
EFFECT OF ENTREPRENEURSHIP ENVIRONMENT ON CROSS-CULTURAL MANAGEMENT OF SELECTED SMALL AND MEDIUM SCALE ENTERPRISES IN ENUGU STATE.

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Abstract

The challenge of adequate management of diverse cultural traits in different organizations remain a demanding challenge before the management of the organizations especially in relation to the present business environment. The study examines the effect of entrepreneurship environment on cross-cultural management among selected small and medium scale businesses in Enugu state. The specific objectives of the study were to examine the effect of entrepreneurship environment on organizational management of cultural etiquette, religion and marital affairs among small and medium scale enterprises in Enugu state. Descriptive cross-sectional study was adopted in the study among 304 staff of the organizations. Structured questionnaire was used in obtaining data from the respondents. The data obtained was analyzed and presented in tables of frequencies, percentages, mean and standard deviation. The hypotheses were tested using linear regression at 5% significant level. The result of the study shows that entrepreneurship environment has a significant positive effect on cultural etiquette ($r = 0.727$; $F = 337.569$; $t = 18.373$; $p = 0.000$); Entrepreneurship environment has also a significant positive effect on religion ($r = 0.898$; $F = 1264.526$; $t = 35.560$; $p = 0.000$) and Entrepreneurship environment has a significant positive effect on organizational management of marital affairs ($r = 0.713$; $F = 311.395$; $t = 17.646$; $p = 0.000$). It was therefore concluded, that entrepreneurship environment has a significant positive effect on cross-cultural management of an organization. It was as such recommended that the management of various organizations especially small and medium scale enterprises should see the need to adopt policies relating to management of religious affairs and align such policy to the established precepts in the entrepreneurs environment and that the management should also see to it as a matter of urgency, the need to initiate or advance a policy framework that will ensure adequate performance of both married and singles in the organizations and align such policies to the best practices within the operational region.

Keywords: Entrepreneurship, Environment, Cross-Cultural Management, Small and Medium Scale Enterprises



Introduction

Increasing globalization and economic integration have led to culturally diverse workplace. The diversity in work place has been rapid and unprecedented due to global advancement in technological achievements in the modern time which have brought people closer. Hence, people from different parts of the world can now work under same organization despite cultural differences. Cultural diversity in the workplace is a reality that is here to stay. Business organizations in the developed and developing countries are all caught up in the globalization web, which has heralded increased cultural diversity in the workplace (Nwadioha, 2016). Impliedly, people with different cultural and geographical backgrounds work and communicate together under same organization. Companies are recognizing the need to leverage their cultural diversity in the context of globalization to maintain a competitive edge in the marketplace (Roberson, 2006).

The cultural composition of today's workplace, occasioned by the international trend towards increased immigration and the globalization of firms, is increasingly becoming diverse (Johnson & Yaprak, 2002). Thus as the world advances, more and more companies are being run in different places all around the world resulting in communication across cultures. Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts (Freytag, & Thurik, 2007). It is therefore paramount for organizations to be aware of how to manage diversity across culture especially with regards to the particular entrepreneurship environment.

Entrepreneurial environment has been defined as factors critically considered in developing entrepreneurship in certain regions. Akpor-Robaro (2012), reports that conducive entrepreneurship environment always encourages people from different regional specialty to create new business ventures. Institute of Chartered Accountants Study Pack (2009) grouped the entrepreneurial environments into five broad categories which includes socioeconomic conditions, government policies and procedures, financial assistance, and non-financial assistance, entrepreneurial and business skills. The business environment has been vital in evaluating entrepreneurial performance. Previous researches established a relationship between entrepreneurial activity and the environment in which they are domiciled.

Also, scholars from different academic and business world have long examined the effect of entrepreneurship environment on organization. In a recent report by Abdullahi and Zainol (2016), it was reported that Socio-cultural are vital factors in entrepreneurship especially with regards to breeding new entrepreneurs. Abdullahi and Zainol (2016) further reported that education, family background and religion are instrumental elements in studying the socio-cultural business environment. A similar report was made by Olarewaju and Folarin (2012), who show that the external business environment (political, economic, socio-cultural, technological) have impact on organizational performance (effectiveness, efficiency, increase in sales, achievement of corporate goals).

Despite numerous studies on the impact of entrepreneurship environment on the performance of organization, little attention has been given to the possible effect of business environment on



the cross-culture management. The importance of cross-cultural management lies in the on-going co-operation between companies in different countries where difficulties may arise because of the different cultural backgrounds. Thus, conflict may occur among staff of the organizations because of differences in family backgrounds; language; religion; ethnicity; nationality; socioeconomic characteristics; education; occupation among others due to inadequate management of cross culture within an organization (Ihugba, Odi, & Njoku, 2013). Existence of conflict within organizations with employees of varying cultural backgrounds is inevitable especially when the business environment does not support certain cultural practices. Avruch (1998) opines that conflict is a competition by groups or individuals over incompatible goals, scarce resources, or the sources of power needed to acquire them. This competition is also determined by individuals' perceptions of goals, resources, and power and such perceptions may differ greatly among individuals. One of the determinants of perception is culture, the socially inherited, shared and learned ways of living possessed by individuals in virtue of their membership in social groups. Therefore solving the problem of cross-cultural conflict in organizations' portend a great challenge to modern managers, Hence demanding a study to ascertain the effect of entrepreneurship environment on cross-cultural management in organizations.

Statement of the Problem

The challenge of adequate management of cultural differences from different geographical backgrounds remains a re-occurring problem for the management of large organizations. Entrepreneurship environment is meant to provide organizations with viable options that enable the provision of policies that should accommodate different cultural backgrounds. However, organizations' failure to adequately manage individuals with different cultural background seem to have been a glaring case within the area of study. It has been observed that some cultural practices are being given preference to others. That might be due to the locality where the organizations are situated which may create great danger to the organizations. For instance, the people's culture may accept women, particularly those that are married to stay late in workplace while others do not permit such. This antecedent brings barriers to the effective performance of the employees, as the organization's environment may give due consideration to those whose culture do not permit staying out late. In addition, some organization's policies permit specific roles to be assigned to individuals based on their religion. This individual functions might not be effectively carried out due to poor qualification of such employees which invariably limits the organizational productivity. Axiomatic evidence shows that, most employees or even employers fail to tolerate certain behaviors/cultures of other colleagues in the same professional environment. This etiquette challenge can also contribute to performance of such employees hence the interest of the researcher to assess the effect of entrepreneurship environment on cross-cultural management in small and medium scale enterprises in Enugu state.

Objectives of the Study

The broad objective of the study is to assess the effect of entrepreneurship environment on cross-cultural management of selected small and medium scale enterprises in Enugu state. The specific objectives were to:

- I. ascertain the effect of entrepreneurship environment on organizational management of cultural etiquette in small and medium scale enterprises in Enugu state.
- II. examine the effect of entrepreneurship environment on organizational management of cultural religion in small and medium scale enterprises in Enugu state.
- III. effect of entrepreneurship environment on organizational management of marital affairs in small and medium scale enterprises in Enugu state.

Research Questions

This work seeks answers to the following research questions:

- I. To what extent does entrepreneur environment influence organizational management of cultural etiquette in small and medium scale enterprises in Enugu state?
- II. To what extent does the entrepreneurship environment affect organizational management of cultural religion in small and medium scale enterprises in Enugu state?
- III. To what extent does the entrepreneurship environment impact organizational management of marital affairs in small and medium scale enterprises in Enugu state?

Hypotheses

The following null hypotheses were formulated to guide this work:

- I. Entrepreneurship environment has no significant positive effect on organizational management of cultural etiquette in selected small and medium scale enterprises in Enugu state.
- II. Entrepreneurship environment has no significant positive effect on organizational management of cultural religion in small and medium scale enterprises in Enugu state.
- III. Entrepreneurship environment has no significant positive effect on organizational management of marital affairs in small and medium scale enterprises in Enugu state.

Review of Related Literature

The Concept of Entrepreneurship Environment

The concept of entrepreneurship environment have been viewed by different scholars. Different scholars have attempted to provide a definition for the concept. Okoh and Munene (1986), submit that entrepreneurship environment can be viewed from two perspectives. In the first perspective, entrepreneurship environment was viewed as inter-organizational arrangement which considers the environment as a collection of persons, groups and other organizations that provides inputs to, or receives outputs from a local organization. The second consideration is that environment is a set of general, social, economic and technological conditions. Obasan (2001) says environment is the sum total of the physical and social forces and institutions that are relevant to the organizational goal setting and goal attainment which are taken directly into



consideration by members of the organization when making business decisions and plans. Osuagwu (2001) opines that environment has been seen as the totality of the factors that affect, influence, or determine the operations or performance of a business.

A business environment comprises of such factors as infrastructure, cultural, economic, social and political environments. Business dictionary (2017) defines entrepreneurship environment as the combination of internal and external factors that influence a company's operating situation. In another definition, the Institute of chartered Accountants Study Pack (2009) defines entrepreneurship environment as set of factors or conditions that are external to the business but which have influence on the operations of the business enterprise. The factors of environmental forces have been previously studied and found to be capable of impeding or facilitating entrepreneurial activities in any economy. In addition, business environment has been defined as all those conditions and forces which are external to the business and are beyond the individual business unit, but they all operate within it. These forces are customers, creditors, competitors, government, socio-cultural organizations, political parties' national and international organizations etc. Some of these forces affect the business directly whilst some others have indirect effect on the business (Blurtit, 2013).

In the view of World Bank, improvements in the enabling environment leads to greater levels of investment by the private sector, more wealth, job creation, and ultimately more poverty alleviation. Business or entrepreneurship environment has been grouped into macro and micro environment. The macro environment implies the whole world, where events often indirectly impact on businesses and there is the microenvironment, local events and circumstances which directly affect and interact with a business (GIBS, 2013). A business' environment influences the total functioning of the business system.

Cross-cultural Management

Culture have been defined as the collective programming of the mind which distinguishes the members of one human group from another (Aldrich & Cliff, 2003). Aldrich and Cliff, (2003) further opine that Culture represents an imperfectly shared system of interrelated understanding that is shaped by its members, history as well as experience. Culture is also seen as the philosophy of life, the values, norms and rules, and actual behavior - as well as the material and immaterial products which are taken over by man from the past generations, and which man wants to bring forward to the next generation and eventually in a different form - and which in one way or another separate individuals belonging to the culture from individuals belonging to other cultures (Gullestrup, 2012).

Culture is the characteristics and knowledge of a particular group of people, defined by everything from language, religion, cuisine, social habits, music and arts. It is essential for today's work force to be aware of the differences in communication across cultures at their workplaces. A major component of a culture is its systems of values, beliefs, and material products. First, culture includes belief systems that involve stories, or myths, the interpretation of which can give people insight into how they should feel, think, and/or behave. Gullestrup, (



2012) sees Culture as an explicit social product arising from social interaction either as an intentional or unintentional consequence of behavior. In other words, culture is comprised of distinct observable forms (e.g., language, use of symbols, ceremonies, customs, methods of problem solving, use of tools or technology, and design of work settings) that groups of people create through social interaction and use to confront the broader social environment.

Second, culture includes value systems. Values are formed based on how we learned to believe things ought to be or how people ought to behave, especially in terms of qualities such as honesty, integrity, and openness. Third, culture is also defined by material products such as food, clothing, and music. Thus, culture provides people with a general cognitive frame work for an understanding of the world, and for functioning in it. Culture mediates relationships among men and between men and their environment. It is the primary determinant of how a person views reality both consciously and unconsciously.

Cross-cultural management describes organizational behavior within countries and cultures; compares organizational behavior across countries and cultures; and seeks to understand how to improve the interaction of co-workers, managers, executives, clients, suppliers, and alliance partners from around the world. Cross-culture could easily be understood literally, from one culture to another. Cross-culture is a phenomenon born by market globalization; company goes out of their country to another to do business, brings their culture with the companies to another culture, which means cross-culture

Cross-cultural management issues arise in a range of business contexts. Within individual firms, for example, managers from a foreign parent company need to understand that local employees from the host country may require different organization structures and HRM procedures. In cross-border mergers and acquisitions (M&As), realizing the expected synergies very often depends on establishing structures and procedures that encompass both cultures in a balanced way. Cross-border joint ventures, alliances, or buyer-supplier relationships between two or more firms also require a cultural compromise. Finally, for firms to sell successfully to foreign customers requires culturally sensitive adaptations to products, services, marketing, and advertising.

Cultural Etiquettes

Etiquettes has been defined as the forms, manners, and ceremonies established by convention as acceptable or required in social relations, in a profession, or in official life” Etiquette is respect, good manners, and good behavior as they exist individually, as well as how they collectively impact impressions of a person’s competence. In the professional world, understanding and possessing etiquette refers to how well individuals both know and apply expectations of appropriate behavior (both spoken and unspoken expectations) in the professional environment. Some business organizations have administrative manuals in which acceptable codes of behavior are listed.

Cook and Cook (2001) stress that business etiquette plays a critical role in the success or failure of organizations competing for global market-share. Business etiquette transcends the use of



utensils at social events and introductions at special occasions. Recent global trends and developments highlight the need to emphasize business etiquette and cross-cultural skills as critical management imperative. Chaney and Martin (2011) and Cook and Cook (2011) place a high premium on managers' manners, public or professional behaviors, and appropriate self-comportment when conducting official duties in international business and social settings. Additionally, Carte & Fox (2008) highlight the inherent difficulties in international business because of the need to understand cultural and regulatory variations. For instance, international business etiquette requires the ability to adapt to different national processes, patterns, and acculturations. It should be noted that competitive positioning and long-term effective business operations in a multinational environment involve a sound knowledge of negotiating processes and decision-making strategies of managers from different parts of the world. Intercultural communication scholars have stressed the importance of international managers to understand the impact of culture on negotiations with global business partners.

Organizational Management of Cultural Religion

Religion and spirituality have in the past been seen as a private matter with little or no place in corporate organizations. As companies embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace raises. Religion and spirituality, for many employees, are no longer a part of their lives that they leave at home. Spirituality for these employees is a way of life—their religion and spirituality define who they are. Religion can be defined in a myriad of ways and mean different things to different people; According to a 2008 study by the Pew Forum on Religion and Public Life, 78% of adult Americans belong to various forms of Christianity, about 5% belong to other faiths and 16% are not affiliated with any particular religion. This therefore implies the need for organizations' to effectively recognize and manage employees acknowledging that religion remains paramount in the current entrepreneurship environment.

Theoretical Framework

There are numerous theories that can apply to the current study, however, the study adopted cultural dimension theory.

Cultural Dimensions Theory

Geert Hofstede is a Dutch social psychologist and anthropologist who has studied the interactions between cultures. He has received numerous awards for his intercultural research all over the world. One of his most notable accomplishments is the establishment of the cultural dimensions theory, which provides a systematic framework for assessing the differences between nations and cultures. The theory is based on the idea that value can be placed upon six cultural dimensions. These are power (equality versus inequality), collectivism versus individualism, uncertainty avoidance versus uncertainty tolerance, masculinity versus femininity, temporal orientation, and indulgence versus restraint. Hofstede gathered most of his



data on world cultural values through surveys conducted by IBM, a US-based technology and consulting firm. He then proposed a scoring system using a scale from 1 to 120.

Power-Distance index: According to Hofstede, “power distance is the extent to which the less powerful members of organizations and institutions (like the family) accept and expect that power is distributed unequally.” This dimension does not measure the level of power distribution in a given culture, but rather analyzes the way people feel about it. Low power-distance scores mean that a culture expects and accepts that power relations are democratic and members are viewed as equals. High power-distance scores mean that less powerful members of the society accept their place and realize the existence of formal hierarchical positions.

Individualism vs. Collectivism: “The degree to which individuals are integrated into groups.” This dimension has no political connotation and refers to the group rather than the individual. Cultures that are individualistic place importance on attaining personal goals. In collectivist societies, the goals of the group and its wellbeing are valued over those of the individual.

Uncertainty-Avoidance index: “A society’s tolerance for uncertainty and ambiguity.” This is a dimension that measures the way a society deals with unknown situations, unexpected events, and the stress of change. Cultures that score high on this index are less tolerant of change and tend to minimize the anxiety of the unknown by implementing rigid rules, regulations, and/or laws. Societies that score low on this index are more open to change and have fewer rules and laws and more loose guidelines.

Masculinity vs. Femininity: “The distribution of emotional roles between the genders.” This dimension measures the level of importance a culture places on stereotypically masculine values such as assertiveness, ambition, power, and materialism as well as stereotypically feminine values such as an emphasis on human relationships. Cultures that are high on the masculinity scale generally have more prominent differences between genders and tend to be more competitive and ambitious. Those that score low on this dimension have fewer differences between genders and place a higher value on relationship building.

Long-term Orientation vs. Short-term Orientation: This dimension describes a society’s time horizon. Short-term oriented cultures value traditional methods, take a considerable amount of time to build relationships, and in general view time as circular. This means the past and the present are interconnected and that which cannot be done today can be done tomorrow. The opposite of this is long-term orientation, which sees time as linear and looks to the future rather than the present or the past. It is goal-oriented and values rewards.

Indulgence vs. Restraint: This dimension measures a culture’s ability to satisfy the immediate needs and personal desires of its members. Those that value restraint have strict social rules and norms under which satisfaction of drives is regulated and discouraged.

Empirical Review

In a study conducted by Adeoye & Elegunde (2012), the study examined the influence of economic and political environment on organizational performance using the Food and Beverage Industry in Nigeria. The study adopted a questionnaire to collect information from the



respondents based on a sample of 3 companies of 150 sample size. The data collected were analyzed using multiple regression analysis. The findings of the study revealed that the external business environment (political, economic, socio-cultural, technological, e.t.c.) have an impact on organizational performance (effectiveness, efficiency, increase in sales, achievement of corporate goals e.t.c.). The study concluded that organizations should pay more attentions to their environment by doing periodic scanning.

Olowa and Omowumi (2015) conducted a study on ‘Factors Affecting Entrepreneurship Development in Agribusiness Enterprises in Lagos State, Nigeria’. Primary data from 120 owners/managers of small and micro agribusiness enterprises purposively selected for the study were analyzed using descriptive statistics and multiple regression models. The results showed that majority of the owners/ managers (73.3%) of agribusiness were male, 71% were married, 85% belong to cooperative society, 68.33% have business size of between 1 and 2 million naira worth, 5.0 mean family size and ₦84,833.00 monthly. More findings show that 56.7% had secondary education and that 56.2% were motivated to start agribusiness because they could not find job. Parameter estimates from multiple regression showed that age, gender, marital status and estimated business size have positive relationship with level of involvement in agribusiness enterprise while Family size and Primary occupation have negative relationship. Secondary occupation, membership of Cooperative and educational attainment were not significantly related with level of involvement in agribusiness enterprise development.

In a World Bank Report (2017) on ‘The Environment for Women’s Entrepreneurship in the Middle East and North Africa Region’. The report examines newly available data from over 5,100 surveyed firms in the formal sector in eight Middle Eastern countries (Egypt, Jordan, Lebanon, Morocco, Saudi Arabia, Syria, Gaza and the West Bank, and Yemen). Of the 5,169 firms surveyed by the World Bank, a woman is the principal owner of about 13%—a little over one in eight. Women entrepreneurs are minority everywhere. But their share in the Middle East and North Africa is far lower than in the other middle-income regions of East Asia, Latin America and the Caribbean, and Europe and Central Asia. Of the formal-sector female-owned firms surveyed, only 8% are micro firms. More than 30% are very large firms employing more than 250 workers. Female-owned firms are as well established as male-owned firms. About 40% of female owned firms are individually owned—an impressive figure, even if less than the 60% of male-owned firms. And in Syria and Morocco, the two countries with relevant data, more than 65% of female-owned firms are managed by the owner, debunking the myth that women are owners in name only. In sectoral distribution female-owned firms are much like male-owned firms, with nearly 85% in manufacturing and 15% in services, compared with 88% of male-owned firms in manufacturing and 10% in services. Female-owned firms are also active exporters, and a high share attract foreign investors and are heavy users of information technology all key ingredients for global competitiveness. Regionally, female-owned firms are as frequently exporters as male owned firms, and they are substantially more often so in Egypt, Jordan, and Morocco. In Morocco foreign investors have a more significant presence in female-



owned firms. Female-owned firms are also more likely to regularly use email and websites in their interactions with clients.

Female-owned firms offer good jobs. Workers in female-owned firms are about as educated and as skilled as those in other firms. In Egypt, for instance, 19% of workers in female-owned firms have professional competencies, compared with just 16% in male owned firms. Female-owned firms hire more women. Women make up about 25% of the workforce in female-owned firms, compared with 22% in male-owned firms. This difference may not seem large, but female-owned firms also employ a higher share of female workers at professional and managerial levels. Male-owned firms employ more women in unskilled positions.

And female-owned firms are hiring more workers in general. In Egypt, Jordan, Saudi Arabia, and the West Bank and Gaza, the share of female-owned firms that have increased their workforces recently exceeds the share of male-owned firms. The productivity of female-owned firms compares well with that of male-owned firms. There are only small differences between male- and female-owned firms in labor productivity (measured by value added per permanent worker) and in sales.

In a study conducted by Adler & Graham (2016) on 'Cross-Cultural Interaction' using a sample of 462 Japanese, American, and Canadian businesspeople with at least two years of business experience in their respective countries, behaviors in cross-cultural negotiations were found to differ in some important ways from those in intra-cultural negotiations. Three process related measures have been included in the analyses. Each negotiation was timed. Cooperativeness (PSA) and interpersonal attraction were measured using 5- and 3-item scales respectively. The study considered three negotiation outcomes, namely, individual profits, joint profits, and satisfaction. The results of the study revealed that the Japanese achieved lower profits (both individual and joint) and the Anglophone Canadians took more time and achieved lower joint profits in cross-cultural negotiations. The Japanese were more attracted to American negotiators than their fellow Japanese, even though their profits were reduced when bargaining with Americans. Francophone Canadians behaved much more cooperatively with Anglophone Canadians. The Anglophone Canadians spent more time and achieved lower joint profits in cross-cultural interaction

METHODOLOGY

Cross sectional descriptive research design was adopted in carrying out this study. This is due to the nature of the study and the relative population of the study from which the information was collected. The population of the study comprised all the staff of (3) selected small and medium scale companies in Enugu state of Nigeria. A total of three (3) manufacturing SMSEs which include, Hardis and Dromedas Ltd -138, Aqua Rapha Investments Co. Ltd -85 and Integrated Chemicals Industries Ltd -111, were selected from a cross section of a population of 204 SMSEs situated in Enugu State of Nigeria and which are registered under Enugu state Chamber of Commerce, Industry, Mines and Agriculture (ECCIMA). What informed the choice of the selected SMSEs are the proximity to information, the popularity and also the staff



strength of the organizations. The population strength of the (3) enterprises is 334. Due to the nature of this study, the finite population of the organizations nullifies the need for sample size and sampling techniques.

Structured questionnaire was used as the primary instrument for data collection. The researcher adopted face and content validity for the instrument. The content of the questionnaire was sent to experts in the field of study as validators to determine the appropriateness of the instrument and see if the instrument covers all the aspect of the subject matter.

The reliability of the instrument was determined by engaging in a test-retest administration. This involves the administration of 72 questionnaire to a pilot group from the population at different periods. The reliability coefficient of 0.883 was obtained using Cronbach’s alpha coefficient. The data collected for the study was presented in tables, while the hypotheses were tested using simple linear regression at 5 percent level of significant. All analysis was done using statistical package for social sciences (IBM, SPSS version 23) software.

Data Presentation, Analysis and Discussion of Findings, Summary, Conclusion and Recommendations

Table 4.1 shows the distribution and return rate of data collection instrument.

OPTIONS	No. of Copies Distributed	No. of Copies Returned	No. of Copies not returned	Percentage Returned (%)
Hardis and Dromedas Ltd	138	124	14	37.1
Aqua Rapha Investments Co. Ltd	85	82	3	24.6
Integrated Chemicals Industries Ltd	111	98	13	29.3
Total	334	304	30	91

Source: ECCIMA, 2017

Table 4.1 shows the questionnaire distribution. From the table, 138 questionnaire were distributed to Hardis and Dromedas Ltd, 124 were returned making a return rate of 37.1percent while 85 were distributed to Aqua Rapha Investments Co. Ltd and 82 were returned making a return rate of 24.6 percent and 111 were distributed to Integrated Chemicals Industries Ltd and 98 were returned making a return rate of 29.3 percent.

Descriptive Analysis

Table 4.2: The Effect of Cultural Etiquette on Entrepreneurship Environment.

Options	Frequency	Percentage	Mean	SD
SA	80	26.3		
A	71	23.4		
UD	60	19.7		
D	47	15.5		
SD	46	15.1		
Total	304	100.0	3.2730	1.37438



Table 4.2, shows that 80 representing 26.3 percent of the respondents strongly agree that there is effect of cultural etiquette on entrepreneurship environment in their organization, 71 representing 23.4 percent are in agreement 60 representing 19.7 percent of the respondents were undecided, and 47 representing 15.5 percent disagreed, while 46 representing 15.1 percent of the respondents strongly disagree that there is effect of cultural etiquette on entrepreneurship environment in their organization. With a mean and Std score of 3.2730 ± 1.37438 . This shows that more of the respondents are in agreement that there is effect of cultural etiquette on entrepreneurship environment in their organization.

Table 4.3: The Effect of Cultural Religion on Entrepreneurship Environment.

Options	Frequency	Percentage	Mean	SD
SA	145	47.7		
A	102	33.6		
UD	28	9.2		
D	21	6.9		
SD	8	2.6		
Total	304	100.0	1.8750	1.13343

Table 4.3 shows that 145 representing 47.7 percent of the respondents strongly agree that cultural religion has effect on Entrepreneurship Environment, 102 representing 33.6 percent of the respondents agree, 28 representing 9.2 percent of the respondents were undecided, and 21 representing 6.9 percent and 8 representing 2.6 percent of the respondents disagree and strongly disagree respectively that cultural religion has effect on Entrepreneurship Environment. With a mean and Std score of 1.8750 ± 1.13343 . This indicates that majority of the respondents are of the opinion that cultural religion has effect on Entrepreneurship Environment.

Table 4.4: The Effect of Entrepreneurship Environment on Organizational Management of Marital Affairs.

Options	Frequency	Percentage	Mean	SD
SA	146	48.0		
A	109	35.9		
UD	31	10.2		
D	10	3.3		
SD	8	2.6		
Total	304	100.0	1.7730	.96701

Table 4.4 shows that 146 representing 48.0 percent of the respondents strongly agree that there is effect on the organizational management of marital affairs, 109 representing 35.9 percent of the respondents agree, while 31 representing 10.2 percent of the respondents were undecided, an insignificant 10 representing 3.3 percent and 8 representing 2.6 percent of the respondents disagree and strongly disagree respectively that there is effect on the organizational management of marital affairs. With a mean and Std score of $1.7730 \pm .96701$. The above shows

that majority of the respondents are of the opinion that there is effect on the organizational management of marital affairs.

Test of Hypotheses

Hypothesis One

Entrepreneurship environment has no significant positive effect on organizational management of cultural etiquette in selected small and medium scale enterprises in Enugu state.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.727 ^a	.528	.526	.94598	.227

a. Predictors: (Constant), Entrepreneurship environment

b. Dependent Variable: cultural etiquette

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	302.085	1	302.085	337.569	.000 ^b
	Residual	270.254	302	.895		
	Total	572.339	303			

a. Dependent Variable: cultural etiquette

b. Predictors: (Constant), Entrepreneurship environment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.592	.106		14.963	.000
	Entrepreneurship environment	.827	.045	.727	18.373	.000

a. Dependent Variable: cultural etiquette

Result Summary

R =0.727; R²=0.528; t = 18.373; DW =0.227

Interpretation of the Result

A linear regression analysis was conducted to ascertain the effect of entrepreneurship environment on cultural etiquette in selected small and medium scale enterprises in Enugu state. The result of the regression indicates that there is strong positive relationship between



entrepreneurship environment and cultural etiquette (R- coefficient =0.727). The R square, the coefficient of determination, shows that only 52.8 percent of the variation in cultural etiquette can be explained by entrepreneurship environment with no autocorrelation as Durbin-Watson (0.227) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .94598. The regression sum of the square 302.085 is more than the residual sum of the square 270.254 indicating that the variation is due to chance. The F-statistics = 337.569 shows that the model is significant. The extent to which entrepreneurship environment affects cultural etiquette with 0.727 value indicates a positive significance relationship between entrepreneurship environment and cultural etiquette which is statistically significant (with $t = 18.373$) and $p = .000 < 0.05$. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly.

Decision:

Since the P-value upon which we are to accept or reject the null hypothesis is less than 0.05, the alternate hypothesis is therefore accepted.

Hypothesis Two

Entrepreneurship environment has no significant positive effect on organizational management of cultural religion in small and medium scale enterprises in Enugu state.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.898 ^a	.807	.807	.49848	.704

a. Predictors: (Constant), Entrepreneurship environment

b. Dependent Variable: cultural religion

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	314.209	1	314.209	1264.526	.000 ^b
	Residual	75.041	302	.248		
	Total	389.250	303			

a. Dependent Variable: cultural religion

b. Predictors: (Constant), Entrepreneurship environment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.008	.060		.132	.895
	Entrepreneurship environment	1.053	.030	.898	35.560	.000

a. Dependent Variable: cultural religion



Result Summary

$R = 0.898$; $R^2 = 0.807$; $t = 35.560$; $DW = 0.704$

Interpretation of the Result

A linear regression analysis was conducted to determine the effect of entrepreneurship environment on cultural religion in small and medium scale enterprises in Enugu state. The result of the regression indicates that there is strong positive relationship between entrepreneurship environment and cultural religion (R- coefficient =0.898). The R square, the coefficient of determination, shows that only 80.7 percent of the variation in cultural religion can be explained by entrepreneurship environment with no autocorrelation as Durbin-Watson (0.704) is less than 2. With the linear regression model, the error of estimate is low, with a value of about .49848. The regression sum of the square 314.209 is more than the residual sum of the square 75.041 indicating that the variation is due to chance. The F-statistics = 1264.526 shows that the model is significant. The extent to which entrepreneurship environment affects religion with 0.727 value indicates a positive significance relationship between entrepreneurship environment and cultural religion which is statistically significant (with $t = 35.560$) and $p = 0.000 < 0.05$. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly.

Decision:

Since the P-value upon which we are to accept or reject the null hypothesis is less than 0.05, the alternate hypothesis is therefore accepted.

Hypothesis Three

Entrepreneurship environment has no significant positive effect on organizational management of marital affairs in small and medium scale enterprises in Enugu state.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.713 ^a	.508	.506	.97822	.215

a. Predictors: (Constant), Entrepreneurship environment

b. Dependent Variable: marital affairs

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	297.980	1	297.980	311.395	.000 ^b
	Residual	288.990	302	.957		
	Total	586.970	303			

a. Dependent Variable: marital affairs

b. Predictors: (Constant), Entrepreneurship environment



Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.376	.152		2.473	.014
	Entrepreneurship environment	.728	.041	.713	17.646	.000

a. Dependent Variable: marital affairs

Result Summary

R =0.713; R²=0.508; t = 17.646; DW =0.215

Interpretation of the Result

A linear regression analysis was conducted to examine the effect of entrepreneurship environment on marital affairs in small and medium scale enterprises in Enugu state. The result of the regression indicates that there is strong positive relationship between entrepreneurship environment and marital affairs (R- coefficient = 0.713). The R square, the coefficient of determination, shows that only 50.8 percent of the variation in marital affairs can be explained by entrepreneurship environment with no autocorrelation as Durbbin-Watson (0.215) is less than 2. With the linear regression model, the error of estimate is low, with a value of about 0.506. The regression sum of the square 297.980 is more than the residual sum of the square 288.990 indicating that the variation is due to chance. The F-statistics = 311.395 shows that the model is significant. The extent to which entrepreneurship environment affects marital affairs with 0.727 value indicates a positive significance relationship between entrepreneurship environment and marital affairs which is statistically significant (with t = 17.646) and p = 0.000 < 0.05. Therefore, the null hypothesis is rejected and the alternate hypothesis accepted accordingly.

Decision:

Since the P-value upon which we are to accept or reject the null hypothesis is less than 0.05, the alternate hypothesis is therefore accepted.

Discussion of Findings

Entrepreneurship Environment has a Positive Effect on Cultural Etiquette

The study found out that entrepreneurship environment has a positive relationship with cultural etiquette. This finding disagrees with World Bank Report of 2017 on ‘The Environment for Women’s Entrepreneurship in the Middle East and North Africa Region’ and agrees with Adler & Graham (2016). The World Bank report (2017) found that out of over 5,100 firms surveyed, woman is the principal owner of about 13 percent—a little over one in eight. Women entrepreneurs are a minority everywhere. But their share in the Middle East and North Africa is



far lower than in the other middle-income regions of East Asia, Latin America and the Caribbean, and Europe and Central Asia. However, out of the formal-sector female-owned firms surveyed, only 8 percent are micro firms. More than 30 percent are very large firms employing more than 250 workers. This shows that female-owned firms are as well established as male-owned firms. Also About 40 percent of female owned firms are individually owned. Contrary to these, Adler & Graham (2016) found that the results of the study revealed that the Japanese achieved lower profits (both individual and joint) and the Anglophone Canadians took more time and achieved lower joint profits in cross-cultural negotiations. The Japanese were more attracted to American negotiators than their fellow Japanese, even though their profits were reduced when bargaining with Americans. On the other hand, the Francophone Canadians behaved much more cooperatively with Anglophone Canadians. The Anglophone Canadians spent more time and achieved lower joint profits in cross-cultural interaction

Entrepreneurship Environment has a Positive Effect on Cultural Religion

The study revealed that entrepreneurship environments have positive effect on cultural religion. This finding agrees with Adeoye & Elegunde (2012) on the influence of economic and political environment on organizational performance using the Food and Beverage Industry in Nigeria. They found that external business environment (political, economic, socio-cultural, technological, e.t.c.) have an impact on organizational performance (effectiveness, efficiency, increase in sales, achievement of corporate goals e.t.c.). This finding could be due to the religious tolerance being practiced in Nigeria and Enugu in particular. The constitution of the Federal Republic of Nigeria guarantees the religious freedom of all citizens. Being an entrepreneur further gave the participants the opportunity to utilize their time in such a way as to promote their individual religious philosophies by attending to morning mass and fellowships in morning hours and evening hours of weekdays respectively.

Entrepreneurship Environment has a Positive Effect on Marital Affairs

Findings of the study show that entrepreneurship environments have positive relationship with marital affairs. This finding collaborates with Olowa & Omowumi (2015) on their study on Factors Affecting Entrepreneurship Development in Agribusiness Enterprises in Lagos State, Nigeria'. They found that majority of the owners/ managers of the agricultural business were married. The reason for this could be because the married segment of the population of Enugu have more family financial responsibilities like feeding the children, paying the children school fees, house rent and so on. The government plays a minimal role in assisting these entrepreneurs in their family financial issues. Government does not see for the education of the children, from primary school to university level. Government also has no hand in ensuring that children are fed and properly accommodated.

Summary of Findings

Based on various hypotheses tested in the study, the followings were the major findings.

1. Entrepreneurship environment has a significant positive effect on organizational management of cultural etiquette in selected small and medium scale enterprises in Enugu state, ($r = 0.727$; $F = 337.569$; $t = 18.373$; $p = 0.000$)
2. Entrepreneurship environment has a significant positive effect on organizational management of cultural religion in small and medium scale enterprises in Enugu state, ($r = 0.898$; $F = 1264.526$; $t = 35.560$; $p = 0.000$)
3. Entrepreneurship environment has a significant positive effect on organizational management of marital affairs in small and medium scale enterprises in Enugu state, ($r = 0.713$; $F = 311.395$; $t = 17.646$; $p = 0.000$)

Conclusion

Cross cultural management in an organization has become a paramount requirement for every organizations. This reality is made more glaring as organizations engage people from different cultural backgrounds. In consideration of various cultural practices associated with different individuals from different geographic origin, there is the need for cross cultural management as it is influenced by the various environmental practices upon which the organization is situated. The study concludes that, entrepreneurship environment has a significant positive effect on cross culture management in an organization. This effect could be seen in the area of management of marital affairs within an organization, the management of religious affairs as well as the management of cultural etiquette. The demand on the part of organizational management is therefore to create an enabling environment that could bring about adequate cultural management in the organizations.

Recommendations

Based on the findings of this study, the following recommendations were made:

That the need to create friendly environment that promotes individual cultural etiquette is therefore of paramount importance to the management of the organizations.

That the management in various organizations especially small and medium scale enterprises should see the need to adopt policies relating to management of religious affairs and align such policy to the established precepts in the entrepreneurs environment.

That the management should also see to it as a matter of urgency to initiate or advance a policy framework that will ensure adequate performance of both married and singles in the organizations and align such policy to the best practices within the operational region

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