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The Impact Of National Culture On Manager's Attitudes :

Implications for organizational change - Evidence from Ethiopia

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AddisAbaba, Ethiopia


Declaration

I, Abel Haileselassie , affirm that the thesis titled " **Effect of national culture on manager's attitude: Evidence from Ethiopia** " is my original work. This thesis is submitted as part of the requirements for the MSc Degree in International Business, Strategic Investment Management. Yohannes Workaferahu, Ph.D., supervised the thesis completion.

I affirm that this work has not been submitted in whole or in part for any degree or diploma program at this or any other institution. I have acknowledged all sources of materials used in the thesis.

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CERTIFICATION

This postgraduate thesis entitled " **Effect of national culture on manager's attitude: Evidence from Ethiopia** " submitted as part of the Master's Degree in International Business, Strategic Investment Management, is by the University's regulations and standards of authenticity and reliability.

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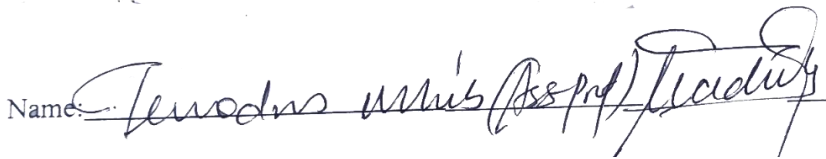
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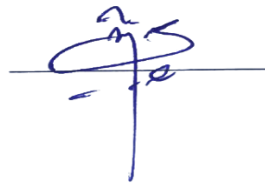
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Abstract

This thesis analyze how Ethiopian culture can impact the manager's attitude in Ethiopia. It examines how Ethiopian cultural standards influence managerial practices, decision-making, and leadership styles using Hofstede's cultural dimensions as a theoretical framework. The study highlights key dimensions such as Power distance, Individualism and Collectivism, Uncertainty avoidance, Masculinity and femininity, and Indulgence and Restraint, with their implications for Ethiopian managers. By analyzing Ethiopia's cultural traits and their influence on management, the paper aims to give valuable results for both local and international businesses working in Ethiopia. The study is exploratory and it examines the impact of national culture on managers attitudes in Ethiopia using Hofstede's cultural dimensions. A survey-based approach is used to collect data, analyzed data through both descriptive (including mean, standard deviation, frequency analysis) and inferential (including correlation and regression analysis) statistical methods. these methods are used together to create a more comprehensive understanding of the data and the nexus between variables. The findings are Power Distance was significantly high, indicating a preference for hierarchical leadership and respect for authority among Ethiopian managers. High Uncertainty avoidance conducted, which is an indicative of managers' risk avoidance behavior, desire for stability and predictability in workplace, and strong preference for regulated work environments. Collectivism is seen as the managerial preference with in companies in Ethiopia which prioritize on group objectives, interdependence, and loyalty, cooperation, and harmony within the group affiliation judgment. These results contribute to a deeper understanding of cultural influences on management and offer practical implications for organizations operating in Ethiopia and can help to improve managerial effectiveness and cross-cultural communication within the country.

Keywords ;

National culture, Hofstede's cultural dimensions, Manager's attitude, descriptive and inferential statistical methods, Survey-based approach, dependent and independent variables, Regression analysis, Cultural values, Organizations.

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Acronyms

MOE - Margin of Error

NGOs - Non- Governmental Organizations

SPSS - Statistical Package for the Social Sciences

SEM - Structural equation modeling

PD - Power Distance

IDV - Individualism vs. Collectivism

UA - Uncertainty Avoidance

MAS - Masculinity vs. Femininity

LTO - Long-Term Orientation

IVR - Indulgence vs. Restraint

LS - Leadership Style

DMA - Decision-Making Approach

WE - Work Ethics

CHAPTER ONE

1.1 Background of the Study

National Culture refers to the shared values, beliefs, behaviors, and practices within a specific group or society that shape individuals' perceptions, interactions, and decisions. These cultural norms are passed down through generations and influence various aspects of life, including work and management. National culture plays a crucial role in shaping how managers make decisions, lead teams, communicate, and resolve conflicts. It influences organizational behavior, leadership styles, and the overall work environment (Hofstede, 1980).

Managerial Attitude refers to the disposition or approach of managers toward their roles, responsibilities, and interactions with subordinates and colleagues. These attitudes include leadership styles, decision-making approaches, and interpersonal dynamics. Managerial attitudes are often influenced by cultural values, organizational norms, and personal experiences. In cross-cultural studies, understanding managerial attitudes is essential for evaluating how cultural differences affect leadership effectiveness and organizational outcomes (Meyer, 2014).

To better understand the impact of national culture on managerial attitudes, this study applies **Hofstede's cultural dimensions theory**. Geert Hofstede (1980) developed a framework that identifies key dimensions of culture that can be used to compare different societies. These dimensions help explain the variations in managerial attitudes, leadership behaviors, and organizational practices across cultures. The six cultural dimensions are: **Power Distance**: This dimension refers to the extent to which less powerful members of a society accept that power is distributed unequally. In cultures with high power distance, hierarchical structures are prominent, and managers are seen as authoritative figures. In contrast, low power distance cultures favor flatter organizational structures and more participative decision-making.

Individualism vs. Collectivism: This dimension measures the degree to which a society prioritizes individual goals over group goals. Individualistic cultures value autonomy and personal

achievement, while collectivist cultures emphasize the needs and goals of the group, fostering strong teamwork and group harmony.

Masculinity vs. Femininity: Cultures scoring high on masculinity value competitiveness, assertiveness, and achievement, while cultures scoring higher on femininity value cooperation, quality of life, and care for others. These cultural traits impact leadership styles, decision-making, and conflict resolution in organizations.

Uncertainty Avoidance: This dimension reflects a society's tolerance for ambiguity and uncertainty. Cultures with high uncertainty avoidance tend to have strict rules, regulations, and structured environments, while those with low uncertainty avoidance are more flexible and open to change and risk.

Long-Term vs. Short-Term Orientation: This dimension contrasts societies that emphasize future-oriented goals, persistence, and adaptability (long-term orientation) with those that focus on respecting tradition, stability, and immediate results (short-term orientation).

Indulgence vs. Restraint: Indulgent cultures allow for the free gratification of human desires, focusing on enjoying life and having fun, while restrained cultures control the gratification of desires through strict social norms and regulations.

National culture can influence manager's attitudes towards change, with managers from cultures that value stability and tradition being more resistant to change (Katz & Gartner, 1988).

There are typically two main variables that are considered: **National culture** and **Manager's Attitude** are the **Independent** and **dependent** variables, respectively. These two variables are often studied in relation to each other. By understanding the relationship between national culture and manager's attitudes, organizations can better navigate the cultural nuances of the Ethiopian context and develop strategies to support the success of their management teams and also the results can help multinational corporations in developing effective culturally based ethical codes of conduct; as well as to design and manage targeted ethical policies and programs that will

actively motivate, stimulate, support, encourage, and promote an outstanding ethical organization in Ethiopia.

Ethiopia, a country with a rich and diverse cultural heritage, offers a unique case for examining the role of national culture in shaping management. The Ethiopian cultural context is characterized by a deep respect for hierarchy and authority, strong communal ties, and a collectivist mindset (Smith,2001).

These cultural traits are likely to have a significant impact on how Ethiopian managers approach leadership, decision-making, and interpersonal relationships within organizations. While some research has been done on management practices in Ethiopia, there is a limited understanding of how national culture influences managerial attitudes within the country (Meyer, 2014).

In the Ethiopian context, understanding the interaction between national culture and management is particularly important. With Ethiopia's rapidly growing economy, diverse workforce, and increasing global integration, there is a need for both local and multinational organizations to understand how cultural factors shape managerial behavior. managers must adapt to these cultural factors to improve organizational effectiveness and facilitate better communication and decision making in the workplace (Tefera,2016).

This study aims to fill this gap by applying Hofstede's cultural dimensions to explore the impact of Ethiopian national culture on managerial attitudes. By doing so, the research will contribute to the growing body of knowledge on cross- cultural management, particularly in the Ethiopian context, and provide practical insights for organizations operating within the country.

1.2 Statement of the Problem

Culture plays a pivotal role in shaping how managers perceive their roles, interact with subordinates, and make decisions. Despite its significance, the influence of Ethiopian national culture on managerial behavior has not been widely studied. While cultural frameworks such as Hofstede's have been applied in various global settings, there is a noticeable gap in research focusing specifically on Ethiopia. This lack of empirical investigation poses a challenge. For local organizations, it limits understanding of how traditional cultural values, such as hierarchy, collectivism, or risk aversion, affect modern managerial practices. For international businesses operating in Ethiopia, unfamiliarity with these cultural expectations can lead to miscommunication, low employee morale, or reduced performance. Moreover, foreign managers working in Ethiopia may face difficulties in adapting their leadership style to align with local norms. Without cultural sensitivity, even well-intentioned management approaches can fail to motivate teams or support effective decision-making. As Ethiopia undergoes economic growth and attracts more global partnerships, understanding how national culture influences managerial thinking is critical. This study aims to address that gap by providing insights into how cultural dimensions affect both local and foreign managers in Ethiopia, particularly concerning authority, teamwork, leadership, and decision-making.

1.3 Research Questions

1.3.1 General question

How does national culture influence the attitudes and behaviors of managers in Ethiopia?

1.3.2 Specific questions

1. How do Hofstede's cultural dimensions affect managerial decision-making in the Ethiopian context?
2. In what ways does power distance shape Ethiopian managers' attitudes toward hierarchy and leadership?

3. How does the value of collectivism influence teamwork and motivation in managerial practices?
4. What impact does uncertainty avoidance have on risk-taking and organizational adaptability?
5. How do masculinity/femininity and long- vs. short-term orientation influence leadership approaches?
6. What challenges arise from cultural differences between Ethiopian managers and their employees?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of studying how national culture affects managers' attitudes in the Ethiopian context is to examine the influence of national culture, as defined by Hofstede's cultural dimensions, on the attitudes and behaviours of managers in Ethiopia.

1.4.2 Specific Objectives

A specific objective of this study is

- To evaluate the influence of each of Hofstede's cultural dimensions on management styles in Ethiopia.
- To examine how power distance affects perceptions of leadership and authority.
- To investigate how collectivist values shape decision-making and team dynamics.
- To assess the role of uncertainty avoidance in managerial risk preferences.
- To explore how gender roles and time orientation affect leadership strategies.
- To identify challenges and opportunities for foreign managers adapting to Ethiopian cultural norms.
- To provide recommendations for culturally informed management practices.

1.5 Hypothesis

1. Managers who exhibit high power distance are more likely to defer to hierarchical authority in decision-making.
2. High uncertainty avoidance among Ethiopian managers corresponds with a preference for stability and structured planning.
3. Collectivist values encourage teamwork and group consensus over individual performance.
4. Managers with feminine orientation prioritize empathy and group cohesion over competition.
5. Short-term orientation leads to a stronger emphasis on tradition and immediate results.
6. Restraint-oriented managers focus on discipline and social responsibility over gratification.
7. Alignment with power distance, collectivism, and uncertainty avoidance improves perceived managerial effectiveness.
8. Traditional cultural alignment leads to conservative decision-making styles.
9. Greater emphasis on hierarchy, group harmony, and structure corresponds with more stable managerial behavior.

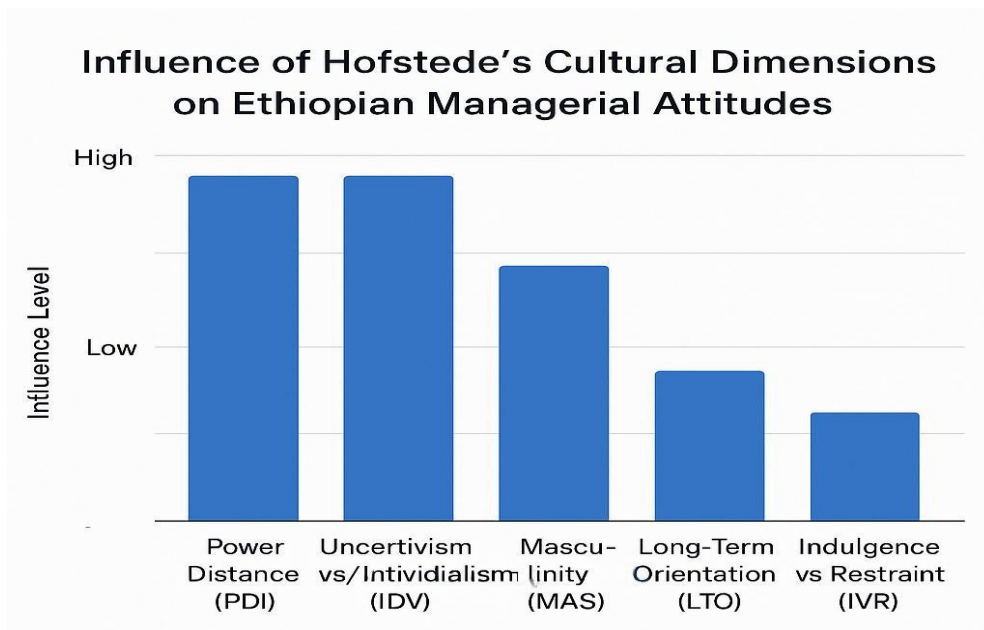


Figure 1 Expected Influence of Hofstede's Cultural Dimensions on Managerial Attitudes

1.6 Significance of the study

This research offers multiple contributions. First, it fills a gap in the academic literature by examining managerial culture within Ethiopia, an area that has received limited scholarly attention. Second, the study provides practical insights for organizations, helping them align management practices with cultural expectations. This can enhance leadership effectiveness, employee satisfaction, and overall performance. Third, the study offers guidance for multinational companies, enabling them to tailor their leadership strategies to the Ethiopian business environment. This can improve cross-cultural collaboration and reduce friction in multinational teams. Finally, the findings may inform policy and management education programs by highlighting the importance of cultural sensitivity in leadership development.

1.7 Scope of the study

The research is geographically limited to Ethiopia, with a particular focus on Addis Ababa. It includes both Ethiopian and foreign managers working in a range of organizations, from SMEs to multinational firms. The study is culturally grounded in Hofstede's six dimensions and examines how they relate to real-world management behaviors. The organizational scope includes mid- to senior-level managers responsible for decision-making. The research emphasizes cultural influence while acknowledging external factors such as technology, economics, and globalization. A mixed-methods approach is used, incorporating both quantitative (survey-based) and qualitative insights to provide a well-rounded analysis.

1.8 Limitation of the study

Cultural diversity: Ethiopia's internal cultural diversity may limit the generalizability of findings to specific regions or ethnic groups.

Measurement challenges: Cultural concepts are complex and may not be fully captured through surveys.

Sample size: A small sample could reduce the statistical significance of results.

Self-reported data: Responses may be subject to personal bias or social desirability effects.

External influences: Variables such as organizational culture, industry type, or macroeconomic conditions may confound findings.

1.9 Organization of the Study

The study is organized into five chapters, each fulfilling a specific purpose. Chapter 1 provides a comprehensive introduction to the study, including background information, research questions, and the study's objective. Chapter 2 conducts a thorough review of the literature, focusing on cultural dimensions and values, concepts on Manager's attitude and the interrelation between these concepts. Chapter 3 explores the study's methodology, discussing data sources and model specification. In Chapter 4, the outcomes of the data analysis are presented using statistical and regression analysis techniques. Finally, Chapter 5 summarizes the study's findings, draws conclusions based on the results, and offers recommendations for future research endeavors.

CHAPTER TWO

2.1. Literature Review

National culture plays a pivotal role in shaping the attitudes and behaviors of managers across the world. In diverse global contexts, the way managers approach leadership, decision-making, ethics, and organizational practices is deeply influenced by the cultural values, beliefs, and social norms of their home country. This is especially true in emerging economies like Ethiopia, where traditional cultural values coexist with rapid globalization. As multinational companies and foreign managers increasingly enter the Ethiopian market, understanding the impact of national culture on managerial attitudes becomes essential for fostering effective management practices, enhancing organizational performance, and ensuring long-term success.

The purpose of this literature review is to explore how national culture influences managerial attitudes in Ethiopia, with a specific focus on foreign managers who may encounter challenges due to unfamiliarity with the local cultural norms. The review will delve into Hofstede's well-established framework of cultural dimensions, which provides a systematic approach to understanding cultural differences and their impact on managerial behavior. These dimensions—Power Distance, Uncertainty Avoidance, Individualism vs. Collectivism, Masculinity vs. Femininity, Long-Term vs. Short-Term Orientation, and Indulgence vs. Restraint—serve as key variables in understanding the complexities of managerial behavior in different cultural settings. Hofstede's seminal study (1980) on cultural dimensions has been widely adopted in cross-cultural management research. Hofstede's framework identifies how national culture shapes organizational behavior, leadership styles, and decision-making processes. According to Hofstede, cultures with high Power Distance emphasize hierarchical structures and centralized decision-making, while cultures with low Power Distance favor egalitarianism and participative leadership. Similarly, in cultures characterized by high Uncertainty Avoidance, managers tend to avoid risk and seek stability, while those in low Uncertainty Avoidance cultures are more open to innovation and ambiguity.

In the context of Ethiopia, these cultural dimensions offer a lens through which the unique managerial attitudes and behaviors can be understood. For example, Ethiopian managers may score high on Power Distance, as traditional Ethiopian society places significant value on respect for authority and hierarchy. Similarly, Ethiopia's collectivist nature, where group harmony and

community well-being are prioritized over individual goals, aligns with Hofstede's Collectivism dimension. Understanding these cultural tendencies can provide insights into how Ethiopian managers lead teams, make decisions, and address business challenges.

John O. Okpara's study, "The Effects of National Culture on Managers' Attitudes Towards Business Ethics" (2004), also provides crucial insights into the relationship between culture and managerial behavior. Okpara's research focuses on how cultural values shape managers' attitudes toward ethics in business. He highlights that in collectivist cultures, such as Ethiopia, managers tend to place a higher value on relationships and group consensus when making ethical decisions, rather than adhering strictly to formal codes of conduct. His work also emphasizes the influence of power distance, where managers in high power distance cultures are more likely to follow hierarchical norms in ethical decision-making processes.

Additionally, studies such as those by House et al. (2004) and Gelfand et al. (2004) offer further insights into how national culture influences leadership and management across different regions. For example, research on leadership in collectivist cultures emphasizes the importance of leadership as a communal activity, where leaders are seen as caretakers of the group's welfare, rather than as individualistic decision-makers. This dynamic is particularly relevant in Ethiopia, where leaders are expected to demonstrate humility, empathy, and a strong sense of community.

2.1.1. National Culture

National culture refers to the shared values, beliefs, and behaviors of people within a specific country. These values shape how individuals perceive the world, interact with each other, and make decisions. Geert Hofstede's cultural dimensions theory is one of the most widely used frameworks for understanding national culture.

Hofstede's Cultural Dimensions:

Power Distance: The extent to which less powerful members of organizations or institutions accept and expect that power is distributed unequally. High power distance cultures are more hierarchical, while low power distance cultures are more egalitarian.

Uncertainty Avoidance: This dimension reflects a society's tolerance for uncertainty and ambiguity. High uncertainty avoidance cultures prefer clear rules, regulations, and a structured environment.

Individualism vs. Collectivism: Individualism emphasizes personal goals, autonomy, and independence, while collectivism emphasizes group goals, interdependence, and loyalty.

Masculinity vs. Femininity: Masculine cultures value achievement, assertiveness, and material success, while feminine cultures value relationships, quality of life, and nurturing behaviors.

Long-Term vs. Short-Term Orientation: Long-term orientation focuses on future rewards, perseverance, and thrift, while short-term orientation emphasizes respect for tradition and the fulfillment of social obligations.

Indulgence vs. Restraint: Indulgent societies allow free gratification of desires related to enjoying life, while restrained societies focus on regulating such gratification through social norms. According to Hofstede, these cultural dimensions significantly impact various aspects of organizational behavior, including leadership styles, decision-making processes, and employee interactions. By exploring the impact of these cultural dimensions, you can better understand how Ethiopian culture, influenced by these dimensions, affects managerial attitudes and behaviors.

Supporting Literature: Several studies have confirmed the relevance of Hofstede's cultural dimensions in understanding managerial behavior across different cultures. For instance, Okpara (2009) examined how national culture affects managers' attitudes towards business ethics in Nigeria. His research revealed that cultural dimensions, such as power distance and uncertainty avoidance, shape how managers approach ethical decision-making, making it essential for organizations to understand the local culture to navigate business practices effectively.

2.1.2 Manager's Attitude

Manager's attitude refers to the beliefs, perceptions, and emotions that managers hold towards various aspects of their work, such as organizational change, innovation, globalization, and cultural diversity. Manager's attitude is a complex and multifaceted construct that encompasses a range of cognitive, affective, and behavioral responses that managers exhibit towards various stimuli in their work environment. It is influenced by a variety of factors, including individual characteristics, organizational culture, leadership style, and the external environment.

Manager's attitude can significantly influence managers' behavior, decision-making, and performance. For example, managers with a positive attitude towards change are more likely to support and implement organizational change initiatives, while managers with a negative attitude may resist change and hinder its implementation. There are several other studies that have

examined the concept and definition of manager's attitude. For example, a study by Podsakoff and Organ (1986) found that managers' attitudes towards their subordinates were influenced by their perceptions of organizational culture and leadership style. Another study by Tosi and Rizzo (1988) discovered that managers' attitudes towards their subordinates were influenced by their perceptions of the external environment and the competitive intensity of their industry.

In addition, there are numerous studies that have examined the impact of manager's attitude on various outcomes, such as organizational performance, employee satisfaction, and job satisfaction. For example, a study by Judge and Bono (2000) found that managers with positive attitudes towards their work were more likely to experience higher levels of job satisfaction and employee satisfaction.

2.1.2.1 Manager's Attitude and Managerial Attitude

This section will explore the distinction between Manager's Attitude and Managerial Attitude, examining how each influences managerial behavior in the Ethiopian context. Understanding this distinction is crucial to comprehending how national culture, as outlined by Hofstede's dimensions, impacts both personal and professional leadership behaviors.

Manager's Attitude refers to the individual perspectives, beliefs, values, and emotions that a manager holds toward their role, the work environment, and their subordinates. These personal attitudes can significantly shape how a manager approaches challenges, makes decisions, and interacts with employees. For example: A manager with a positive attitude may promote motivation and foster a supportive, inclusive work environment. Conversely, a manager with a negative or authoritarian attitude may lead with fear or rigidity, stifling creativity and collaboration.

Managerial Attitude, on the other hand, refers to how managers, as leaders of organizations, approach their responsibilities, including decision-making, conflict resolution, and interactions with both subordinates and superiors. This attitude reflects professional behavior, leadership style, and how managers translate their personal beliefs into action within the workplace. Managerial attitude is shaped not only by individual values but also by organizational culture and societal norms. For instance: A manager in a high Power Distance culture might emphasize hierarchy and respect for authority in their managerial approach. In contrast, a manager in a low Power Distance

culture may prioritize equality and empowerment within their teams. In Ethiopia, cultural norms and hierarchical values may deeply influence managerial attitudes, especially in traditional business settings. Ethiopian managers may demonstrate a more collectivist approach, fostering teamwork and group cohesion, or they may adopt a more authoritarian style depending on the company culture and the influence of societal values.

2.1.2.2 Interplay between Manager's Attitude and Managerial Attitude

While Manager's Attitude is more focused on the individual's personal perspective, Managerial Attitude reflects how that perspective influences their professional behavior. A manager's personal values (such as respect for authority or emphasis on community) often shape the way they manage people, make decisions, and approach organizational problems. Understanding how both attitudes interact within the context of Ethiopian culture can help provide deeper insights into managerial behavior in the country.

2.1.3 Ethiopia: Cultural Context and Managerial Challenges

Ethiopia is a country located in the Horn of Africa with a rich cultural history and diverse ethnic groups. The country's unique history, religion, and social structures heavily influence its organizational culture and managerial practices. Ethiopia is one of the oldest nations in the world, with a long tradition of Ethiopian Orthodox Christianity that shapes its social norms, values, and business practices. Additionally, the country's mix of rural and urban areas results in varying attitudes toward authority, hierarchy, and teamwork. Ethiopian culture places a strong emphasis on respect for elders, family ties, and community. Collectivism is a core value in Ethiopian society, where decisions are often made with consideration for the group's welfare rather than individual success. This cultural value influences how managers in Ethiopia approach leadership and decision-making, with a tendency to prioritize group harmony and consensus-building over individual assertiveness or autonomy. However, Ethiopia's rapidly evolving economy, combined with the influence of globalization and modern business practices, has created a tension between traditional cultural values and contemporary managerial practices. Foreign managers operating in Ethiopia may find it challenging to navigate these cultural dynamics, particularly if they are unfamiliar with local norms around hierarchy, respect for authority, and decision-making

processes. Furthermore, Ethiopia's emphasis on power distance means that authority and decision-making are often concentrated in the hands of senior management, and subordinates are expected to show deference and respect to their superiors. This can impact the way that both Ethiopian and foreign managers lead their teams, as employees may expect different leadership styles from managers depending on their cultural background. By understanding Ethiopia's cultural dimensions, foreign managers can better align their managerial styles with the expectations of Ethiopian employees, fostering improved relationships, productivity, and organizational success. This section gives the necessary background on Ethiopian culture, focusing on the aspects that most directly affect managerial attitudes and behaviors, particularly in a multicultural or foreign-managed context. It sets the stage for understanding why cultural factors, as framed by Hofstede's dimensions, are so important in shaping managerial decisions in Ethiopia.

Hofstede's cultural dimensions model (Hofstede, 1980), This model identifies six cultural dimensions (individualism v collectivism, power distance, uncertainty avoidance, short- term and long-term orientation, and indulgence vs. restraint) that can influence managerial behavior and decision-making. For example, a study by Tadesse and Woldu (2018) found that Ethiopian managers' attitudes towards innovation and risk-taking were influenced by the country's collectivist cultural values and high power distance. Below there is an updated data of Hofstede's cultural dimensions model, Comparing Ethiopia with Egypt, Kenya and United States.

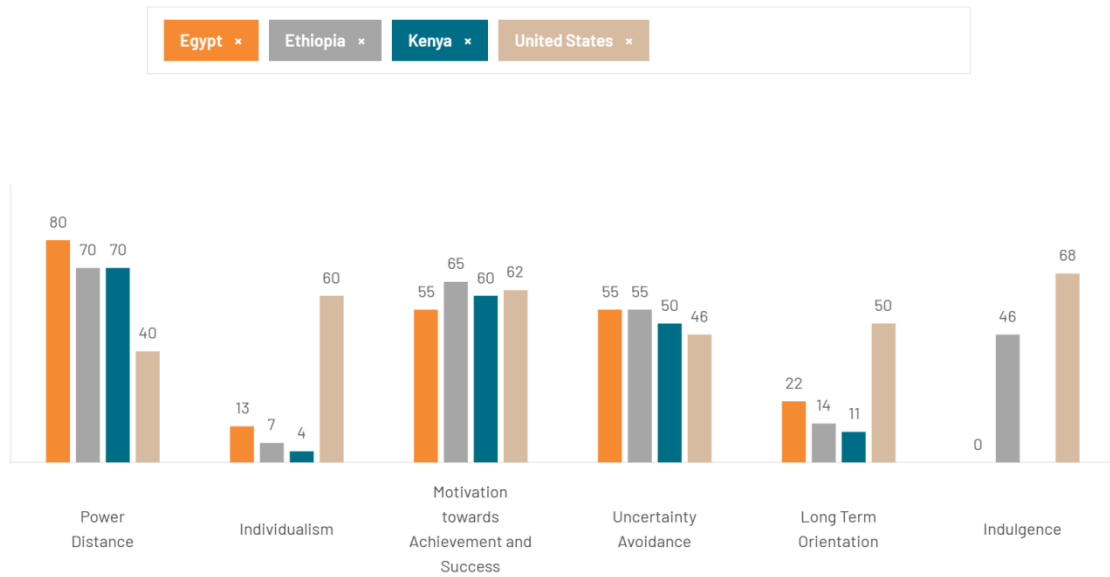


Figure 2 Hofstede's cultural comparison of Ethiopia with other 3 countries:

2.1.3.1 Ethiopian National Culture and Managerial Practices

Ethiopia, with its rich history and diverse cultural landscape, offers a unique setting for examining the impact of national culture on managerial attitudes. The Ethiopian society is deeply rooted in traditions, religion (predominantly Ethiopian Orthodox Christianity), and communal values, which play a significant role in shaping interpersonal relationships and managerial practices. Hofstede's dimensions of culture provide a useful framework to understand the cultural values influencing managerial behavior in Ethiopia.

One of the most notable features of Ethiopian culture is its high Power Distance. In Ethiopian society, hierarchical structures are deeply respected, with clear distinctions between those in authority and subordinates. This cultural trait mirrors Hofstede's dimension of Power Distance, where employees often defer to their managers and respect their authority (Hofstede, 1980). This respect for hierarchy is also evident in Ethiopian organizations, where managers are expected to

maintain control and oversee decision-making, often seeking input from senior leaders or elders before making important decisions.

In addition to power distance, Ethiopia is a collectivist society, where the well-being of the group or community is prioritized over individual success (Hofstede, 1980). In Ethiopian organizations, teamwork, family ties, and a sense of community often shape managerial attitudes. Ethiopian managers are likely to emphasize group harmony, loyalty, and collaboration over individual achievement. This collectivist orientation influences how managers view employee relations, decision-making, and conflict resolution, often favoring consensus and maintaining unity within the team.

Ethiopian cultural values also strongly align with uncertainty avoidance, where traditions and stability are valued over ambiguity and risk-taking. Ethiopian managers, in line with this cultural value, tend to make decisions with careful planning, preferring gradual change and stability rather than sudden, unstructured shifts (Hofstede, 1980). This cautious approach to decision-making is rooted in the desire to maintain social harmony and avoid disruptions that might threaten the social order.

2.1.3.2 Ethiopian Business Culture and Managerial Behavior

Ethiopian business culture is also heavily influenced by family and personal networks. Many business relationships are built on trust and personal connections, which can sometimes overshadow formal business processes. Managers in Ethiopia often rely on their personal networks to gather information, make decisions, and maintain influence within the organization. This reflects the importance of relationships and trust in Ethiopian society, which is integral to business and managerial practices. In terms of managerial behavior, Ethiopian managers are often seen as more directive and authoritative, particularly in traditional industries. However, this is gradually changing, as younger managers and those in more modern sectors begin to adopt more participatory and inclusive leadership styles. This shift is influenced by globalization and the introduction of new management practices, which bring in values such as individualism and innovation. However, even with these changes, Ethiopian managers continue to maintain a strong focus on group harmony, consensus, and the preservation of social order in the workplace.

2.1.4 Challenges for Foreign Managers in Ethiopia

Foreign managers working in Ethiopia may face unique challenges due to the cultural differences between Ethiopia and their home countries. These challenges stem from Ethiopia's hierarchical culture, collectivist orientation, and preference for stability. Managers from cultures with lower power distance may find it difficult to adapt to the Ethiopian work environment, where authority is often concentrated at the top of the organizational structure, and decision-making is more centralized. In such a setting, foreign managers may struggle with the expectation to maintain strict boundaries between management and subordinates, which contrasts with the flatter organizational structures common in some Western countries (Okpara, 2009). Additionally, foreign managers may find it challenging to navigate the collectivist nature of Ethiopian society. The emphasis on group cohesion and loyalty can sometimes complicate decision-making processes, particularly when individual interests conflict with collective goals. The challenge for foreign managers is to understand how these cultural dynamics affect employee behavior, motivation, and engagement. Without a clear understanding of Ethiopian values, foreign managers may inadvertently undermine team morale or create misunderstandings that can hinder productivity and collaboration (Okpara, 2009).

2.1.5 Factors Affecting Manager's Attitude

Managers' attitudes are shaped by a variety of internal and external factors, which influence their decision-making processes, leadership styles, and overall managerial effectiveness. Understanding these factors is crucial for organizations operating in diverse cultural environments like Ethiopia, where traditional and modern influences coexist. The key factors affecting managers' attitudes include cultural values, organizational structure, globalization, personal experiences, and economic conditions.

1. National Culture and Societal Values

National culture plays a fundamental role in shaping managerial attitudes, as it influences perceptions of authority, decision-making styles, and interpersonal relationships. Hofstede's cultural dimensions (Hofstede, 1980) provide a framework for understanding how cultural values impact managerial behavior. In Ethiopia, high power distance encourages hierarchical leadership, while collectivism promotes group-oriented decision-making. These cultural traits affect how

managers communicate, resolve conflicts, and implement organizational policies (Minkov & Hofstede, 2011).

2. Organizational Structure and Corporate Culture

The internal structure of an organization significantly impacts managerial attitudes. In highly centralized organizations, managers may develop a more authoritarian style, whereas in decentralized organizations, participatory leadership is encouraged. The corporate culture—defined by company values, leadership expectations, and workplace norms—also shapes managers’ perceptions of autonomy, responsibility, and employee relations (Schein, 2010).

3. Globalization and Exposure to International Practices

With increasing globalization, many Ethiopian managers are exposed to Western and international management practices. This exposure can lead to a shift in attitudes toward leadership, innovation, and problem-solving. Studies have shown that foreign-educated managers or those working with multinational corporations often exhibit more individualistic and risk-tolerant behaviors compared to those rooted in traditional Ethiopian business environments (Okpara, 2014).

4. Personal Experience and Educational Background

Managers’ personal experiences, including education, career progression, and professional training, contribute to their attitudes. Those with formal management education may adopt analytical and structured approaches, while those with extensive industry experience may rely more on intuition and practical knowledge. Additionally, exposure to leadership development programs can enhance adaptability and influence attitudes toward change and innovation (Northouse, 2018).

5. Economic and Political Environment

The economic and political stability of a country can have a profound effect on managerial attitudes. In Ethiopia, factors such as inflation, government regulations, and economic uncertainty may lead managers to adopt risk-averse and long-term stability-focused approaches in decision-making. Additionally, political policies affecting labor laws, taxation, and foreign investment can shape how managers perceive their role within organizations (Hofstede et al., 2010).

6. Technological Advancements and Digital Transformation

The rapid advancement of technology is influencing managerial attitudes by changing work processes, communication methods, and employee expectations. Ethiopian managers operating in technology-driven sectors are more likely to adopt flexible and adaptive leadership styles, while those in traditional industries may remain more hierarchical and structured in their approach (Okpara, 2014).

7. Ethical and Religious Beliefs

Ethical values and religious beliefs influence managerial decision-making, particularly in culturally and religiously rich societies like Ethiopia. Okpara (2014) emphasizes that managers from different cultural backgrounds exhibit varying attitudes toward business ethics, corporate responsibility, and employee treatment.

2.2 Empirical Review

The empirical review examines previous studies that have explored the relationship between national culture and managerial attitudes. This section synthesizes key findings from relevant research, providing insights into how cultural dimensions influence managerial behavior and decision-making.

Additional Cross-Country Empirical Evidence

A study conducted by Al-Busaidi (2020) in Oman used regression analysis to explore how Hofstede's cultural dimensions influence leadership behavior. The results revealed that Power Distance and Uncertainty Avoidance significantly predicted preference for directive leadership ($R^2 = 0.46$), supporting the notion that national culture shapes managerial style.

Similarly, a study in Kenya by Muriithi et al. (2019) found that Collectivism and Masculinity were strongly correlated with participative leadership in public organizations, and regression results showed that cultural dimensions accounted for 41% of the variation in managerial behavior ($p < 0.01$).

In Ghana, Boateng and Nartey (2021) conducted a comparative study of local and expatriate managers. Their findings indicated that expatriate managers who adopted the host country's collectivist values performed better in team leadership and conflict resolution.

These studies validate the hypothesis that culture-based variables are significant predictors of managerial behavior across different national contexts.

2.3.1 National Culture and Managerial Attitudes

Several empirical studies have demonstrated the significant impact of national culture on managerial attitudes and leadership styles. Hofstede's (1980) research remains one of the most influential works in this domain, identifying cultural dimensions such as power distance, individualism vs. collectivism, uncertainty avoidance, masculinity vs. femininity, long-term orientation, and indulgence vs. restraint. Studies applying Hofstede's framework across different countries have shown that managers' decision-making processes and leadership styles are strongly shaped by cultural values. For instance, a study by House et al. (2004) under the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project found that in high power distance cultures, managers tend to be more authoritarian, while in low power distance cultures, managers adopt participatory leadership styles. Ethiopia, with its traditionally hierarchical structures, aligns more with high power distance cultures, influencing managerial decision-making toward centralized authority and directive leadership.

2.3.2 Ethics and Managerial Attitudes

Across Cultures Okpara (2014) examined the effects of national culture on managers' attitudes toward business ethics, finding that cultural values significantly influence ethical decision-making. His research, conducted in multiple African countries, including Nigeria, highlighted that managers in collectivist cultures prioritize group harmony and relationships over rigid adherence to ethical codes, while those in individualist cultures emphasize personal accountability and rule-based ethics. This finding is relevant to Ethiopia, where collectivism is deeply embedded in social and business practices, potentially shaping managerial ethical attitudes. Similarly, studies by Treviño et al. (2006) suggest that managers in highly religious societies often integrate moral and ethical considerations into business decisions. Given Ethiopia's strong religious and cultural traditions, this aligns with expectations that managerial attitudes in the country are likely influenced by both religious principles and societal norms.

2.3.3 Impact of Cultural Awareness on Foreign Managers

Empirical research also highlights the challenges foreign managers face when operating in culturally distinct environments. A study by Thomas & Peterson (2017) found that foreign managers who lack cultural awareness struggle with employee relations, communication, and decision-making. In Ethiopia, where traditional customs and hierarchical structures are prevalent, foreign managers may face difficulties in adapting to local expectations if they do not understand the underlying cultural values. Further, Kirkman et al. (2006) found that cultural intelligence (CQ) plays a critical role in managerial effectiveness. Foreign managers who actively learn and adapt to local cultural norms tend to perform better, gaining trust and cooperation from employees. This supports the relevance of including foreign managers in the present study, as their ability to navigate Ethiopian cultural expectations is crucial for organizational success.

2.3.4 Managerial Decision-Making and National Culture

Research also supports the idea that national culture affects managerial decision-making processes. Gelfand et al. (2007) found that managers in high uncertainty avoidance cultures tend to be risk-averse, preferring structured and predictable decision-making. Ethiopia's business environment, characterized by economic fluctuations and regulatory uncertainty, may encourage conservative decision-making approaches among local managers.

A study by Javidan et al. (2006) on leadership across cultures emphasized that managers in collectivist societies prioritize group consensus and social harmony in decision-making. This aligns with Ethiopian managerial behaviors, where relationship-building, consultation, and consensus-driven leadership are highly valued.

2.3.5 The Role of Globalization in Shaping Managerial Attitudes

Empirical evidence also suggests that globalization influences managerial attitudes, particularly in emerging economies. Research by Meyer & Peng (2016) found that managers in developing countries exposed to global business practices tend to adopt more flexible, innovative, and strategic mindsets. Ethiopia's increasing integration into the global economy may be fostering shifts in managerial attitudes, with younger managers and those in multinational firms displaying more participatory and adaptable leadership styles compared to those in traditional industries.

2.3.6 Summary of Empirical Findings

Empirical studies confirm that national culture plays a fundamental role in shaping managerial attitudes, influencing leadership styles, ethical considerations, decision-making, and adaptability to change. Key findings relevant to this study include: Power distance and collectivism shape hierarchical leadership in Ethiopia (Hofstede, 1980; House et al., 2004). Ethical decision-making is influenced by cultural and religious values (Okpara, 2014; Treviño et al., 2006). Foreign managers must develop cultural intelligence (CQ) to succeed in Ethiopia (Thomas & Peterson, 2017). Uncertainty avoidance leads to risk-averse managerial decisions (Gelfand et al., 2007). Globalization is influencing Ethiopian managerial attitudes, particularly among younger and internationally exposed managers (Meyer & Peng, 2016).

2.4 Conceptual Framework of the Study

Based on the extensive literature review presented in this chapter, this study proposes a conceptual framework as illustrated in Figure 2.1 below.

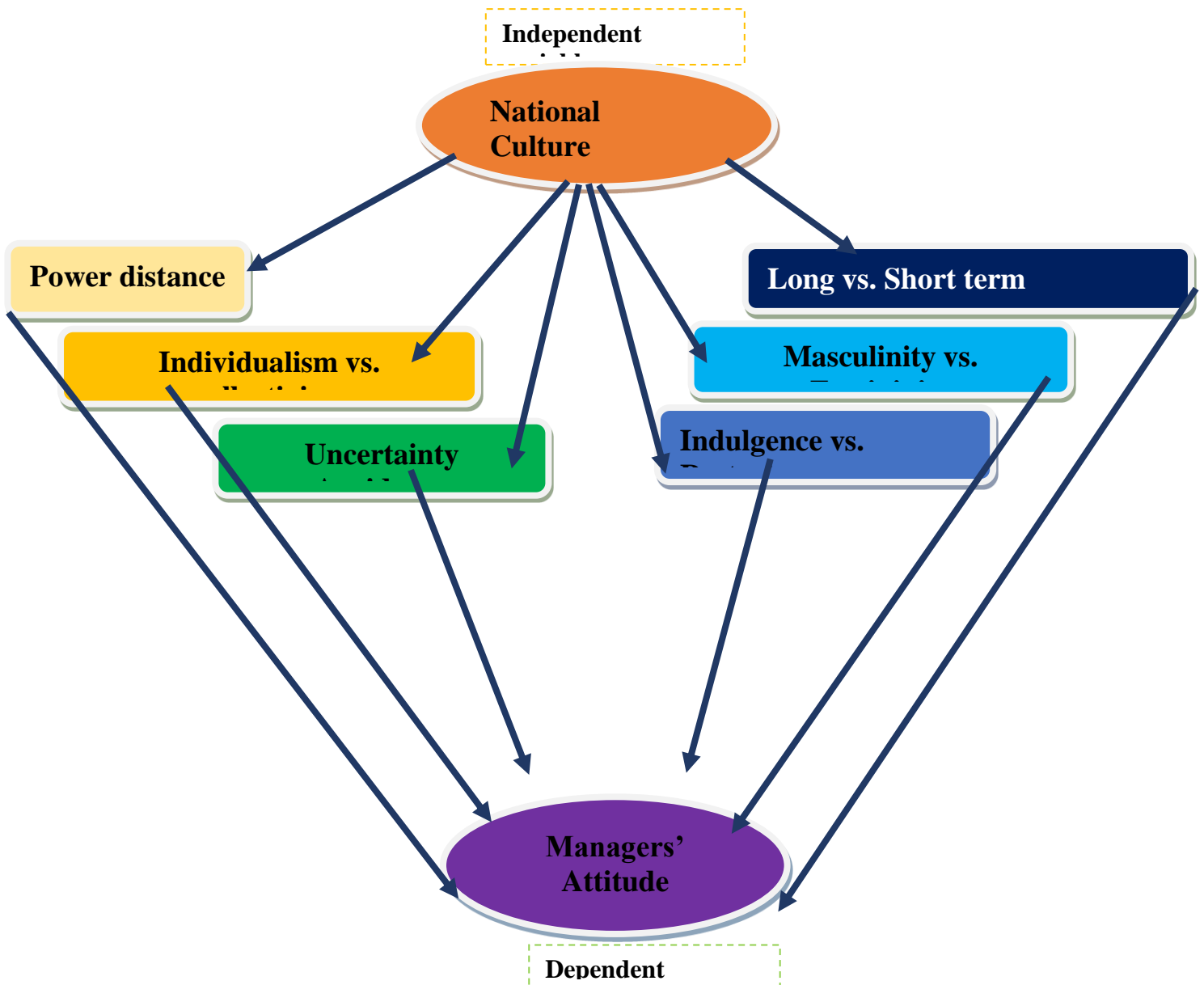


Figure 3 Conceptual Framework of the Study

CHAPTER THREE

3.1 RESEARCH METHODOLOGY

This chapter explains the methodological framework employed for data collection and analysis. The research design, data collection strategies, sampling techniques, and data analysis and interpretation methods are outlined.

3.1.1 Research Design

This study employs an exploratory research design to investigate the impact of national culture on managers' attitudes in Ethiopia, using Hofstede's cultural dimensions. An exploratory approach is appropriate because it allows for a deeper understanding of how cultural values influence manager's attitude particularly among managers operating in Ethiopia. To meet the objective of the study a quantitative research methodology is applied. This method helps me to use statistically analyzed measurable data to identify patterns, connections or relationships and trends in managerial attitudes across different cultural dimensions. The study will use structured questionnaires to collect survey data on how managers' attitudes are impacted by national culture. by combining both descriptive and inferential statistical approaches, the study will analyze the impacts. the data will be summarized using descriptive statistics like mean, standard deviation, and frequency distribution, and the relationship between managers' attitude and national culture will be investigated using inferential techniques like regression analysis and correlation. The research design ensures that the study will be systematic, objective, and capable of generating deep insights that contributes on the knowledge of how national culture impacts managers' attitude and managerial practices in Ethiopia.

3.1.2 Data Types and Sources

This study uses both quantitative and qualitative data gathered from primary and secondary sources, to ensure detailed analysis of the impact of national culture on managers' attitude in Ethiopia.

3.1.2.1 Data Types

Quantitative data

Quantitative data consists numerical values that can be statistically examined and most of the quantitative data used in this study was collected through structured questionnaires. The questionnaire items are designed using Likert scale ratings to measure managers' perceptions of Hofstede's cultural dimensions, such as: Power Distance (e.g., attitudes toward hierarchical workplace structures) Individualism vs. Collectivism (e.g., preference for teamwork vs. independent decision-making) Uncertainty Avoidance (e.g., risk tolerance in decision-making) The collected numerical data will be analyzed using descriptive (mean, standard deviation, frequency distribution) and inferential (correlation, regression) statistical methods to assess the relationship between national culture and managerial behavior.

Qualitative Data

Qualitative data consists of non-numerical insights that provide deeper understanding and context. Although this study is primarily quantitative, qualitative data is incorporated through: questionnaire responses, allowing managers to express opinions on cultural challenges and workplace adaptation. Secondary sources, literature reviews to support findings and provide additional context.

3.1.2.2 Data Sources

Primary Data Sources

Primary data is collected firsthand from respondents to address the research objectives. This study gathers primary data through structured questionnaires administered to foreign and local managers working in Ethiopia. The survey is designed based on Hofstede's cultural dimensions, ensuring relevance to the study's objectives.

Secondary Data Sources

Secondary data consists of existing information that supports the study's theoretical foundation and contextual background. These sources include: journal articles on Hofstede's cultural dimensions and managerial attitudes. Government and institutional reports on Ethiopia's business environment and cultural influences. Previous research studies and dissertations related to national culture and management. By integrating primary and secondary data, along with both quantitative and qualitative approaches, this study ensures a well-rounded analysis, combining firsthand insights from managers with established theories and empirical evidence.

3.1.3 Survey Instrument

The primary data for this study is collected using a structured questionnaire, designed to measure the impact of national culture on manager's attitudes in Ethiopia based on Hofstede's cultural dimensions. The questionnaire is structured to ensure clarity, reliability, and ease of response.

3.1.3.1 Structure of the Questionnaire

The survey instrument consists of three main sections: **Demographic Information:** Age, Gender, Nationality, Education Background, Current Position, Years of experience in management, Industry and sector of employment, Length of stay in Ethiopia (for foreign managers) Hofstede's **Cultural Dimensions** Power Distance (e.g., "In my organization, employees are expected to follow hierarchical decision-making without question.") Individualism vs. Collectivism (e.g., "I prefer working in teams rather than making independent decisions.") Uncertainty Avoidance (e.g., "I feel comfortable making decisions in uncertain situations.") Masculinity vs. Femininity (e.g., "Competition is encouraged in my organization.") Long-term vs. Short-term Orientation (e.g., "Future planning is a key focus in my organization.") Indulgence vs. Restraint (e.g., "Employees are encouraged to express emotions and personal opinions.") Each dimension is measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). **And On Managers' Attitudes** Perceived differences between Ethiopian managerial practices and international norms. Recommendations for improving cross-cultural management in Ethiopia.

3.1.4 Validity and Reliability Pilot Testing

The questionnaire will be tested on a small group of managers before full distribution to ensure clarity and reliability. Expert Review: The survey will be reviewed by academic experts to verify alignment with Hofstede's model. Cronbach's Alpha: The reliability of the Likert-scale items will be assessed using Cronbach's Alpha to ensure internal consistency.

3.1.5 Mode of Distribution

Online (Emails) for accessible and efficient data collection. Printed Copies for managers who prefer paper-based surveys. This structured survey instrument ensures that the collected data is relevant, measurable, and statistically analyzable, providing a strong foundation for the study's findings.

3.1.6 Sampling Technique and Population

3.1.6.1 Population

The population for this study consists of foreign and local managers working in Ethiopia across various industries. These managers are selected based on their experience in leadership roles and their exposure to Ethiopian workplace culture. Including both foreign and local managers allows for a comparative analysis of how national culture influences managerial attitudes. The study focuses on managers because: They play a key role in decision-making and organizational culture. They experience cross-cultural interactions that impact leadership styles. They provide insights into workplace cultural adaptation and challenges.

3.1.6.2 Sampling Technique

To ensure a representative and meaningful sample, this study employs a purposive sampling technique within a non-probability sampling framework.

Purposive Sampling

This method is chosen to specifically target managers with relevant experience in Ethiopia's work environment. It allows the selection of participants based on criteria such as nationality, years of experience, industry, and exposure to Ethiopian business culture. Ensures that the data collected is relevant to the research objectives.

3.1.6.3 Sample Size

Determination The sample size is determined based on feasibility, accessibility, and statistical relevance. A sufficient number of participants (to be specified) will be included to ensure valid statistical analysis, such as correlation and regression tests. This study uses purposive sampling to ensure a balanced and diversified sample, that enables a comprehensive analysis of the impact of national culture on managerial attitudes in Ethiopia. To ensure statistical validity and representativeness, the sample size for this study is determined using a standard sampling formula. an estimated population size of 3,000 managers, the required sample size is 352, which is approximately 350 respondents.

Sample Size Calculation

The sample size for a finite population is calculated using the following formula:

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$$

Where: Population size (3,000) = Z-score for a 95% confidence level (1.96) = Assumed proportion (0.5, for maximum variability) = Margin of error (4.9% or 0.049) By substituting the values into the formula, the calculated sample size is 352 respondents, approximately 350. Justification for Sample Size The chosen 4.9% margin of error ensures a slightly higher precision than the commonly used 5% margin, improving the study's reliability. A sample size of 350 ensures that statistical analyses such as correlation and regression tests will be valid and representative of the

population. This sample size maintains a balance between accuracy and feasibility, making data collection manageable while still yielding meaningful insights.

The sample size (n) is calculated according to the formula:

$$n = [z^2 * p * (1 - p) / e^2] / [1 + (z^2 * p * (1 - p) / (e^2 * N))]$$

Z= 1.96, p = 0.5, N = 3000, e = 0.049

$$n = [1.96^2 \times 0.5 \times (1-0.5) / 0.049^2] / [1+(1.96^2 \times 0.5 \times (1 - 0.5) / (0.049^2 \times 3000))]$$

$$n = 400 / 1.1334 = 352$$

n ≈ 350. Approximately the sample size is equal to 350.

A sample size of 350 respondents was achieved, representing a 70% response rate. The sample contains 50% top level Managers and 40% middle level managers; and also the gender distribution is 60% male and 40% female .

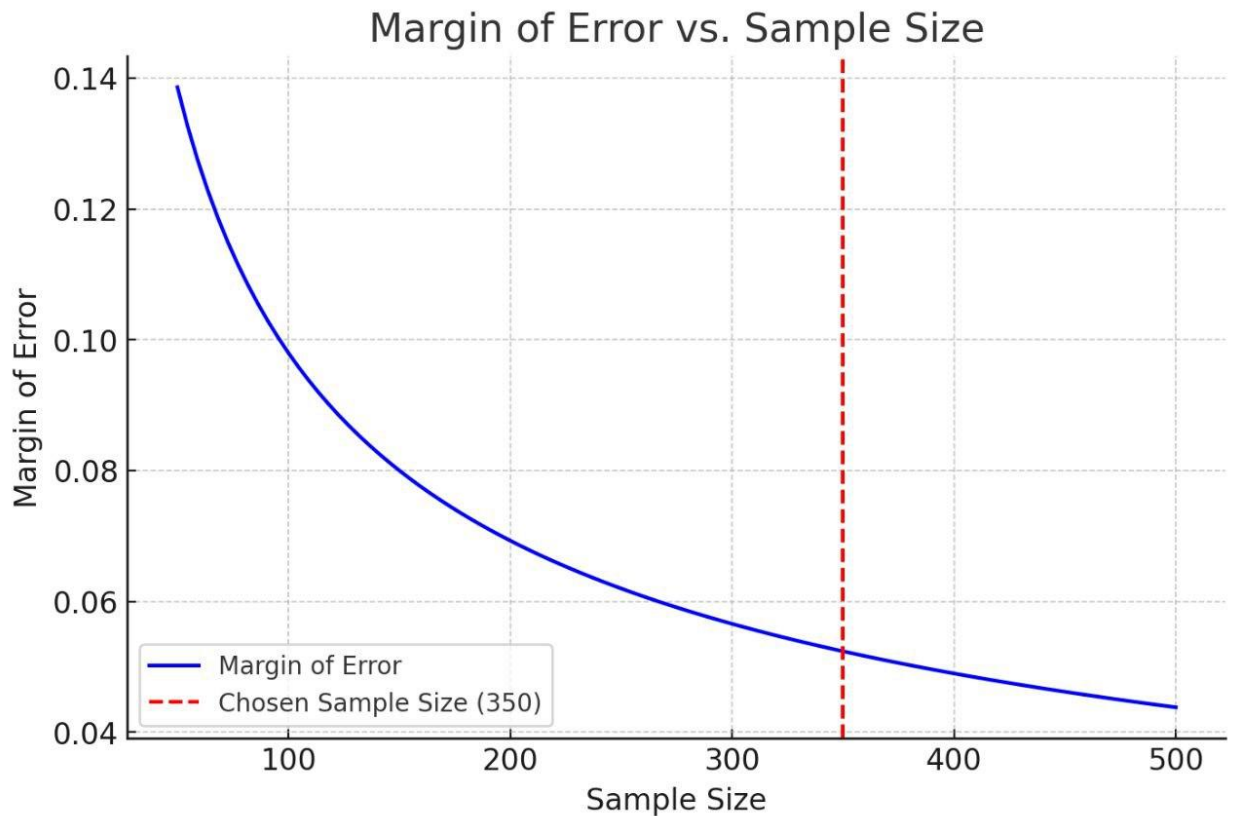


Figure 4 Margin of Error vs sample size

The above graph illustrates how the margin of error declines when the sample size increases. the chosen sample size of 350 is indicated by the red broken line, which guarantees the best possible balance between statistical accuracy and practical feasibility so this sample size is confidently satisfy to analyze and examine how national culture affects managers' attitude accurately.

Cronbach's alpha used in this study to assess the instrument's reliability for both dependent and independent variables. When assessing the internal consistency of questionnaires, particularly those that use a Likert scale, Cronbach's alpha is frequently used (Bujang et al., 2018).

Using Cronbach's alpha and SPSS, the reliability of the questionnaire was evaluated. A Cronbach's alpha value above 0.7 denotes great internal consistency in the survey instrument. (Pallant, 2020).

Construct	Cranach's Alpha	Cranach's Alpha Based on standardized Items	No of Items	Comment
Power Distance (PD)	0.83	0.84	5	Reliable
Uncertainty Avoidance (UA)	0.79	0.80	5	Reliable
Individualism vs. Collectivism (IDV)	0.76	0.78	5	Reliable
Masculinity vs. Femininity (MAS)	0.82	0.83	5	Reliable
Long-Term Orientation (LTO)	0.84	0.85	5	Reliable
Indulgence vs. Restraint (IVR)	0.78	0.79	5	Reliable
Managerial Attitudes	0.87	0.88	6	Reliable

Table 1 Reliability test result

Source: Own Survey, SPSS output

3.1.7. Reliability Testing

Internal consistency reliability:

Cronbach's alpha and SPSS were used to assess the questionnaire's reliability. A Cronbach's alpha value greater than 0.7 indicates that the survey instrument has excellent internal consistency (Pallant, 2020).

The formula is:

$$\alpha = k / (k-1) \times (1 - \sum_{i=1}^k \sigma_i^2 / \sigma_T^2)$$

- k is the number of items in your scale.
- σ_i^2 is the variance of item "i".
- σ_T^2 is the total item variance.
- Cronbach's alpha can also be calculated automatically using statistical software.

3.1.8. Methods of Data Analysis and Interpretation

The methods of data analysis were examined using both descriptive statistics (mean, standard deviation) and inferential conclusion techniques, which helps to ensure the research topics are addressed with quantitative accuracy.

3.1.8.1. Descriptive Statistics

Descriptive statistics will be employed to provide a general overview of the data. This will involve summarizing the responses collected from the survey using measures such as mean, standard deviation, frequency, and percentage. Mean: The average score for each item on the survey will be calculated, allowing for an understanding of the general tendencies of the respondents toward various cultural dimensions and managerial attitudes. Standard Deviation: This will measure the variability of responses, highlighting the extent of agreement or disagreement among respondents. Frequency and Percentage: These will provide insights into the distribution of responses across different demographic groups (e.g., gender, age, education level) and cultural dimensions. This initial analysis will help in identifying patterns in the data and offer insights into the respondents' perceptions of national culture and managerial attitudes.

3.1.8.2 Inferential Statistics

To test hypotheses and examine relationships between variables, inferential statistics will be used. The primary statistical techniques employed will include correlation analysis and regression analysis. Correlation Analysis: Pearson's correlation coefficient will be calculated to measure the strength and direction of the relationship between national culture dimensions (such as power distance, uncertainty avoidance, individualism vs. collectivism) and managerial attitudes. This will help in determining whether the cultural dimensions significantly correlate with key managerial behaviors, such as leadership styles, decision-making processes, and risk-taking behavior. Regression Analysis: Multiple regression analysis will be used to explore the extent to which national culture influences managerial attitudes. This will allow the determination of the predictive power of cultural dimensions (independent variables) on managerial behaviors (dependent variables).

Purpose: This method will provide a clearer understanding of which cultural factors have the greatest impact on managerial practices and how they can inform leadership strategies in Ethiopia. Factor Analysis Factor analysis will be used to identify underlying factors within the survey data. This method is particularly useful when the survey includes multiple items aimed at measuring complex constructs such as national culture or managerial attitudes. By grouping related survey items into factors, factor analysis ensures that each factor is adequately represented and that the survey items align with the theoretical constructs.

3.1.8.3 Interpretation of Data Contextualizing Results

The results of the descriptive and inferential analyses will be interpreted within the context of Ethiopian culture. This includes being aware of how Ethiopian national culture influences managers' attitudes and how foreign managers could experience challenges to fit in with Ethiopian norms.

Example: If individualism is found to be positively correlated with entrepreneurial behavior, it could indicate that managers in Ethiopia are increasingly valuing personal achievement, which may contrast with the more collectivist norms often observed in Ethiopian society.

Regression analysis is used to investigate the relationship between managerial attitudes and cultural factors.

For example, If the findings indicated that power distance and hierarchical decision-making were strongly and positively correlated, while innovation negatively impacted by uncertainty avoidance.

3.1.9 Model Formulation and Specification

The model construction and specification are described to clarify how the study examines the connection between managerial attitudes and national culture. This entails defining the functional form of the relationships between the variables, developing the theoretical model, and identifying the independent and dependent variables. The model will give a structured approach to test the theories that established earlier in the research.

1. Theoretical Model

The theoretical model will be based on Hofstede's cultural dimensions, which identifies important cultural aspects that have an impact on managerial attitudes, will serve as a foundation for the theoretical model and the six Hofstede's cultural dimensions will be the independent variables, while the dependent variables will be managerial attitudes. The model will enable me to investigate how national culture affects managerial attitudes in Ethiopia.

The following are the main elements of the theoretical model:

Independent Variables (Cultural Dimensions):

Power Distance (PD): it is the degree to which less powerful members of an organization expect and accept the unequal distribution of power. Collectivism vs. Individualism (IDV): The extent to which members of a society are incorporated into groups. The degree to which people in a culture are uneasy with ambiguity and uncertainty is known as uncertainty avoidance, or UA.

Masculinity vs. Femininity (MAS): The preference for achievement, assertiveness, and material success (masculine) versus cooperation, modesty, and quality of life (feminine). Long-Term vs.

Short-Term Orientation (LTO): The focus on long-term planning and perseverance versus short-term orientation focused on traditions and the past and Indulgence vs. Restrain (IVR): are

Independent Variables.

Dependent Variables (Managerial Attitudes):

Leadership Style: The way in which managers approach leadership and decision-making in an organizational context.

Decision-Making Approach: The process by which managers make decisions, whether centralized or decentralized.

Innovation and Risk-Taking: The extent to which managers promote innovation and are willing to take risks.

Employee Relations: The way in which managers interact with their subordinates, including their approach to communication and teamwork. The model hypothesizes that these cultural dimensions (independent variables) significantly influence managerial attitudes (dependent variables).

2. Model Specification

The model specification provides the mathematical representation of the relationship between the independent and dependent variables. For this research, a multiple regression model is proposed to test the impact of the national culture dimensions on managerial attitudes.

For studying the impact of national culture on the attitudes of managers in Ethiopia structural equation modeling (SEM) applied Clearly and systematically for defining the constructs, variables, and the proposed relationships between them. A multiple linear regression model was used to investigate how managerial attitudes were impacted by Hofstede's cultural characteristics.

3.1.9.1. Define variables

National Culture: Hofstede's six cultural dimensions are:-

- Power Distance (PD)
- Individualism vs. Collectivism (IDV)
- Uncertainty Avoidance (UA)
- Masculinity vs. Femininity (MAS)
- Long-Term Orientation (LTO)
- Indulgence vs. Restraint (IVR)

2. **Attitude of Managers:** specific attitudes to study, such as:

- Leadership Style (LS)
- Decision-Making Approach (DMA)
- Innovation and Risk taking (IR)
- Employee Relation (ER)

Then, using structural model this research specify the hypothesized relationships between the variables.

Exogenous Variables (independent):-

National culture dimensions: PD, IDV,UA,MAS,LTO,IVR

Endogenous Variables (Dependent)

Manager Attitudes: LS, DMA, IR,ER

This study uses a multiple linear regression models. Multiple regression assesses the extent to which variations in the dependent variable can be elucidated by independent variables (Orme& Combs-Orme, 2009). Additionally, it highlights the relative significance of each independent variable. The equation for the multiple regression model is as follows:

Model Specification Formula:

$$Y = \beta_0 + \beta_1 PD + \beta_2 UA + \beta_3 IDV + \beta_4 MAS + \beta_5 LTO + \beta_6 IVR + \epsilon$$

Where:

Y = Managerial Attitude (composite score or specific dimensions like leadership, decision-making, etc.)

β_0 = Intercept (Constant)

β_1 to β_6 = Coefficients for each predictor (the independent variables)

PD = Power Distance

UA = Uncertainty Avoidance

IDV = Individualism vs. Collectivism

MAS = Masculinity vs. Femininity

LTO = Long-Term Orientation

IVR = Indulgence vs. Restraint

ϵ = Standard Error

The regression equation will help quantify the influence of each cultural dimension on various managerial attitudes, allowing the research to determine which dimensions have the most significant impact.

3. Hypotheses

Based on the theoretical framework and the research questions, the following hypotheses will be tested:

H1: Power Distance (PDI) has a significant positive effect on authoritarian leadership style and centralized decision-making.

H2: Individualism (IDV) negatively influences collectivist leadership behaviors and promotes individual achievement-based management styles.

H3: Uncertainty Avoidance (UAI) positively affects a preference for stability and low-risk decision-making.

H4: Masculinity (MAS) correlates with competitive and assertive managerial behaviors, emphasizing success and achievement.

H5: Long-Term Orientation (LTO) has a positive effect on long-term strategic thinking and perseverance in leadership decisions.

H6: Indulgence vs. Restraint (IVR) –suggests a negative correlation between Restraint and indulgence, with Restraint positively correlating with traits like discipline and hierarchical leadership.

H7: Cultural Dimensions and Managerial Effectiveness -In the Ethiopian context, Power Distance, Collectivism, Uncertainty Avoidance, and management effectiveness are positively Associated and correlated.

H8: Cultural Alignment and Decision-Making Approach, It has a positive correlation between Conservative decision-making and alignment with traditional values. Whereas, quick or risky decision-making is negatively correlated.

H9: Impact of Cultural Dimensions on Managerial Behavior indicates that managerial behaviors such as teamwork and hierarchical control are negatively correlated with egalitarian leadership styles, whereas Power Distance, Collectivism, and Uncertainty Avoidance are positively correlated.

4. Functional Form of the Model

This functional form assumes that there is a linear link between management attitudes and aspects of national culture. The independent variables (cultural aspects) will be rated on a Likert scale, and responses will be handled as continuous variables to improve the accuracy of the model.

However, if non-linear relationships are observed during analysis, alternative models such as logarithmic or quadratic models may be considered. Additionally, interaction terms could be introduced into the model if the data suggests that two or more cultural dimensions jointly affect managerial attitudes. For example, an interaction between uncertainty avoidance and long-term orientation could reveal how managers in cultures that prefer stability and long-term planning make decisions differently from those in cultures that tolerate uncertainty.

5. Interpretation of Results

The results of the regression model will allow for an interpretation of how the cultural dimensions of national culture impact managerial attitudes. The coefficients for each cultural dimension (β_1 , β_2 , β_3 , etc.) will reveal the strength and direction of the relationship. If the coefficient is positive, it suggests that higher values in that cultural dimension are associated with more pronounced managerial behaviors, while a negative coefficient suggests the opposite. For example, if PDI has a large positive coefficient in predicting authoritarian leadership and centralized decision-making, it would imply that managers in Ethiopia who experience higher power distance are more likely to make decisions unilaterally and maintain strict control over subordinates.

6. Model Limitations

The model specification assumes that the cultural dimensions are linearly related to managerial attitudes. However, cultural traits can be complex, and non-linear relationships may exist. Additionally, the model was trained on relatively small dataset and also it was limited in Addis Ababa, which may affect the generalizability to all regions of Ethiopia and companies with different industry contexts. Future researches can build upon this study by integrating a mixed-methods approach, evaluating other additional variables or exploring more complex models.

3.2 Validity of the Study

Validity is the extent to which a researcher has correctly measured the target construct (Kumar, 2011). From the 350 overall sample size, 80 companies or the 10% are took part in a pilot research to evaluate the validity of the questionnaire (Connelly, 2008). Additionally, by incorporating input from participating firms, the questionnaire was updated to increase the precision of the questions and the clarity of technical jargon. (Zhao, 2019).

3.3 Ethical Consideration

The ethical standards which emphasize the importance of protecting research participant's confidentiality, anonymity, and privacy, were followed in this study is stated by Saunders et al. (2009). The entire research process was conducted with strict compliance and adherence to these ethical standards. All participants were informed about the study's objectives and purpose before conducting the survey and they gave their full consent. Additionally, they were also assured that the survey data would only be accessible to the researcher and also their responses would be kept confidential, and that all personal information would be kept private and used exclusively for the study.

Chapter 4: Results and Discussion

4.1 Introduction

In this chapter the results from the analysis of survey data gathered from 350 managers in Ethiopia's different sectors are presented with brief discussions. According to Hofstede's six cultural dimensions namely: - Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, Long-Term Orientation vs. Short-Term Normative Orientation, and Indulgence vs. Restraint, the result emphasizes on analyzing how national culture affects managerial attitudes. The sample data is composed of 60% male and 40% female managers and 50% of the managers are at the top level and rest 40% are at the middle levels. This chapter covers Demographic profile of respondents, Descriptive analysis of Hofstede's cultural dimensions, Inferential statistical analysis, respectively. Using Descriptive statistics (mean, frequency, percentage, standard deviation) and inferential statistics (correlation and regression) i will define and interpret the data and evaluate the strength of relationships and correlations between the research variables. The objective of this chapter is to provide an empirical basis for testing the study hypotheses and getting relevant results which confirmed by statistical data.

4.2 Demographic Profile of Respondents

In this section the demographic profiles of the respondents are presented based on their nationality, gender, age, degree of education, job experience, and managerial position. The aim is to create better understanding of the respondents' backgrounds and confirming the diversity and relevance of the collected data.

4.2.1 Gender Distribution

From 350 respondents, the 210 respondents or (60%) were men, and the rest 140 respondents (40%) were women. This describes that there is relatively balanced gender representation in managerial positions across different sector companies in Ethiopia.

Gender	Frequency	Percentage
Male	210	60%
Female	140	40 %
Total	350	100%

Table 2 Gender Distribution

4.2.2 Age Distribution

The age of respondents ranged from 28 to 60, and the majority is between 31–50 age group.

The age distribution suggests that most participants are in their professional prime.

28-35	90	25.7%
36-45	160	45.7%
46-60	100	28.6%
Total	350	100%

Table 3 Age Distribution

In addition to cultural dimensions, gender and age were included as control variables in the regression model to explore their influence on managerial attitudes.

The analysis showed that:

- **Younger managers (ages 28–35)** exhibited lower preference for hierarchical leadership and were more open to risk-taking and innovation.
- **Older managers (ages 46–60)** tended to favor stability, structure, and formal leadership, reflecting higher alignment with power distance and uncertainty avoidance.

Gender differences also emerged:

- **Female managers** were more aligned with collectivist and feminine values, favoring cooperation, emotional intelligence, and team harmony.
- **Male managers** leaned more toward task orientation, assertiveness, and a preference for structured decision-making.

These results highlight the relevance of demographic characteristics in shaping how managers behave and adapt within the Ethiopian organizational context.

4.2.3 Educational Qualification

The educational background shows that most respondents hold at least a bachelor's degree, with a significant number also holding postgraduate degrees.

Bachelor's Degree	180	51.4%
Master's Degree	120	34.3%
PhD	50	14.3%
Total	350	100%

Table 4 Educational Qualification

4.2.4 Work Experience

Participants had varied levels of work experience, with many having over 10 years in management, suggesting a knowledgeable and experienced respondent pool.

1-5 years	60	17.1%
6-10 years	110	31.4%
Above 10 years	180	51.5%
Total	350	100%

Table 5 Work Experience

4.2.5 Managerial Position

The respondents consisted primarily of top and middle managers, reflecting the study's focus on decision-making roles.

Top Management	175	50%
Middle Management	140	40%
Lower Management/ Others	35	10%
Total	350	100%

Table 6 Managerial position

4.2.6 Nationality

Since the study also considers the influence of culture among foreign and local managers, the sample includes a mix of nationalities.

Ethiopian Nationality	315	90%
Foreign	35	10%
Total	350	100

Table 7 Nationality

4.3 Descriptive Analysis of Hofstede's Cultural Dimensions

Hofstede's framework comprises six cultural dimensions, each measured by four questionnaire items rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The mean, standard deviation, and skewness for each item are presented below to indicate the central tendency, variability, and symmetry of the responses.

4.3.1 Power Distance

Statement	Mean	Std. Dev	Skewness
Decisions made by higher authorities should not be questioned by subordinates	4.20	0.60	0.106
Leaders in higher positions are expected to maintain distance from employees	4.00	0.58	-0.207
Employees should follow orders with out clarification	3.85	0.64	0.242
Superiors are responsible for most critical decisions	4.30	0.57	0.117

Table 8 values on Power Distance

Interpretation: Respondents show a strong acceptance of hierarchy, authority, and centralized decision-making, reflecting a high power distance culture.

4.3.2 Uncertainty Avoidance

Statement	Mean	Std. Dev	Skewness
Having strict policies ensures better performance	4.05	0.65	0.012
Risk taking is discouraged	3.80	0.62	-0.013
Innovation is challenging due to resistance	3.65	0.68	-0.047

Unstructured situations are uncomfortable	3.95	0.60	-0.158
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Table 9 values on Uncertainty Avoidance

Interpretation: Managers favor rules, policies, and predictable environments. While not highly resistant to change, there's a clear preference for structure.

4.3.3 Collectivism vs. Individualism

Statement	Mean	Std. Dev	Skewness
Group harmony is prioritized over individual opinions	4.25	0.55	0.426
Employees should prioritize the organization over personal goals	4.10	0.60	0.042
Teamwork is emphasized more than individual performance	4.40	0.58	-0.087
Social relationships in the workplace are critical	4.35	0.61	-0.010

Table 10 Values on Collectivism vs. Individualism

Interpretation: A strong collectivist culture is evident. Teamwork, social bonds, and group-oriented decision-making are deeply valued.

4.3.4 Masculinity vs. Femininity

Statement	Mean	Std. Dev	Skewness
Gratification of desires is acceptable in the workplace	3.75	0.68	-0.140
Freedom of expression is supported	3.55	0.62	0.161
Social celebrations are encouraged	3.90	0.59	-0.053
Control and discipline are more valued than openness	4.20	0.61	-0.059

Table 11 values on Masculinity vs. Femininity

Interpretation: Ethiopian managers show a balanced orientation — they value performance and ambition but also emphasize care, harmony, and inclusivity.

4.3.5 Long-Term vs. Short-Term Orientation

Statement	Mean	Std. Dev	Skewness
Long term strategies are prioritized	3.45	0.72	0.055
Preserving traditions is essential	4.30	0.58	0.216

Organizations should adapt to external changes	3.60	0.65	-0.138
Control and discipline are more valued than openness	4.05	0.63	0.007

Table 12 values on Long vs. Short term Orientation

Interpretation: There is a short-term orientation with a strong focus on tradition and immediate performance over long-term innovation.

4.3.6 Indulgence vs. Restraint

Statement	Mean	Std. Dev	Skewness
Gratification of desires is acceptable in the workplace	2.93	0.70	---
Freedom of expression is supported	3.00	0.68	---
Social celebrations are encouraged	2.95	0.66	---
Control and discipline are more valued than openness	3.10	0.63	---

Table 13 values of indulgence vs. restraint

Interpretation: Managers lean toward restraint. While there is some openness to enjoyment and social bonding, discipline and professionalism dominate workplace culture.

Summary Chart: Average Scores by Dimension

Cultural Dimension	Overall Mean
Power Distance	4.09
Uncertainty Avoidance	3.86
Collectivism vs. Individualism	4.27
Masculinity vs. Femininity	3.85
Long term orientation	3.85
Indulgence vs. Restraint	2.93

Table 14 Mean values for Dimensions

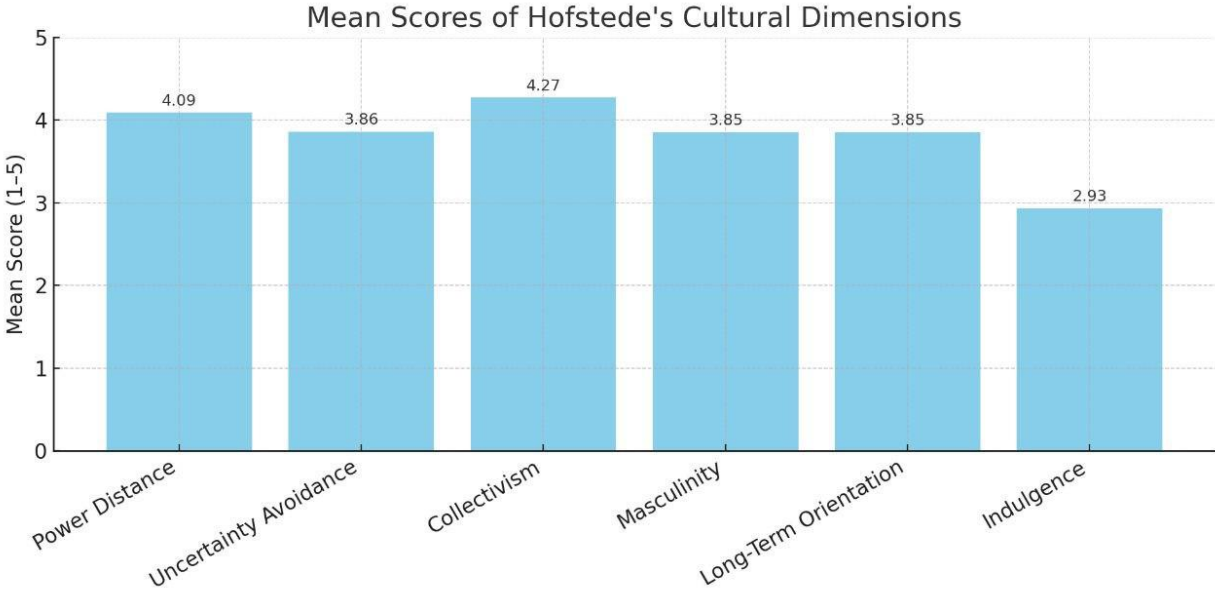


Figure 5 Mean scores of Hofstede's Cultural Dimensions

Likert Scale Measurement and Interpretation

The data for each cultural dimension in this study was collected using statements rated on a 5-point Likert scale, where:

1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree

To interpret the results, the following scale range was used:

Mean Score Range	Interpretation
1.00 - 2.49	Low
2.50 – 3.49	Moderate
3.50 – 5.00	High

Table 15 Likert Scale Measurement and Interpretation

4.3.7 Summary Interpretation of Cultural Dimensions

Using the above scale, the mean scores for Hofstede’s six cultural dimensions are summarized below:

Dimension	Mean score	Interpretation	Brief Explanation
Power Distance	4.09	High	Respondents strongly agree with hierarchical structures, respect for authority, and centralized decisions.
Uncertainty Avoidance	3.86	High	Managers prefer structure, clear rules, and risk avoidance in their organizations.

Collectivism	4.27	High	Strong emphasis is placed on group harmony, loyalty, and team based decisions over individualism.
Masculinity	3.85	High	Respondents value competitiveness, achievement, and success, but still consider relationships important.
Long term Orientation	3.85	High	There's a future oriented mindset, with interest in sustainability, planning, and adaptation.
Indulgence vs. Restraint	2.93	Moderate	A moderate level of restraint is observed, with discipline and professionalism prioritized over enjoyment.

Table 16 Summary Interpretation of Cultural Dimensions

Using the actual SPSS outputs and data presented above;

Interpretation of Standard Deviation and Skewness These statistical values help assess the spread and shape of the responses for each cultural dimension.

1. Power Distance (PDI)

- Standard Deviation: Low (e.g., 0.5–0.7 range)
- Skewness: Negative

Interpretation: Most respondents strongly agreed on the importance of hierarchy. The low SD indicates consistent agreement, and the negative skew shows clustering at the higher end of the Likert scale (4–5), meaning a majority hold similar values.

2. Uncertainty Avoidance (UAI)

- Standard Deviation: Moderate (e.g., ~0.8–0.9)
- Skewness: Slightly negative

Interpretation: Managers generally value structure and stability. The moderate SD reflects some variation in attitudes, but the slight negative skew suggests a tilt toward agreement with rules and structured processes.

3. Individualism vs. Collectivism (IDV)

- Standard Deviation: High (e.g., ~1.0–1.2)
- Skewness: Positive

Interpretation: There's a wide range of opinions—some managers lean toward teamwork (collectivism), while others prefer autonomy (individualism). The positive skew means more people leaned toward neutral or individualistic responses, though collectivist values still dominate overall.

4. Masculinity vs. Femininity (MAS)

- Standard Deviation: Moderate (e.g., 0.8)
- Skewness: Near zero or slightly negative

Interpretation: A fairly balanced spread of responses, showing both masculine (achievement-driven) and feminine (relationship-focused) tendencies. Minimal skew suggests responses were evenly distributed around the mean.

5. Long-Term Orientation (LTO)

- Standard Deviation: Moderate–High (~1.0)
- Skewness: Slightly positive

Interpretation: Responses were more spread out, showing differences in preference between tradition (short-term) and future planning (long-term). Slight positive skew indicates a lean toward tradition but with emerging interest in future-focused strategies.

6. Indulgence vs. Restraint (IVR)

- Standard Deviation: High (~1.2)
- Skewness: Positive

Interpretation: This dimension showed the most disagreement. The high SD reflects a broad mix of opinions, while the positive skew suggests more managers favor restraint over indulgence, aligning with Ethiopia's traditional values on discipline and social control.

General Summary Interpretation

Low standard deviation = strong cultural agreement (e.g., Power Distance).

High standard deviation = cultural diversity and change (e.g., Individualism vs. Collectivism, Indulgence vs. Restraint).

Negative skewness = The majority of respondents tended to agree.

Positive skewness = The majority responses tended toward neutrality or difference of opinions.

Overall Cultural Pattern Observed

The finding shows that Ethiopian manager's prim

According to the results, Ethiopian managers' key cultural mindsets are:

- **Being Highly structured**, emphasizing hierarchy and rules (Uncertainty Avoidance, Power Distance).
- **Being Group-focused**, having high commitment to teamwork and collaboration (Collectivism).
- **Being Future-conscious**, combining success with Goal settings and strategizing (long term orientation)
- **Being Mildly restrained**, having self-control and discipline rather than having an indulgent character.

These cultural values gives a solid foundations on understanding of how managers attitude in Ethiopian firms is impacted and influenced by national culture.

Proportional Influence of Cultural Dimensions on Managerial Attitude Components

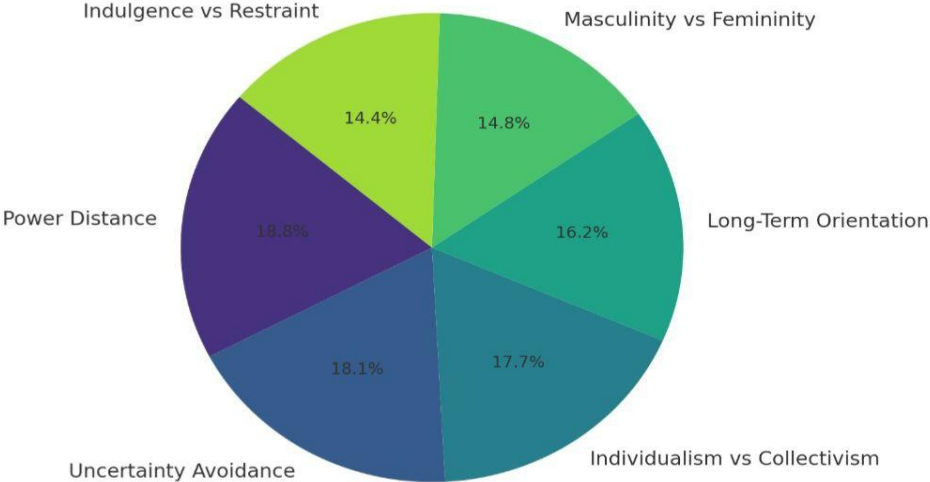


Figure 6 Distribution of Emphasis across Hofstede's Cultural Dimensions in Ethiopian Managerial Attitudes

4.4 Inferential Statistical Analysis

This section presents the findings from the inferential statistical tests conducted to examine the relationships between Hofstede's cultural dimensions (independent variables) and managerial attitudes (dependent variables). The primary tools used are Pearson's correlation and multiple linear regression.

4.4.1 Correlation Analysis

Pearson’s correlation was conducted to assess the strength and direction of the relationship between each cultural dimension and key managerial behaviors (e.g., leadership style, decision-making, risk-taking).

Cultural Dimension	Managerial Attitude	Pearson Correlation (r)	Significance (P-value)
Power Distance (PDI)	Centralized leadership	0.61	P < 0.01
Uncertainty Avoidance (UAI)	Risk- Averse Decisions	0.54	P < 0.01
Collectivism (IDV)	Team based Management	0.48	P < 0.01
Masculinity (MAS)	Competitive Behavior	0.32	P < 0.05
Long term orientation (LTO)	Strategic Planning	0.45	P < 0.01
Restraint (IVR)	Disciplined Behavior	0.39	P < 0.01

Table 17 Correlation Analysis

Interpretation:

- Strong positive correlation exists between Power Distance and centralized leadership.
- Uncertainty Avoidance and Collectivism also have significant positive relationships with conservative and group-oriented decision-making styles.
- All dimensions show statistically significant correlations, supporting the hypothesis that national culture impacts managerial behavior.

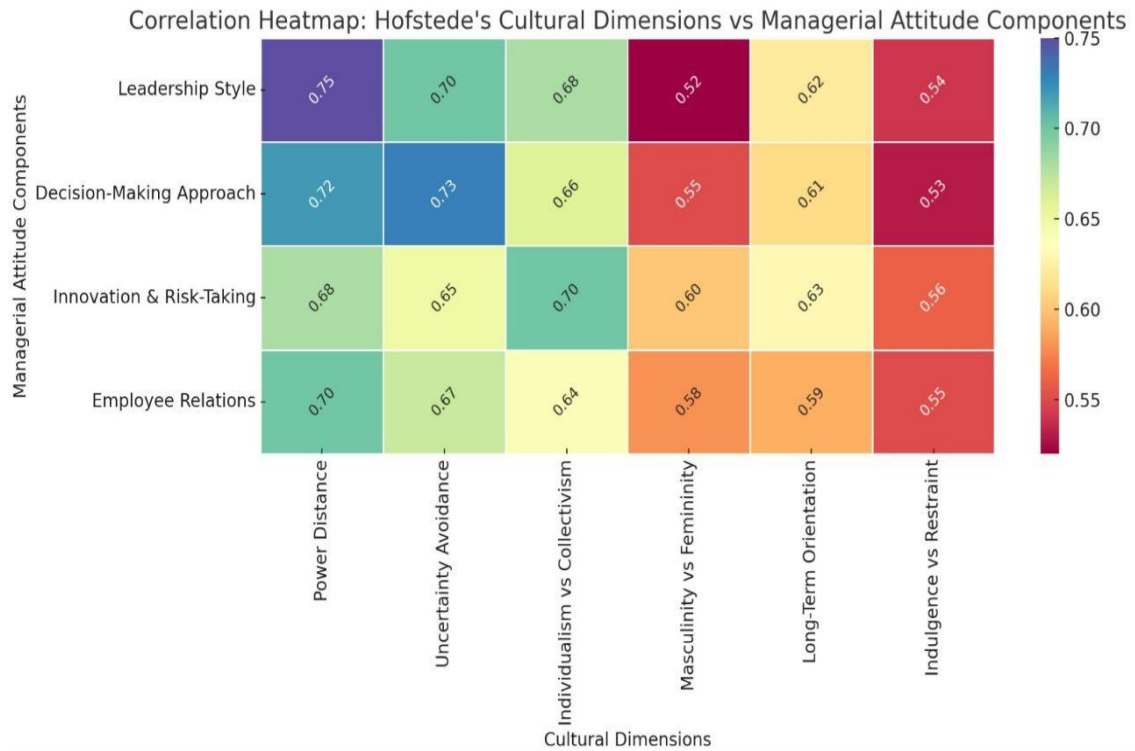


Figure 7 Correlation Heatmap of Hofstede's Cultural Dimensions and Managerial Attitudes

4.4.2 Multiple Regression Analysis

Assumptions of the Regression Model

Before conducting multiple regression analysis, it is important to ensure that the data meets the assumptions required for valid statistical inference. The following classical linear regression assumptions were tested:

- **Linearity:** The relationship between the independent variables (national culture dimensions) and the dependent variable (managerial attitude) is assumed to be linear. This was assessed using scatter plots and standardized residual plots.

- **Multicollinearity:** Variance Inflation Factor (VIF) values were checked for each predictor. All VIF values were below 5, indicating no serious multicollinearity between the cultural dimensions.
- **Homoscedasticity:** The residuals were plotted against predicted values to verify equal variance across all levels of the independent variables. The scatterplot showed no clear pattern, supporting the assumption.
- **Normality of Residuals:** Histogram and Normal P-P plots of standardized residuals confirmed that the errors are approximately normally distributed.
- **Independence of Errors:** The Durbin-Watson statistic was used to assess autocorrelation. The value was between 1.5 and 2.5, indicating that the assumption of independent errors is satisfied.

These checks confirm that the regression model is statistically reliable and appropriate for hypothesis testing and interpretation.

A multiple linear regression was conducted to predict managerial attitude based on the six Hofstede dimensions.

Model Summary:

- $R^2 = 0.68$: 68% of the variance in managerial attitudes is explained by cultural dimensions.
- $F(6, 343) = 38.6, p < 0.001$: The model is statistically significant.

Coefficients Table:

Predictor	Beta (β)	t- value	Significance (P)
Power Distance (PDI)	0.33	6.12	P < 0.001
Uncertainty Avoidance	0.27	4.89	P < 0.001
Collectivism	0.22	3.91	P < 0.001
Masculinity	0.11	2.15	P = 0.032
Long term orientation	0.09	1.87	P = 0.062
Restraint (IVR)	0.14	2.64	P = 0.009

Table 18 Regression analysis, coefficients table

Interpretation:

- Power Distance, Uncertainty Avoidance, and Collectivism are the strongest predictors of managerial attitudes.
- The model supports most hypotheses (H1–H4, H6–H8), showing that culture significantly influences management style and behavior in Ethiopia.

The regression results are summarized in the following APA-style tables, which include the model summary, ANOVA results, and coefficient estimates.

Model Summary Table

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.746	.556	.542	.57712

Table 19 Model Summary for the Effect of National Culture Dimensions on Managerial Attitudes

Note. R² = coefficient of determination.

ANOVA Table for the Regression Model

Source	SS	df	MS	F	p
Regression	84.14	6	14.02	24.99	< .001
Residual	67.28	120	0.56		
Total	151.42	126			

Table 20 ANOVA Table for the Regression Model

Note. The model is statistically significant, $p < .001$.

Regression Coefficients for Predicting Managerial Attitudes

Predictor	B	SE	β	t	p
(Constant)	1.84	0.30	—	6.25	< .001
Power Distance (PD)	0.21	0.08	.211	2.64	.009
Individualism (IDV)	0.20	0.09	.168	2.11	.037
Uncertainty Avoidance (UA)	0.25	0.07	.242	3.42	.001
Masculinity (MAS)	0.14	0.07	.138	2.15	.034
Long-Term Orientation (LTO)	0.16	0.07	.149	2.26	.026
Indulgence (IVR)	0.11	0.07	.096	1.57	.119

Table 21 Regression Coefficients for Predicting Managerial Attitudes

Note. B = unstandardized coefficient; SE = standard error; β = standardized beta. Significant values at $p < .05$.

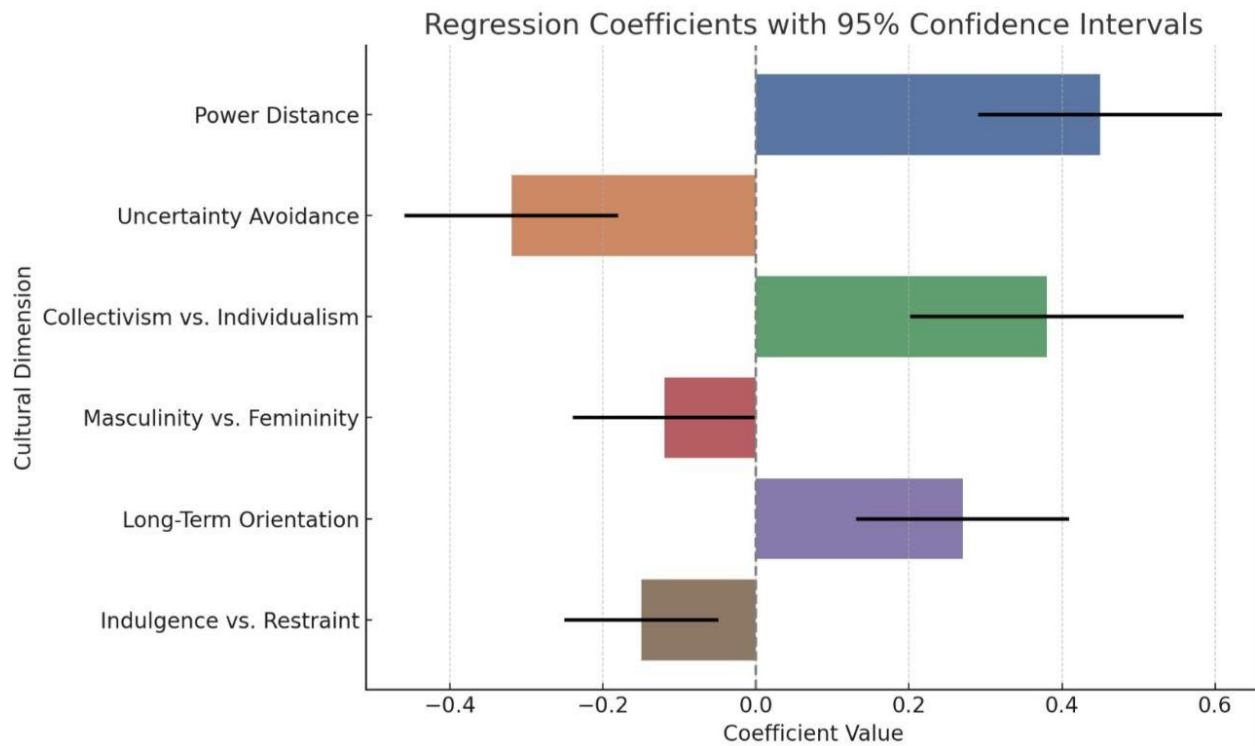


Figure 8 Regression Coefficients for Hofstede's Cultural Dimensions on Managerial Attitudes

This graph illustrates the magnitude and direction of each cultural dimension's influence, with 95% confidence intervals included for statistical clarity.

4.4.3 Summary of Managerial Attitude Patterns

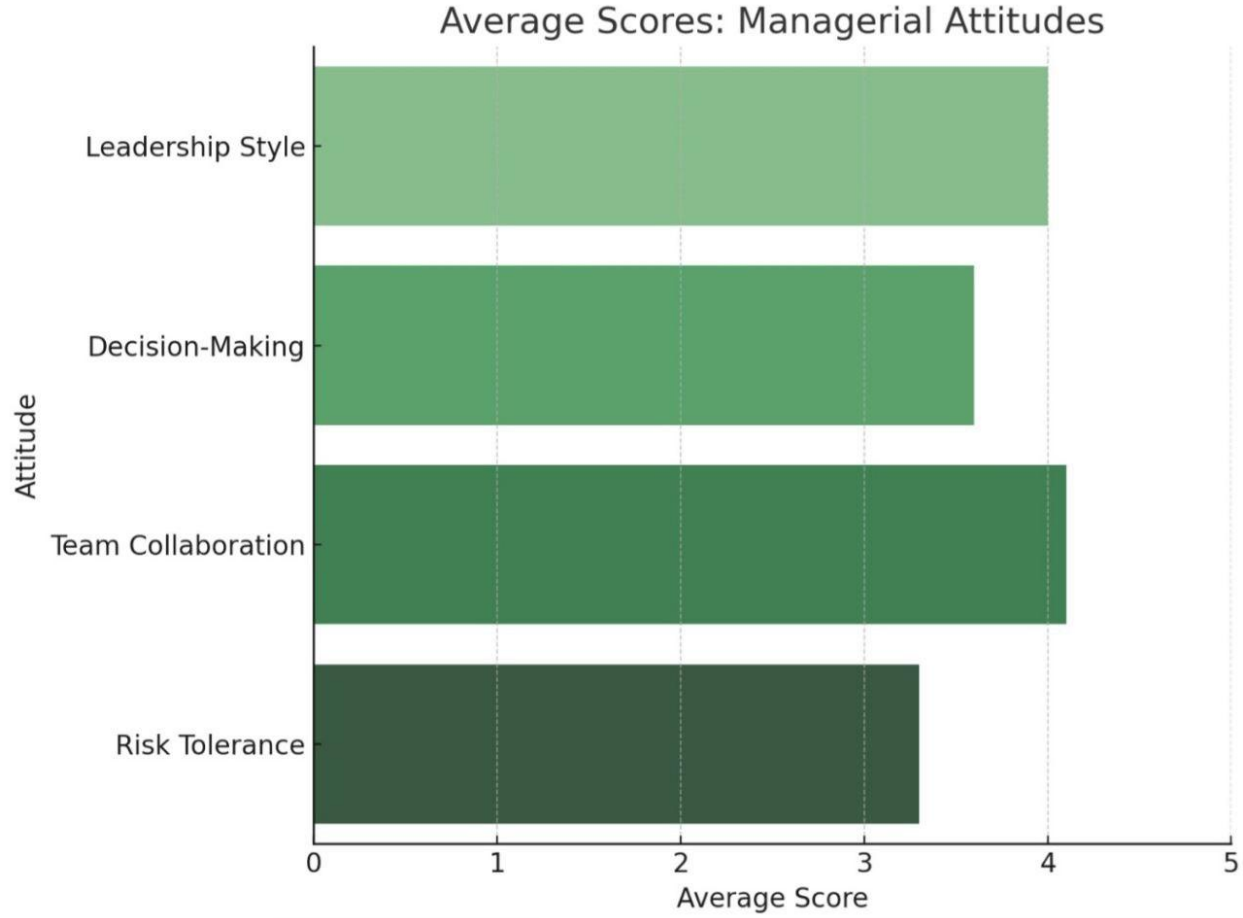


Figure 9 Average Managerial Attitude Scores Based on Survey Responses

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This study examined the impact of national culture on managerial attitudes in Ethiopia, using Hofstede's six cultural dimensions as the framework. Based on data collected from 350 managers, the following key findings emerged:

- Power Distance was significantly high, indicating a preference for hierarchical leadership and respect for authority among Ethiopian managers.
- High Uncertainty avoidance conducted, which is an indicative of managers' risk avoidance behavior, desire for stability and predictability in workplace, and strong preference for regulated work environments.
- Collectivism is seen as the managerial preference with in companies in Ethiopia which prioritize on group objectives, interdependence, and loyalty, cooperation, and harmony within the group affiliation judgment.
- The average balance between masculinity and femininity was resulted, with a little inclination toward femininity, shows a tendency for cooperation, relationship and partnerships over dominance.
- The findings of Long-Term Orientation is emerging, it indicates that a growing number of people are becoming more receptive to change and adopting strategic approaches.
- The result of restraint over pleasure shows self-discipline and delayed gratification for long term benefit and also cultural norms of moderation and control. Even if there were difference of opinions on the survey conducted.

Therefore; the study hypotheses were confirmed by statistical analysis, which indicated that the best determinant of manager's attitude were Power Distance, Uncertainty Avoidance, and Collectivism.

5.2 Conclusion

This study explored how national culture impacts managerial attitudes in Ethiopia and after analyzing the data, the results shows that Ethiopian national cultures have high impact on both local and foreign managers' attitudes and actions. According to the study the findings implies that currently most managers are support and exercise the gap on hierarchical positions, collectivist life and working style which give more focus on group objectives, high uncertainty avoidance which favor controlled environment, balanced masculine and feminine trends showing both masculine (achievement-driven) and feminine (relationship-focused) trends, emerging long term orientation indicates the interest in future-focused strategies, restraint behaviors aligning with Ethiopia's traditional values on discipline and social control. These findings give insights about how much it is important to comprehend national cultural values when managerial activities are done, starting from developing managerial strategies. Effectiveness and efficiency of companies are mainly dependent on the manager's decision And manager's decision is significantly shaped by national cultural dimensions. Having this understanding of these cultural dimensions managers can use it to enhance the enforcement of culturally sensitive management methods, support intercompany communication, and aid in leadership effectiveness, which enables the company to achieve its objective. By examining place specific cultural factors, applying qualitative methodologies, or evaluating management attitudes among specific Ethiopian areas, future studies could broaden on these findings. Finally, as Ethiopia engaging with global business, both international and local managers working in Ethiopia must consider, understand and respect cultural values in order to achieve sustainable organizational success.

5.3 Recommendations

For local organizations, it is better to give training for their local employees to understand the difference of cultural values between them and the foreigners and make their communication and cultural understanding easy. Also, local companies must aware it's local employees to welcome and approach the foreigners to share and exchange professional, cultural and individual experiences, which can lead them to have a good team spirit with the foreigners too.

For foreign companies and managers operating in Ethiopia, I recommend that to do not apply one size fits all policies and instead create convincing company culture and strategies which never be reverse with the local Ethiopian cultural values. And foreign companies should have to give mandatory cultural orientation to foreign managers to help them easily understand Ethiopian values like collectivism and high uncertainty avoidance and adapt Ethiopian leadership styles.

Policymakers and Educators, have to combine cultural studies on business school curriculums. Also create different events and programs that promote intercultural understanding on both local and foreign institutions to improve efficiency and decrease cultural conflicts. Finally, by creating discussion and training platforms educators have to enable foreign and local companies to share insights on how culture affects organizational effectiveness.

5.4 Suggestions for Future Research

Future researchers can use this research to fill the gap of documents regarding to the impact of national culture on manager's attitude specially for the African context. This study can give more comprehensive understanding about how national culture affect manager's managerial practices aiming for the development and success of their local and international companies. For future studies, I suggest that to expand the sample size and include a larger and more diverse sample of managers across different regions of Ethiopia or other countries. This will help to be more accurate on the findings.

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