From the finding it could be said that the majority respondents (82.3%) disapproved that HR procedure/practice usually revised and updated in AUC in accordance to its diverse working environment; whereas 13.4% some of the respondents argued that HR procedure/practice usually revised and updated; few 4.3% respondents stated their opinions as neutral.
- ⇒ From the finding it could be said that the majority i.e. 62.4% of the respondents disapproved the contribution of Cross-Cultural management for the development of positive interpersonal relationship in AUC; while some 33.3% of the respondents accepted that the contribution; few respondents (i.e.7.1%) stated their stand as neutral.
- ⇒ Based on the data of the study, it could be noted that the majority respondents (i.e. 67.4%) denied the occurrence of open (friendly) communicate between managers and employees (i.e. to bring common understanding about cultural diversified working environment of AUC), while some 32.6% respondents approved that open communication done among members of AUC.

5.1.3 Experience of cross-cultural relationship in AUC working environment

- ⇒ Based on the majority respondents' opinions, the majority respondents (i.e. 57.5%) disclaimed that cross cultural issues are taken into account (emphasized) in HRM practices; while some respondents (40.4%) approved that emphasis given to cross cultural issues by AUC; but 2.1% of the respondents are neutral.
- ⇒ From the finding it could be understood that the majority respondents (i.e. 72.2%) disproved that comprising cross cultural issues in HR practice of AUC is complex, difficult to understand; however some 14.9% of the respondents accepted that the complexity of HR practices; few (6.4%) of the respondents stated their position neutral.
- ⇒ From the finding it could be understood that the majority respondents (i.e. 49.6%) approved that accepting, sharing and learning new cross cultural experience help to increase AUC job effectiveness of employees; but 47.6% respondents denied the effect of cross cultural experience on job effectiveness of employees; few (i.e.2.8%) respondents stated their opinions as neutral.
- ⇒ From the finding it could be assumed that the majority respondents (i.e. 60.3%) approved that employees get relevant experience from different culture (by sharing, adopting and learning) in AUC; while some 32.6% respondents denied the situation that culturally diversified working environment help them to get relevant experience; few respondents (i.e.7.1%) stated their opinions as neutral.
- ⇒ From the finding it could be said that the majority 54.6% of the respondents refuted that employees practices open (friendly) communication with each other's in AUC; however, some 38.3% of the respondents confirmed that positive communication (friendly) conducted among employees who work in cultural diversified area; few respondents (i.e.7.1%) stated their opinions as neutral.
- ⇒ Based on the majority respondents' attitude the majority respondents (54.6%) denied that AUC's HR specialist (officer) help, consult (cooperate) its staff member when some problems faced at work place; however, some 38.3% of the respondents approved that HR specialist gives assistance, consultation to employees when necessary; few respondents (7.1%) stated their position as neutral.
- ⇒ From the finding it could be learned that 70.2% of the majority respondents confirmed that in AUC, as multicultural organization, some misunderstanding (due to communication barriers like language) might occur among staffs in culturally diversified environment;

while some 24.8% respondents denied the notion that consider communication barriers as a cause for misunderstanding; few respondents (5%) stated their opinions as neutral.

- ⇒ From the finding it could be learned that the majority respondents (61%) disclaimed that employee' problem is being solved in smooth way, the procedure/practice is flexible; while some 31.9% of the respondents acknowledged the way how employees' problems are resolve; few respondents (7.1%) stated their position as neutral.
- ⇒ From the finding it could be learned the majority respondents i.e. 73.8% disapproved that the existing working environment of AUC is conducive for employees; while some 19.9% respondents confirmed its conduciveness; few respondents (6.4%) stated their stand as neutral.

5.1.4 Major factors that affect cross cultural relationship in AUC

- ⇒ From the finding it could be said that the majority respondents' views (i.e. 47.6%) that HR practices of AUC is not designed to fit the diversified cultural background of the organization; however some respondents (44.0%) confirmed that HR practices of AUC designed to fit the diversified cultural background of the organization; but few respondents (i.e.8.5%) stated their opinions as neutral.
- ⇒ Based on the study data analysis result it could be stated that the majority respondents (63.8%) denied the flexibility of AUC HR practices to addresses diversified employees administrative request; while some respondents (33.4%) argued that HR practice of AUC is flexible and few respondents (i.e.2.8%) stated their opinions as neutral.
- ⇒ Depending on the respondents' opinions of the majority (i.e. 52.5%) refuted to accept that AUC introduce new HR practices for diversified employees; while some respondents (i.e. 44.7%) claimed that HR practices introduced to culturally diversified employees; but few respondents (i.e.2.8%) stated their opinions as neutral.
- ⇒ Based on the data the majority respondents (i.e.60.3%) disproved the notion that HR practices of AUC is inclusive i.e. designed to accommodate different cultural background of employees; while some 36.1% respondents confirmed the inclusiveness of the practice; few respondents (i.e.3.5%) stated their opinions as neutral.
- ⇒ Based on the majority respondents' opinions (i.e. 74.4% of the respondents) disproved the situation that the current HR practice of AUC is effective (i.e. enable employee to complete

the task at hand at the right time-- focus-); but some 22% respondents ascertained the effectiveness of HR practices; few respondents (i.e.3.5%) stated their stand as neutral.

- ⇒ Based on the majority respondents' opinions (i.e. 50.3% of the respondents) refuted the notion that HR practice is efficient in AUC, i.e. enable employee to complete the task at hand with proper resources--time + effort focus; while some 35.4% respondents accepted that the efficiency of HR practice; few respondents (i.e.14.2%) stated their opinions as neutral.
- ⇒ based on the respondents' opinions the majority respondents (58.2%) disproved that working in culturally diversified area considered as a sources for social problems (discrimination,...) and a cause for less productive of employee; however 22% of some respondents accepted that culturally diversified working area could be a source for social problems (discrimination,...) and for less productiveness of employees; few respondents (5.7%) stated their position as neutral.
- ⇒ Based on the respondents' opinions, 76.6% of the majority respondents rejected the flat (horizontal) management style of AUC (i.e. 40.4% of the respondents disagree and 36.2% of the respondents strongly disagree; whereas some 22% of the respondents describe the management style is flat; few respondents (1.4%) stated their position as neutral.
- ⇒ From the finding data the majority respondents' opinions (i.e. 63.1%) disapproved that working in culturally diversified working area considered as a source of employees disappointment (being unhappy...); whereas some 32.7% of the respondents confirmed that employee become disappointed when placed in culturally diversified area; few respondents (4.3%) stated their position as neutral.
- ⇒ From the study finding data, the majority 68.1% respondents disapproved that HR manager, who work in culturally diversified workforces, communicate with employee first when an incidents, or problem faced before taking administrative action; whereas some 24.1% respondents claimed that communication occur between the two sides; few respondents (i.e.7.8%) stated their stand as neutral.
- ⇒ From the finding it could be stated that the majority respondents (i.e. 68.8%) disapproved that HR procedures/practices are being exercised by managers to address AUC goals; however some 26.2% respondents confirmed that AUC managers implement HR practices/procedures to achieve goals; few respondents (5%) stated their position as neutral.

According to the study finding it could be learned that cross cultural issues hardly comprised in HR practices in AUC and also recognized that employees' relationships are not strong; that affect communication system, the effectiveness and efficiency of AUC to achieve its goal. Moreover the occurrence of these problems confirmed by Mr. Faud H. (HR Manager) and Ms. Seble Abebe (HR officer). Since the workforces of AUC consisted with diversified cultural background, some misunderstanding (due to communication barriers like language) has occurred among staffs as well as the working environment is not conducive for employees. Based on these summaries, conclusion are drawn in the next section.

5.2 Conclusion of the Study

Based on the summary findings the following conclusions are drawn. These are:

- ⇒ Based on the finding result it could be concluded that in culturally diversified environment HR administration practices are vague and not understandable by employees because as the majority respondents stated AUC doesn't gives orientation to its employees how to use HR rule & regulation; though this notion was not supported by some respondents.
- ⇒ From the presented data it could be summarized that in AUC HR procedure/practices do not applied equally to employees.
- ⇒ From the finding it could be concluded that AUC does not acknowledge cultural difference & does not provide training in the working environment; yet this opinion was not supported by some respondents.
- ⇒ Based on the finding result it could be recognized that in AUC the working environment discouraging (not conducive) to adopt, learn, share different culture; though this notion was not supported by some respondents.
- ⇒ From the presented data it could be recognized that based on the majority respondents cross cultural issues are not taken into account in HR practices of AUC; while this perception was not confirmed by some respondents.
- ⇒ From the finding it could be concluded that depending on the majority respondents' views HR practices of AUC is not designed to fit the diversified cultural background of the organization; however, this idea was not supported by some respondents.

- ⇒ From the finding it could be concluded that in AUC HR practices are not articulated on the base of diversified cultural setting; though this notion was not supported by some respondents.
- ⇒ From the presented data it could be recognized that in AUC there is no open social (employees) relationship among staff members in the working environment; however, this situation was not approved by some respondents.
- ⇒ Based on the study result it could be stated that HR practices of AUC is not flexibility to addresses employee administrative request; nevertheless, this notion was not supported by some respondents.
- ⇒ Depending on the respondents' opinions, it could be concluded that AUC introduce new HR practices for culturally diversified employees; nevertheless this notion was not supported by some respondents.
- ⇒ From the finding it could be concluded that comprising cross cultural issues in HR practice of AUC is not complex, is not difficult to understand; however this idea was not supported by few respondents.
- ⇒ From the finding it could be concluded that the majority respondents believed that accepting, sharing and learning new cross cultural experience help to increase job effectiveness of employees in AUC; but this idea was not supported by some respondents.
- ⇒ From the finding it could be recognized that the majority respondents assumed that employees could get relevant experience from different culture (by sharing, adopting and learning) in AUC; however, this idea was not supported by few respondents.
- ⇒ From the finding it could be concluded that HR practices of AUC is not inclusive (that is not designed to accommodate different cultural background of employees); however this idea was not supported by few respondents.
- ⇒ From the finding result it could be concluded that the communication system of AUC is described as unhealthy; but this idea was not supported by some respondents.
- ⇒ From the finding it could be concluded that the majority respondents believed that the current HR practice of AUC is ineffective, unproductive; but this idea were not supported by some respondents. Similarly the majority respondents assumed that HR practice of AUC is inefficient; while these notions were not supported by some respondents.

- ⇒ From the finding result it could be concluded the majority respondents believed that working in culturally diversified area become source for social problems (discrimination...) and a cause for less productive of employee; although this idea was not supported by few respondents.
- ⇒ From the finding it could be realized that AUC usually hardly revised and updated HR procedure/practice in accordance to its cultural setting of the working environment.
- ⇒ Based on the finding result it could be said that the majority of the respondents do not believed in the contribution of cross cultural management for the development of positive interpersonal relationship in AUC; although this idea was not supported by few respondents.
- ⇒ Based on the finding result it could be said that open (friendly) communication hardly occur among managers and employees. In addition to this the majority respondents confirmed that employees practices open communication with each other's in AUC; while this notion was not supported by some respondents.
- ⇒ Based on the majority respondents' attitude, it could be concluded that HR specialist (officer) hardly gives assistance, consultation to its staff member when some problems faced at work place; while this notion was not supported by some respondents.
- ⇒ From the finding it could be recognized that the majority respondents believed that employee' problems are not solved in expected way, the HR practice is not flexible; while this notion was not supported by some respondents.
- ⇒ From the finding result it could be learned that the majority respondents believed that working in multi-cultural organization (like AUC) has advantages: career development; nevertheless this notion was not supported by few respondents.
- ⇒ From the finding result it could be concluded that in AUC, as multicultural organization, some misunderstanding (due to communication barriers like language) might occur among staffs due to the prevalence of culturally diversified environment; however this notion was not supported by few respondents.
- ⇒ Based on the majority respondents' opinion, it could be recognized that management style of AUC is hardly flat (horizontal); however this notion was not supported by few respondents.

- ⇒ From the finding result it could be learned that working in culturally diversified area considered as a sources of employees disappointment (being unhappy...); though this notion was not supported by few respondents.
- ⇒ From the study finding result, it could be learned that HR manager, who work in culturally diversified workforces, hardly communicate with employee first when an incidents, or problem faced before taking administrative action; though this notion was not supported by few respondents.
- ⇒ Based on the majority respondents' opinion, it could be recognized that AUC managers implement HR practices/procedures to achieve the organization goals; however this notion was not supported by few respondents.
- ⇒ Based on the majority respondents' opinion, it could be concluded that working environment of AUC is hardly conducive for employees; however this notion was not supported by few respondents.

Generally cross cultural relationship correlate (associate) positively with HR practices; however the existing situations are not satisfactory as expected due to different challenges in AUC. From the beginning cross cultural elements (issues) are not taken into accounts. The other limitation is that in culturally diversified working areas employees' relationship is expected to be productive, smooth, and positive, however it became passive in AUC, employees' interpersonal communication is also poor.

5.2 Recommendation of the study

On the basis of the summary and conclusion made, the following recommendations are forwarded:

- ⇒ AUC management is highly recommended to implement cross cultural issues in HR practices for efficient and effective performance, to achieve AUC goals.
- ⇒ It is advisable that AUC should establish open communication system by which employees could develop their interpersonal relationship and hence adopt new experience from others.

- ⇒ AUC management is highly recommended to set organizational objectives in line to cross cultural perspectives and should prepare orientation training programs to create awareness among diversified workforces.
- ⇒ The current HR practices of AUC hardly designed to accommodate different cultural background of employees, therefore the AUC management should revised and make inclusive cross cultural issues in its administration system.
- ⇒ The workforces of AUC consisted with culturally diversified background, therefore management should create conducive environment to minimize some misunderstanding that occurred among staffs, sources of employees disappointment (being unhappy...) and sources for social problems (discrimination).

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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE



Survey/ Questionnaire

Dear respondents,

I am Melat and a student at School of Commerce, Addis Ababa University undertaking my masters' thesis on the topic: Assessing Cross-Cultural Relationship in Human Resources Practice in Africa Union Commission (AUC) - Addis Ababa.

The objective of this research questionnaire is to identify key components (i.e. features) of cross cultural management in AUC, assess of cross cultural relationship that exists in AUC management, determine some factors that affect cross cultural management in the organization's practice, and identify major problems in human resources management practice in managing culturally diverse workforce in AUC.

I have designed the questionnaires listed on the next page to get your response related to this topic. I would be very grateful if you could take few minutes of your time to fill it out.

Your response in the survey shall be free from bias and respondents shall be aware that they have a full right to discontinue at any point in the survey. At same time I have a responsibility to keep your response anonymous, private and confidential.

Thank you for your assistance as I anticipate your response.

Melat Abayneh

Contact Detail

melaabay@gmail.com

0912689760

Part I: General Information

Please put a check mark (✓) in the box against the alternative, you fit in.

1. Gender

- Male
- Female

2. Age

- 18-29 year
- 30-40year
- 40-50 year
- 50+

3. Educational Status

- College Diploma
- Bachelor Degree
- Master Degree
- PHD and equivalent

4. Marital Status

- Married
- Single
- Divorced
- Widowed

5. Work experience in AUC

- Below 5 years
- From 5 to 10 years
- From 11 to 15
- From 16 to 20
- 21 year and above

6. From where you come (Origins) to AUC, according to African Union Hand Book

- Eastern Africa- Comoros, Djibouti, Ethiopia, Eritrea, Kenya, Madagascar, Mauritius, Rwanda, Seychelles, Somalia, South Sudan, UR of Tanzania, Uganda, Sudan
- Western Africa -Nigeria, Benin, Ghana, Guinea, Cote d'Ivoire, Burkina Faso, Liberia, Cabo Verde, Guinea Bissau, Gambia, Mali, Niger, Senegal, Sierra Leone and Togo
- Northern Africa - Algeria, Egypt, Libya, Morocco, Mauritania , Sahara Republic ,Tunisia
- Central Africa - Burundi, Cameroon, Central Africa Republic, Chad, Congo, DR Congo, Equatorial Guinea, Gabon Sao Tome and Principe
- Southern Africa -Angola, Botswana, Malawi, Mozambique, Namibia, , Zambia, Zimbabwe, South Africa, Botswana, Lesotho, Namibia, Swaziland

7. Language Ability (according to the AU Working Language)

- English
- Arabic
- French
- Portuguese
- Two or more AU working Language

Part II: Opinions of Respondents on Cross-Cultural Relation on Human Resources Practice in AUC-Addis Ababa.

Dear Respondent,

In the following part II, the term *Human Resource Practices* includes the following major activities: recruitment, staffing, training, benefit administration, performance appraisal, etc.

Please put a check mark (✓ or X) in the box (table) against the alternative, your opinion fit in.

Sr.no.	Description of Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		(1)	(2)	(3)	(4)	(5)
1.	AUC'S human resource administration rule is simple and understandable					
2.	AUC provide enough information (orientation) for its employees how to use human resource rule & regulation					
3.	AUC acknowledge cultural difference & hence prepare cultural training in the working environment					
4.	AUC working environment conducive for its employees to adopt , learn, share different cultural experience					
5.	AUC's human resource procedure is applied & serve to all employees equally					
6.	The existing administrative rules & regulation of AUC is prepared based on multicultural organization interest & standard					
7.	There is special concern for cross cultural issues in AUC particularly in human resource management unit					
8.	The existing administrative procedures (i.e. recruitment,					

	transfer, training, etc.) of AUC is designed to fit the diversified cultural working environment					
9.	It could be said that human resource practice of AUC articulated on the base of organizational cultural setting					
10	AUC has strived in developing open social relationship (formal & informal) among its employees					
11	AUC has adapted flexible HR practice to meet employees request who work in culturally diverse working environment					
12	New HR practices of AUC are always introduced to employees before application					
13	Accepting new cultural experience in human resource practice help to increase AUC effectiveness					
14	It can be said that employees get good experience by shared, and learned different cultures in the working areas of AUC					
15	AUC's HR practice open (designed) to accommodate different cultural background of employee					
16	AUC has developed healthy communication system that help you to manage your day to day routine in culturally diverse working environment					
17	AUC gives high emphasis to cross cultural issues (difference) in human resource practice					
18	It can be said that employees working in culturally diversified area considered as a sources for social problems (discrimination, bullying, etc.) & hence the cause for less productiveness					
19	The current AUC human resource practice is effective, i.e. enable					

	employee to complete the task at the right time (i.e. time focus)					
20	Human resource practice of AUC is efficient, i.e. enable employee to complete its task with proper resources (i.e. resources –time + effort - focus)					
21	Do you believe that cross cultural management of AUC enable employees to create positive interpersonal relationship with each other					
22	Human resource practice of AUC is complex, difficult to understand (so that it requires legal or professional interpretation)					
23	Managers communicate with employees freely and get understand the nature of cultural difference of AUC					
24	There is friendly communication in the culturally diversified working environment of AUC					
25	AUC’s HR specialist help, consult or assist its staff when he/she face problem in working environment					
26	In AUC, employee problem solving mechanism are done in written format (rigid administrative system)					
27	Working in multi-cultural organization (like AUC) has advantages: for instance, for career development, interpersonal relationship					
28	It is expected that in multi-cultural organization (like AUC), misunderstanding might occur among staffs because of communication barriers (language)					
29	Human resource practice of AUC usually be revised and update in accordance to its diverse working environment					

30	In AUC working environment, the management style is flat (horizontal)					
31	Working in culturally diversified area considered as a source for employee disappointment (being unhappy)					
32	If problem arise in the working area, HR manager try to communicate employee (to understand the situation, incidents) before taking action as per HR procedure in AUC					
33	Human resource practice of AUC is designed to target in meeting the organization goal					
34	AUC's human resource procedure is exercised by all managers to meet organization goals					
35	In general, the working environment of AUC is conducive (i.e. for managers and employees)					

Part III: INTERVIEW PART

1. What do you think of the major problems of employees who come from different cultural origin in human resource practice in AUC

2. What do you do when problem happen in diverse working area in your AUC?

3. What do you think of the role (importance) management of cross-cultural relationship of human resource practice in AUC?

4. What is done in terms of creating conducive working environment for employees who are culturally diversified?

Thank you!!!

(Source: own construction)

Correlations

	human resource practice of AUC designed to fit the diversified cultural background of the organization	gender of the respondent	age of the respondents	educational status of the respondent	
Pearson Correlation	human resource practice of AUC designed to fit the diversified cultural background of the organization	1.000	.298	.052	-.071
	gender of the respondent	.298	1.000	-.350	.150
	age of the respondents	.052	-.350	1.000	-.314
	educational status of the respondent	-.071	.150	-.314	1.000
Sig. (1-tailed)	human resource practice of AUC designed to fit the diversified cultural background of the organization	.	.000	.269	.201
	gender of the respondent	.000	.	.000	.038
	age of the respondents	.269	.000	.	.000
	educational status of the respondent	.201	.038	.000	.
N	human resource practice of AUC designed to fit the diversified cultural background of the organization	141	141	141	141
	gender of the respondent	141	141	141	141
	age of the respondents	141	141	141	141
	educational status of the respondent	141	141	141	141

		gender of the respondent	age of the respondents	educational status of the respondent	work experience of the respondent	AUC working environment conducive to adopt, learn, share different culture	There is special concern for cross cultural issues in AUC particularly in HR practice	human resource practice of AUC designed to fit the diversified cultural background of the organization
gender of the respondent	Pearson Correlation Sig. (1-tailed)	1	-.350** .000	.150* .038	-.154* .034	-.239** .002	-.066 .217	.298** .000
age of the respondents	Pearson Correlation Sig. (1-tailed)	-.350** .000	1	-.314** .000	.036 .337	.318** .000	.241** .002	.052 .269
educational status of the respondent	Pearson Correlation Sig. (1-tailed)	.150* .038	-.314** .000	1	-.396** .000	.106 .106	.018 .417	-.071 .201
work experience of the respondent	Pearson Correlation Sig. (1-tailed)	-.154* .034	.036 .337	-.396** .000	1	-.061 .236	.243** .002	.153* .035
AUC working environment conducive to adopt, learn, share different culture	Pearson Correlation Sig. (1-tailed)	-.239** .002	.318** .000	.106 .106	-.061 .236	1	.339** .000	.018 .416
There is special concern for cross cultural issues in AUC particularly in HR practice	Pearson Correlation Sig. (1-tailed)	-.066 .217	.241** .002	.018 .417	.243** .002	.339** .000	1	.362** .000
human resource practice of AUC designed to fit the diversified cultural background of the organization	Pearson Correlation Sig. (1-tailed)	.298** .000	.052 .269	-.071 .201	.153* .035	.018 .416	.362** .000	1

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Correlations^a

		gender of the respondent	age of the respondents	educational status of the respondent	work experience of the respondent	new human resource practice of AUC are always introduced to employee before application	accepting new cultural experience help to increase AUC effectiveness	AUC's human resource practice is open (i.e. designed to accommodate different cultural background of employee)	the current human resource practice of AUC is effective, i.e. enable employee to complete the task at hand at the right time--time focus--	human resource practice of AUC is efficient, i.e. enable employee to complete the task at hand with proper resources--time + effort focus
gender of the respondent	Pearson Correlation Sig. (1-tailed)	1	-.350** .000	.150* .038	-.154* .034	.103 .113	.119 .081	.042 .309	.175* .019	-.070 .204
age of the respondents	Pearson Correlation Sig. (1-tailed)	-.350** .000	1	-.314** .000	.036 .337	.068 .211	-.038 .329	.195* .010	.188* .013	.245** .002
educational status of the respondent	Pearson Correlation Sig. (1-tailed)	.150* .038	-.314** .000	1	-.396** .000	-.006 .474	-.042 .310	-.086 .156	-.152* .036	.178* .017
work experience of the respondent	Pearson Correlation Sig. (1-tailed)	-.154* .034	.036 .337	-.396** .000	1	.265** .001	.165* .025	.193* .011	.153* .035	-.153* .035
new human resource practice of AUC are always introduced to employee before application	Pearson Correlation Sig. (1-tailed)	.103 .113	.068 .211	-.006 .474	.265** .001	1	.281** .000	.323** .000	.401** .000	.269** .001
accepting new cultural experience help to increase AUC effectiveness	Pearson Correlation Sig. (1-tailed)	.119 .081	-.038 .329	-.042 .310	.165* .025	.281** .000	1	.007 .466	.261** .001	.154* .034
AUC's human resource practice is open (i.e. designed to accommodate	Pearson Correlation	.042	.195*	-.086	.193*	.323**	.007	1	.351**	.237**

different cultural background of employee)	Sig. (1-tailed)	.309	.010	.156	.011	.000	.466		.000	.002
the current human resource practice of AUC is effective, i.e. enable employee to complete the task at hand at the right time--time focus--	Pearson Correlation Sig. (1-tailed)	.175*	.188*	-.152*	.153*	.401**	.261**	.351**	1	.484**
		.019	.013	.036	.035	.000	.001	.000		.000
human resource practice of AUC is efficient, i.e. enable employee to complete the task at hand with proper resources--time + effort focus	Pearson Correlation Sig. (1-tailed)	-.070	.245**	.178*	-.153*	.269**	.154*	.237**	.484**	1
		.204	.002	.017	.035	.001	.034	.002	.000	

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

a. Listwise N=141

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
human resource administration activities of AUC is clear and understandable	101.99	173.421	.398	.416	.850
AUC provide orientation to its employee how to use HR rule & regulation	102.09	168.670	.479	.560	.848
AUC acknowledge cultural difference & prepare training in the working environment	101.70	177.468	.201	.487	.855
AUC working environment conducive to adopt, learn, share different culture	102.04	174.498	.322	.481	.852
human resource procedure applied to employee equally	101.69	170.545	.562	.658	.847
AUC human resource rules & regulation is prepared based on multicultural organization interest & standard	101.86	168.994	.621	.646	.845
There is special concern for cross cultural issues in AUC particularly in HR practice	101.72	165.762	.650	.716	.843
human resource practice of AUC designed to fit the diversified cultural background of the organization	101.64	169.647	.454	.641	.848
It could be said that human resource practice of AUC articulated on the base of organizational cultural setting	101.80	172.646	.393	.551	.850

AUC strives to develop open social relationship among its employee	101.67	169.564	.548	.541	.846
AUC has adopting flexible HR practice to meet employee request who work in diversified working environment	101.75	167.545	.589	.676	.845
new human resource practice of AUC are always introduced to employee before application	101.52	168.780	.554	.627	.846
accepting new cultural experience help to increase AUC effectiveness	101.43	174.460	.304	.463	.852
It can be said that employee get good experience by shared and learned different culture in working area of AUC	101.25	177.631	.161	.377	.856
AUC's human resource practice is open (i.e. designed to accommodate different cultural background of employee)	101.63	171.934	.442	.553	.849
AUC has developed healthy communication system that help you to manage your day to day routine in culturally diversified working environment	101.96	170.006	.453	.582	.848
AUC gives high emphasis to cross cultural issues (different) in HR practice	101.92	167.930	.579	.755	.845

It can be said that working in culturally diversified area considered as a sources for social problems (descrimination,...) and for less productiveness of employee	101.59	179.744	.111	.442	.857
the current human resource practice of AUC is effective, i.e. enable employee to complete the task at hand at the right time--time focus--	101.85	170.671	.585	.711	.846
human resource practice of AUC is efficient, i.e. enable employee to complete the task at hand with proper resources--time + effort focus	101.89	169.230	.441	.545	.849
You believe that cross cultural management of AUC enable employee to create positive interpersonal relationship with each other	101.77	173.995	.334	.528	.852
cross cultural issues in AUC is complex, difficult to understand (so that it require legal or proffessional interpretation)	101.97	182.656	-.010	.454	.860
Managers communicate with employees freely and get understand the nature of culturally diversified working environment in AUC	101.70	171.128	.513	.675	.848
In cultural diversified working environment of AUC,employee practice free (friendly) communication	101.70	171.796	.401	.571	.850

AUC's HR specialist (officer) help, consult its staff member when he/she face problem in working environment	101.66	175.312	.320	.371	.852
Employees' problems resolve in smooth way (by AUC HR practices)	101.77	178.366	.157	.386	.856
working in multi cultural organization has advantages: carreer development, interpersonal relationship development	101.22	184.173	-.072	.285	.862
It is expected that in multicultural organization misunderstanding might occur among staffs because of communication barriers like language	101.13	184.532	-.085	.227	.862
human resource procedure of AUC usually revised and update in accordance to its diverse working environment	102.05	181.019	.065	.486	.857
the management style of AUC is flat (horizontal)	101.90	177.547	.231	.694	.854
working in culturally diversifed area considered as a sources emplyee disappointment (being unhappy,...)	101.59	181.201	.054	.326	.858
If problem arise in the working area, HR manager try to communicate emplyee (to understand the situation, incidents) before taking action as per HR procedure	101.93	171.424	.407	.556	.850

human resource practice of AUC is designed to target in meeting the organizational goals	102.08	167.487	.540	.651	.846
AUC human resource procedure is exercised by all managers to meet organizational goals	102.01	172.786	.379	.571	.850
In general, the working environment of AUC is conducive for Managers and employees	101.84	174.775	.306	.432	.852

