

**PERCEIVED EFFECT OF CROSS-CULTURAL DIFFERENCES
ON THE SERVICE DELIVERY AT INTERNATIONAL
COMMITTEE OF THE RED CROSS IN KENYA**

NICOLE OLOO

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE AWARD OF MASTER OF BUSINESS
ADMINISTRATION DEGREE, SCHOOL OF BUSINESS, UNIVERSITY OF
NAIROBI**

DECEMBER, 2017

DECLARATION

This research project is my original work and has never been presented for any academic award in any other university or learning institution.

Signature _____ Date: _____

Nicole Oloo

D61/79413/2015

This research project has been submitted for examination purposes with my approval as the University Supervisor.

Signature _____ Date: _____

Dr. Kennedy Ogollah

Department of Business Administration

School of Business, University of Nairobi

ACKNOWLEDGEMENTS

I would like to thank my project supervisor Dr. Kennedy Ogollah for his valuable guidance and advice. His motivation and guidance contributed to the completion of my project. Gratitude is also due to the members of the school of business faculty. I also thank the International Committee of the Red Cross employees for their support and cooperation in helping make this study a success by providing data that was of great help. I would also like to thank my parents Mr. & Mrs. Oloo and siblings, Mercy, Jackline and George for their support and guidance during this period. Finally, I thank God for the strength, good health and favor that have enabled me to complete this project.

DEDICATION

This project is dedicated to Anne Georgina Wambo for helping me acknowledge one of the best investments one can ever have in life is good education.

TABLE OF CONTENT

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
LIST OF TABLES	vii
LIST OF FIGURES	viii
ACRONYMS AND ABBREVIATIONS	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Concept of Culture.....	3
1.1.2 Cross-Cultural Differences	4
1.1.3 Service Delivery.....	5
1.1.4 Humanitarian Agencies in Kenya	6
1.1.5 International Committee of the Red Cross.....	7
1.2 Research Problem	8
1.3 Objectives of the Study.....	9
1.4 Value of the Study	10
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Review	11
2.2.1 Hofstede's Cultural Dimensions Theory	12
2.2.2 Piaget's Theory of Cognitive Development	13
2.2.3 Collective Constructionist Theory	14
2.3 Cross-Cultural Differences	16
2.3.1 Cross-Cultural Differences in Decision-Making	16
2.3.2 Cross-Cultural Differences in Conflict Management	16
2.3.3 Cross-Cultural Differences in Motivation Systems	18
2.3.4 Cross-Cultural Differences in Ethics	19
2.4 Management of Cross-Cultural Diversity	20
2.5 Cross-Cultural Differences and Service Delivery.....	21
2.6 Research Gaps and Summary	23

CHAPTER THREE: RESEARCH METHODOLOGY	24
3.1 Introduction.....	24
3.2 Research Design.....	24
3.3 Population of the Study.....	25
3.3 Population of the Study.....	25
3.4 Sample Design	25
3.5 Data Collection Method.....	27
3.6 Data Analysis	28
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	29
4.1 Introduction.....	29
4.2 Response Rate.....	29
4.3 General Information.....	30
4.3.1 Employee Level in the Organization	30
4.4 Cross-Cultural Differences in Conflict Management	31
4.5 Cross-Cultural Differences in Decision Making.....	32
4.6 Cross-Cultural Differences in Motivation	33
4.7 Cross-Cultural Differences in Ethics	34
4.8 Service Delivery.....	35
4.9 Multiple Regression Analysis	37
CHAPTER FIVE : SUMMARY OF FINDINGS, CONCLUSIONS AND	
RECOMMENDATIONS.....	40
5.1 Introduction.....	40
5.2 Summary of Findings.....	40
5.3 Conclusions.....	42
5.4 Recommendations.....	43
5.5 Limitations of the Study.....	44
5.6 Suggestions for Further Research	44
REFERENCES.....	45
APPENDICES	50
APPENDIX I: Introduction Letter	50
Appendix II: Questionnaire.....	51

LIST OF TABLES

Table 3.1: Sampling Technique	26
Table 3.2: Sample Size.....	27
Table 4.1: Cross-Cultural Differences in Conflict Management	31
Table 4.2: Cross-Cultural Differences in Decision Making	32
Table 4.3: Cross-Cultural Differences in Motivation	33
Table 4.4: Cross-Cultural Differences in Ethics	34
Table 4.5: Service Delivery	36
Table 4.6: Model Summary	37
Table 4.7: ANOVA Results	37
Table 4.8: Multiple Regression Analysis	38

LIST OF FIGURES

Figure 4.1: Response Rate	30
Figure 4.2: Employee Level in the Organization.....	30

ACRONYMS AND ABBREVIATIONS

ICRC: International committee of the Red Cross

SPSS: Statistical Package for the Social Sciences

ABSTRACT

The research was designed to establish the perceived effects of cross-cultural differences on the service delivery at international humanitarian agencies in Kenya. The study used a descriptive design through an in-depth study design of a group of individuals. The study population comprised of employees working with International Committee of the Red Cross, where a sample of 185 employees was targeted. Data collection was facilitated with the help of research questionnaires. The collected data were then descriptively analyzed with the help of Statistical Package for the Social Sciences (SPSS) after which regression analysis was done to determine the relationship between service delivery at the International Committee of the Red Cross and the four independent variables investigated in this case. The analysis presents that taking all other independent variables at zero, a unit increase in cross-cultural differences in conflict management will lead to a 0.169 increase in service delivery. A unit increase in cross-cultural differences in decision making will lead to a 0.156 increase in service delivery; a unit increase in cross-cultural differences in motivation will lead to a 0.205 increase in service delivery while a unit increase in cross-cultural differences in ethics will lead to a 0.128 increase in service delivery meaning cross-cultural differences in motivation had the highest effect on service delivery at the International Committee of the Red Cross. The study recommends that organizations should let all employees, both local and foreign appreciate their different backgrounds and resolve differences that may occur so that conflict management can be made easier in order to enhance service delivery. Organizations should also look into the reason why most of the employees are not self-motivated. It is recommended that the organization invests more on employee development to enhance self-motivation and hence enhance service delivery.

CHAPTER ONE

INTRODUCTION

In this chapter, the background of the study is explained where important concepts (dependent and independent variables) are defined, theories underpinning the study introduced and the concept within the context reviewed. It is also in this chapter where the organization of study is introduced and the research problem together with the research gap presented. The chapter also highlights the objects to be met by this study as well as the worthiness of the study.

1.1 Background of the Study

The global market place and competitive advantage constitutes of adaptation to the given environment, team motivation, ability to speak the host's language fluently and also negotiate and understand their culture. In order to have the comprehension of cultural diversity, competence skills are required to be possessed by the corporate executives where the management is required to have the understanding of the variation in the interrelations with people from across the varied cultures. According to (Elsaid, 2012), he commented that cultures have different patterns that molds the interrelation of people including how they greet each other, how they make their conversations, their perceptions they have and the protocols of the business.

Hofstede's culture dimensions' theory is brought forth in this study together with the Piaget's theory of cognitive development and collective constructionist theory. The effects of the culture in the society concerning the values of its members, interrelation and links between behaviors are all explained by Hofstede's cultural dimensions theory (Nistor et al, 2014).

The nature and development of human intelligence are all explained at length in Piaget's theory of cognitive development. It is suggested in the collective constructionist theory that the daily situations are culturally fabricated realities which then result to the systematic variation from one culture to another. Consistent daily situations are experienced by the individuals who subscribed to the shared cultural values and assumptions that uphold with the values and assumptions, this is according to (Moran et al, 2014).

In management of international operation, be it in business firms or humanitarian agencies, success of the business may not be as a result of embracing the cultural diversity but failure to do this may raise the chances of business failure (Nistor et al, 2014). The growing cooperation between organizations from different countries brings the sense of the importance of cross-cultural management where some challenges might be faced as a result of varied cultural backgrounds. Considerable effects in the manner of running organizations are brought on by cultural values. Companies venturing new markets are coupled with cross-cultural management a challenge which is to imply that the supervision roles from the managing teams from various cultures would be different. According to Abur (2015), Abur, K'Obonyo and Omamo (2015), expatriate employees working in the Kenyan humanitarian agencies find it challenging in managing the differences between the two cultures which makes it hard for them to adjust well. The difference and cross-cultural effects will be determined in this study and the service delivery of international humanitarian agencies in Kenya, using the International Committee of the Red Cross as the case.

1.1.1 Concept of Culture

According to Hewison (2015), explains the meaning of culture as the values inherited, concepts and the shared ways of living by people from common social group. There are two different types of culture which are the first generic culture which is common culture for all people on earth and the other culture is referred to symbols and schemas shared by a certain social group. Childhood is the foundation for which most of the people acquire most of the culture before puberty. At early age, humans have the ability to acquire culture norms from the surroundings including parents, siblings and others.

People are able to function smoothly in the confines of a certain society as a result of culture. In response to that, from the definition of culture, it is the inherited values and concepts and the way people living together in the same social group share Hewison (2015). Social classes do not possess culture and that is to mean that each and every person possess the variety of cultures which result to complexity of the meaning of the word. Culture is perceived to be dynamic in that it keeps changing over time which in turn might result to a conflict; this is according to (Pieterse, 2015).

According to Hewison (2015), development of technology has turned the world into a village where people have been brought together. This is to mean that people from various parts of the world are working together and communicating irrespective of different cultural background they possess. The knowledge of cultural diversities is required when dealing with people from different cultural background, for example, the way we handle them, how to channel our communications and also taking into considerations their cultural taboos.

Communication among cultures is every day seen arising in communication in workplace. Working with a team of people in organization needs overcoming some issues including motivating employees, ordering strategies and putting policies in place. In such case, understanding is required over the cultural diversities in order to bring to use earlier mentioned issues in the workplace (Pieterse, 2015).

1.1.2 Cross-Cultural Differences

Cross-cultural differences emanates as a result of different background of each organizational culture. Various areas are available in the management role where difference towards attitude, behaviors and issues concerning cultural implications are seen. Culture as defined earlier constitute of the inherited values, concepts and the ways of life people living in common social group share. In that case therefore, cross-cultural differences are the differences that arise as a result of the differences experienced among cultures (Bochner, 2013). Durgunoglu and Verhoeven (2013) defined conflict as a competition engaged in by either groups or individuals over incomparable goals, limited resources or the power needed to acquire them. Individuals' perception of goals also become determinant and the so referred perceptions differ vastly among individuals.

In some countries, different reactions erupt upon discussion of differences of the cultures. Major response to this has always been presenting the image of compassion and universalism, dangerous mix of arrogance and ignorance becomes a key misplaced projection of the reflection of common humanity. There is always a belief that all cultures are a like sharing common values, hopes, aspirations norms and rules, this is according to (Durgunolgu & Verhoeven, 2013). This views' weakness comes

from the idea that all our values are universal, which does not hold to be the case. With thousands of expatriates and migrants welcomed into Kenya every year, Kenyans pose difficult questions over the cross-cultural differences. Can Kenya manage to bring together large number of migrants without interfering with its cultural norms such as having acceptable dressing code for the women, sexuality and religion?

1.1.3 Service Delivery

An important function in the relationship that exist between organizations and customers is service delivery, this is according to (Bouckaert et al, 2016). This applies in the private as well as the public sector. In the past decade, realizations of the customers have become the epicenter of the organizations' think act. The right is bestowed on the customers to have the demand for the quality services from the suppliers to meet their needs including the services being fast, accessible, quality goods and at affordable prices and above all they should be given friendly treatment.

This trickles down particularly to the government as they offer and supply key public services. An image of good government is portrayed through the provision of good quality and affordable services to the consumers. The image portrayed by the citizens over the true meaning of good service delivery has for a long time not fairly valued. Delivery of the services is not disintegrated but forms part of the complicated relationship between the government, society and the citizens' at large (Woodside & McClam, 2016).

The advantages humanitarian agencies contribute to service delivery are important specifically to states like Kenya where the national government lacks the ability to supply services that are comparable. In this study, service delivery will be measured by aid effectiveness. Agencies have different goals to achieve for the help they give and they show to have the mixture (Bouckaert et al, 2016).

1.1.4 Humanitarian Agencies in Kenya

Humanitarian Organizations are organizations whose activities are focused on humanitarian relief operations (Karanja, Mairura & Ombui, 2015). Humanitarian relief operations can be divided into two; disaster relief which involved reaction to disasters and calamities and continuous aid work which involves ongoing programs by humanitarian organizations in cases of crises, calamities and also providing basic needs in areas where the population may not have access to it. Humanitarian organizations operate within five core sectors which include water, wellbeing administrations sanitation and cleanliness advancement, sustenance security and nourishment, help things (i.e. sustenance and non-nourishment) and haven and settlement. Most of these humanitarian organizations run other programs in sectors such as the education, protection, agriculture, gender, mental health support capacity strengthening and human rights (Jadamba, 2014).

In the previous years the humanitarian structure in Kenya has had to respond to various natural disasters and complicated emergencies escalating rigorously such as drought and violence such as the post-election violence in the beginning of the year 2008 and the killings in some parts of the country (Lamu Coastal region) and also including displacement of other people (Karanja et al, 2015). Coordination amongst

the humanitarian actors have been attempted to be increased in order to have the coherence in the response from the humanitarian where the bodies like the UN had attempted to implement a coordination mechanism called the cluster approach. This was instigating humanitarian members to consider the long term goals into their life saving work collectively put together into work of all other clusters in the humanitarian response and supports the emergency Humanitarian Response Plan (EHRP) for this country. Humanitarian aid organizations are also under strict review of the government and donors who fund and regulate them (Van Wassenhove, 2006).

1.1.5 International Committee of the Red Cross

Since the establishment of ICRC (International Committee of the Red Cross) in the year 1863, it has been working worldwide providing humanitarian aid for the affected people by conflict or any form of violence and in the process promoting laws that are aimed at protecting the victims of war. Being that it is an independent and neutral organization, it is mandated to provide support from Geneva Conventions in 1949. In Geneva Switzerland, the organization has employed about 12,000 individuals from 80 nations. The association is financed significantly by deliberate gifts from governments and from the national Red Cross and the Red Crescent social orders. Since the formation of the ICRC, its key target has been to keep up the assurance and help to the casualties of equipped clash and strife (Aluko, 2013).

The ICRC carries out its mandate through the direct actions in the entire world, including gating development of the international humanitarian law (IHL) and also encouraging respect for it by the governments and all those in possession of weapons. It is entirely based on the development of humanitarian actions, conventions in Geneva and Red Cross and Red Crescent movement. In Kenya, ICRC has been

working in close cooperation with the Kenya Red Cross Society as well as various government agencies like the Kenya Defense Forces in helping vulnerable communities in areas like Moyale, Marsabit, Isiolo and Samburu. Notably, it initiated the interventions in Moyale after the eruption of clashes between the Borana and the Gabbra communities in the earlier years (Karanja et al, 2006).

1.2 Research Problem

Employees intermingle with their fellow workmates, prospects and customers from various parts of the world in their daily activities; this is according to (Kim & Meyers, 2012). Successful competition needs leaders to have better understanding of the cultures of different regions in which their organization operates. Failure to observe the different cultures might lead to misunderstandings and conflicts in the places of work which might result to losses in the business. The same applies to humanitarian agencies that operate across national borders. Frustrations among teams can be as a result of lack of understanding of the cultural differences which can in turn affect the productivity to the lower ends and higher cost on the other end. Culturally diverse contrasts exude from various foundation of each culture in an association. Territories in administration are available where contrasts towards states of mind, practices, working and correspondence issues and social ramifications are seen (Elsaid, 2012).

Many humanitarian agencies are operating in the third sector, and are often placed out of their personal country of origin while simultaneously dealing with many different nationalities, and hence cultures. Adams (2014) claims that leaders of humanitarian agencies should strive for diversity of leadership and that ethnic diversity also influences the leader-development agenda. With the increasing conflicts in Africa and

the world at large, the importance of humanitarian agencies becomes more pronounced. This is because these organizations help vulnerable communities especially where governments are dysfunctional. Most of these agencies in Kenya are international in nature which means most of their top leadership comprises of expatriates from the western countries (Abur et al, 2015). Because of this, the leadership of these humanitarian agencies faces cross-cultural differences in their operations. One of the greatest importance of this study is to identify the effect of these cross-cultural on service delivery by humanitarian agencies in the country.

According to Musyula (2014), one of international development humanitarian agencies comparative advantages local responsiveness, social focus, and cultural sensitivity to peoples' needs and the appropriateness of interventions. Therefore, cross-cultural management is central to the management of humanitarian agencies. Sharing of ideas and technologies play vital role within Kenyan borders and most importantly, cross-cultural differences are supposed to be considered at cross-border level. With increasing natural as well as man-made calamities, humanitarian agencies are becoming more important and this is because these agencies help augment government services to citizens and therefore how they are managed is crucial to attain the required level of service delivery. This study aims to provide answers to the general and specific research questions.

1.3 Objectives of the Study

Major objectives of this study will be to identify perceived influence of cross-cultural differences on the service delivery of humanitarian agencies in Kenya, using the case of the ICRC (International Committee of the Red Cross).

1.4 Value of the Study

The findings and recommendations of this study are intended to benefit the management and boards of humanitarian agencies operating in Kenya in understanding the various cross-cultural differences they may face in the country as well as in other countries in the region in which they operate and how to manage these differences. The study finding will enhance humanitarian agency donors and sponsors understanding of the various cultural differences that may affect their performance. This will help them in coming with policies and ways of helping these agencies build capacity to manage the cultural differences.

The findings of this study will also help the Government in coming up with policies that will help humanitarian agencies acquire the capacity to manage cultural differences as they operate in Kenya. The government is a very important stakeholder in the world of humanitarian agencies. This is because these organizations are formed primarily to help the government in offering vital humanitarian aid. The government must therefore be interested in the management of these organizations in order to ensure that they are well managed to deliver on their duties. This will in turn increase their capacity to deliver more. The findings will also be valuable to future researchers and academicians as it will extent the existing knowledge besides acting as a source of reference. In addition, the study would suggest areas for further research that future scholars and academicians can further knowledge on cross-cultural management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter begins by reviewing the theories to underpin the study. These include Hofstede's cultural dimensions theory, Piaget's theory of cognitive development and collective construction theory. After theoretical review, the various cross-cultural differences are discussed before reviewing the management of cross-cultural diversity. The chapter ends with the presentation of the research gap before giving a summary.

2.2 Theoretical Review

Piaget's theory of cognitive development, Hofstede's cultural dimensions theory and Trompenaars' model of national culture differences are the three theories considered in this study. The basis of the Hofstede's cultural dimensions theory is the use of quantitative investigations of workers to illuminate national cultural contrasts and their consequences. Based from his examinations five measurements were derived that include uncertainty avoidance, power distance, long-term-short-term orientation, masculinity-femininity, and individualism-collectivism (Hofstede, 1993). The Piaget's theory of cognitive development asserts that children actively hunt for information and adjust it to the conceptions and knowledge of the world that they have already acquired. Therefore, children develop their comprehension of reality from their own understanding. They arrange their insight into progressively complex cognitive structures referred to as schemata. Trompenaars' model of national culture differences signifies an outline for cross-cultural communication related to business management and general business.

2.2.1 Hofstede's Cultural Dimensions Theory

Hofstede directed a study of how values in the working environment are impacted by culture. Hofstede portrays culture as the summative programming of the mind recognizing the individuals from one group or class of people from others (Northouse, 2016). Hofstede theory gives managers and leaders a tool to break down cross-cultural relations to comprehend their disparities in behavior. These principles delineate one set of standards as acceptable and other means of structuring that are acceptable as well. This cultural dimensions theory was determined by guiding quantitative surveys of workers to clarify cultural differences as well as their consequences. His studies gave rise to dimensions that include uncertainty avoidance, power distance, long-term-short-term orientation, masculinity-femininity and individualism-collectivism (Hofstede, 1993).

Hofstede (1993) explain that power distance is the degree to which the less commanding members of institutions and organizations (like the family) acknowledge and expect that power is disseminated unequally. Collectivism versus individualism is the extent to which people are incorporated into groups. Individualistic cultures place significance on accomplishing individual goals. The collectivist societies tend to value the wellbeing of the group and its goals over those of the individuals. Uncertainty-Avoidance index denotes a dimension that determines how society manages obscure circumstances, the stress of progress and sudden occasions.

Femininity versus masculinity is a dimension that determines the level of significance a culture places on characteristically masculine esteems like ambition, assertiveness, materialism, and power as well as characteristically feminine esteems, for example, an accentuation on human relationships. Short-term orientation versus long-term orientation is the measurement depicts time horizon of a society. Cultures that are short-term orientation value conventional strategies, set aside a much time to create relationships, and generally consider time as circular while restraint versus indulgence measures the capacity of a culture to fulfill the prompt needs and individual desires of its members (Taras, Kirkman and Steel, 2010).

2.2.2 Piaget's Theory of Cognitive Development

Piaget's hypothesis started to supplant behaviorism in America Starting in the mid-1960s. Not at all like behaviorism, Piaget's hypothesis was viewed as really developmental since it took into account the distinctive limits of children of various ages. Piaget constructs his hypothesis in light of perceptions of his own and other youngsters as they addressed inquiries amid unstructured meetings. Piaget indicated that children effectively search out information and adjust it to the conceptions and knowledge of the world that they have already acquired. Therefore, children build their comprehension of reality from their particular experience. They arrange their insight into increasingly complex psychological structures known as schemata. Children have a wide range of schemata, and these transformation as the children create. In the infant, the schemata appear as reaction patterns and inherent reflexes, such as sucking. As the newborn develops and gains understanding, the schemata move from motor to mental activities known as operations. These operations shift to be progressively complex with age.

Piaget recommended that schemata are adjusted by the standards of association and adjustment, which keep on operating for the duration of the life expectancy. Association is the inclination to consolidate basic physical or mental structures into more unpredictable frameworks. Adjustment includes the two reciprocal procedures of digestion, or fitting new encounters into current subjective schemata, and settlement, or changing current schemata to fit the new experiences. Most encounters incorporate the two techniques. There are two sections of Piaget's theory that can be in any occasion mostly perceived: (1) the stage speculation, or the change of particular thoughts through a movement of different leveled stages; (2) the metatheory, or the interactionist model of alteration (assimilation and settlement) that illuminates the instruments of subjective progression.

Most various research has been established on the first of these edges, using and changing "Piagetian errands" in various connected regions. It is battled that no specific endeavor, nor a mix of them, can be taken to evaluate a general scholarly level; the errands measure the achievement of particular thoughts rather than knowledge. This hypothesis is significant to our investigation as it is through the experience of the distinctive representatives in the association that administrators can comprehend or foresee their conduct in the work put. This will in this manner empower directors to oversee culturally diverse contrasts in the association.

2.2.3 Collective Constructionist Theory

This theory sets that the co-creation forms amongst culture and brains happen by means of ordinary circumstances that are all in all accomplished in particular social settings. All the more particularly, the hypothesis suggests that day by day circumstances are socially built substances, and consequently methodically shift

starting with one culture then onto the next. People who subscribe to shared social esteems and presumptions all in all deliver day by day circumstances that are reliable with their social esteems and suppositions. Those circumstances thusly work as systems of advancement and support of a specific arrangement of mental propensities (Kitayama et al, 1997). Accordingly, it is a hypothesis that spotlights on the common molding forms between every day circumstances and mental inclinations from the comprehensive shared constitution system (House et al, 2002).

By asking members from various social foundations to portray certain circumstances (e.g., circumstances influencing confidence), analysts can break down how certain circumstances are characterized and built in various societies and how people react to those circumstances. Analysts commonly find that circumstances created by various social gatherings have unpretentious qualities that reflect prevailing mental inclinations in their separate social settings, despite the fact that members are given an indistinguishable incite. These discoveries carefully demonstrate the procedure of common constitution: Even in circumstances that evidently serve comparable capacities (e.g., self-improving circumstances), circumstances in various societies display inconspicuous contrasts that mirror the imperative esteems and presumptions partook in their way of life (Kitayama et al, 1997). This theory helps understand and appreciate the cross-cultural differences in an organization especially where there are differences nationalities in the workforce. The different nationalities will behave differently to reflect their origin (Wood & Eagly, 2002).

2.3 Cross-Cultural Differences

2.3.1 Cross-Cultural Differences in Decision-Making

The essential initiative process is dependent on setting, perception, signs, nuances, boss regards, and social capability. This implies pioneers in various nations approach the way toward settling on choices by enabling the way of life to choose. For instance, Chinese and African supervisors vary in their mentalities toward dangers when they settle on choices for their distinctive esteems in vulnerability evasion. Chinese supervisors with a high vulnerability shirking need audacious soul (Story, 2000) and the feeling of dangers.

Quick choices which influence them to lose the chance to contend in a market are stayed away from for the situation they feel the condition is questionable. More often than not, they need to be sheltered by taking less unsafe choices. For African administrators, it is nearly the same. Center and lower level chiefs are less ready to settle on choices without regard to bosses. The outcome is that basic leadership takes any longer than foreseen and requires more contribution from players at different social and expert levels.

2.3.2 Cross-Cultural Differences in Conflict Management

In spite of many advantages to this worldwide development, the subsequent expanded assorted variety may likewise incite more clashes. Various correspondence illustrations or regard structures among associates, boss, managers, and subordinates can incite perplexity and alternate points of view. Moreover, social regards can expect a central part in how individuals see and supervise conflicts. All things considered, if clashes are dealt with successfully, socially assorted groups and associations can be

both very proficient and profitable. To comprehend refereeing style changes crosswise over societies, it is basic to comprehend basic social contrasts. Various analysts have watched social contrasts in peace promotion styles. Ting-Toomey (1988) found that Easterners are less fierce, not so much confident, but rather more agreeable than Westerners.

Ting-Toomey (1988) battled in her change of face-exchange theory that face is a legitimate framework for strife lead in different get-togethers. The speculation proposed three variables, including social, solitary level, and situational, that effect a man's decision of one course of action of face stresses over others. In this way, the decision of different game plans of face concerns impacts the usage of various conflict procedures in social encounters. Ting-Toomey (2006) moreover showed that conflict style is a socially grounded thought, which exhibits that culture accept an effective part in a man's slant of dispute styles. People in a comparable culture would grasp and recognize each other's approach in overseeing strife considerably less requesting than those from different social orders. Studies have revealed that various leveled issues extended in the socially unique workplace because of the pros' variations in social regards, perspectives, and work styles (Sauceda, 2003).

In their investigation, Kim and Meyers (2012) found that Chinese officials favored less self-assured systems, for example, bargaining and keeping away from practices, while their British partners lean toward more straightforward styles, for example, working together and contending styles. Thus, Humes and Reilly (2008) found that Chinese chiefs favored maintaining a strategic distance from styles while U.S. supervisors favored contending styles. Lee and Rogan (1991) examined peace

promotion inclinations of South Korean and U.S. authoritative representatives. Reliable with past discoveries, U.S. members favored an aggressive style more than the South Koreans. Strikingly and in spite of different examinations, U.S. members additionally favored the dodging style more than did South Koreans.

2.3.3 Cross-Cultural Differences in Motivation Systems

In business settings, the inspirations of workers, accomplices, bosses, contracted, social partners, and individuals from a general public spring from social esteems, or what individuals believe is essential. Keeping in mind the end goal to see how to work with individuals from another culture, it is important to comprehend what persuades them, to know where to start and what you have to cover all essential. In his examination on inspiration related esteems crosswise over societies, Igusi (2009) found that European laborers' positioning of inspiration esteem factors compared to higher Maslow needs while on their part, the African specialists' positioning of the inspiration esteem factors compared to low Maslow needs. These discoveries represent that societies and hierarchical work settings may have sensational impact on inspiration esteems crosswise over societies.

There are significant contrasts in social esteems for inspiration between the West and Sub-Saharan nations with aggregate enthusiasm assuming a more essential part in Africa. In perspective of these distinctions, untrimmed Western administration models may not be extremely suitable for selection in Sub-Saharan Africa without plan of action to the predominant neighborhood social esteems. The project is made to search for fitting and reasonable African administration models by concentrate the moderately more fruitful neighborhood organizations and foundations.

2.3.4 Cross-Cultural Differences in Ethics

Right when individuals leave their home and cross their country's purposes of restriction, they locate that ethical clearness much of the time obscures (Belk, Devinney and Eckhardt, 2005). Without an establishment of shared demeanors, and without run of the mill laws and legitimate methodologies that portray models of good quick, conviction is unsafe. Truth be told, even the best-educated, best-intentioned administrators must reevaluate their suspicions about morals issues in remote settings. What works in an alliance's nation of starting can bomb in a nation with various measures of good lead. Such weights are unavoidable for people who live and work abroad. There is a standard understanding that a country's lifestyle is particularly related to the ethical direct of its controllers. The lead is showed up in two key courses: in any case, by unmistakable exercises, for instance, open or corporate affirmations and exercises about awesome direct; second, by the social event of the party of good perspectives and qualities (Marshall and Batten, 2004).

Chiefs in Hong Kong, for instance, have a higher security for a few sorts of pay off than their Western accessories; in any case they have a much lower quality for the inability to see a subordinate's work. Two or three exercises aren't right paying little notice to where they happen. In any case, two or three practices that are flabbergasting in one setting might be elegant in another. For example, the concoction EDB, a dirt fungicide, is restricted for use in the United States. In hot atmospheres, in any case, it rapidly ends up plainly safe through presentation to serious sunlight based radiation and high soil temperatures. For whatever length of time that the concoction is checked, organizations might have the capacity to utilize EDB morally in specific parts of the world (Machery, 2010).

2.4 Management of Cross-Cultural Diversity

Social contrast exhibits various difficulties in the worldwide commercial center, organizations must perceive, contrasts in dialect, social esteems, thoughts of status, basic leadership, mentalities towards time, utilization of room, non-verbal communication, conduct and moral gauges generally such contrasts can prompt false impressions while working together in an outside nation. The most ideal approach to set yourself up for working with individuals from another culture is by concentrate the way of life ahead of time (Courtland and Thill, 2004).

The test of culturally diverse administration normally augments as an association enters new markets, which can mean directing gatherings from different social orders who may not respond to supervision a comparable way Western workers may. For instance, American specialists may presumably search for open entryways for mindfulness and pay, while Indian delegates may respond better to the thoughts of association greatness and unwaveringness (Schomer, 2015). About a large portion of the senior administrators at worldwide organizations surveyed in a 2012 Economist Intelligence Unit contemplate in light of an overall survey of 572 best officials found that dialect hindrances had upset global arrangements or added to money related misfortunes. At the point when workers talk diverse dialects, the dialect hindrance can turn into a troublesome obstacle. It is crucially imperative that administrators and representatives can impart organization business, and additionally their own particular needs.

Many organizations have found a way to embrace English as their official dialect, however the prerequisite has had some unwanted outcomes. In specific occurrences, it drove non-local English speakers to withdraw, lose certainty or essentially disregard the lead, the Wall Street Journal article said. One essential stage a director managing dialect boundaries can take is to strengthen correspondence. On phone calls, the directors should attempt to rehash what individuals have said in various approach to guarantee the comprehension is clear. They ought to likewise stay away from jokes and mockery in messages, as individuals may confuse endeavors at funniness. A distinction in social foundations can make error more probable.

2.5 Cross-Cultural Differences and Service Delivery

Oertig and Buerger (2006) contemplated the difficulties of overseeing culturally diverse virtual venture groups. The investigation tried to show the difficulties announced by venture pioneers of multifaceted geologically dispersed, or virtual undertaking groups working inside the lattice association of ABC, a multinational organization situated in Switzerland. The key topics answered to be of hugeness were the test of authority, overseeing virtual parts of correspondence and creating trust. Sub-subjects comprised of dealing with the errand, overseeing individuals, overseeing dialect and social issues and, ultimately, dealing with the network. Kivrak (2008) contemplated the impacts of social contrasts in development ventures: in the United Kingdom. Results demonstrated that one of the rule central purposes of working with different social orders is data sharing.

Administering social complexities viably was seen as one of the key parts in wander accomplishment. It was also found that social complexities influence organization sharpens being developed yet in different ways and levels. The practices saw to be inside and out affected by social differences were HR organization, data organization, correspondence organization, prosperity organization, time organization and game plan.

Elsaid (2012) considered the impacts of culturally diverse work compel assorted variety on worker execution in Egyptian pharmaceutical associations. This examination investigated the effect of sexual orientation, age, and training foundation on worker execution in the Egyptian Pharmaceutical industry which is eminent to utilize profoundly broadened workforce. Results showed that exclusive two factors, sexual orientation and instruction foundation, were noteworthy in clarifying the fluctuation in worker execution when distinctive work constrain cooperate, while shockingly, age decent variety does not.

Aluko (2003) researched the effect of culture on hierarchical execution in chose material firms in Nigeria. The fundamental finding of the examination was that independent of their social foundations, specialists in the material business seemed to have assimilated the modern lifestyle. The eventual outcomes of the examination of the social components exhibited an unusual condition of feeling of obligation with respect to work, low level of work turnover and non-appearance, positive sentiments about work, positive work respects, states of mind, and gages in every single one of the affiliations investigated.

2.6 Research Gaps and Summary

Cross-cultural differences in an organization will reveal themselves in decision making, styles and strategies of conflict management, differences in motivations systems used and ethics issues. Decision making differences mostly appear the process followed. Some essential administration shapes fuse joint exertion; others rely upon a despot approach. For American associations, Park and Datnow (2009) proposed coursed activity occurred for affiliations when essential administration was dealt with at the level closest to operations. Social regards can accept a central part in how individuals see and supervise conflicts. Everything considered, if conflicts are managed satisfactorily, socially extraordinary gatherings and affiliations can be both very proficient and profitable. To comprehend peace promotion style changes crosswise over societies, it is basic to comprehend key social contrasts.

There are contrasts in social esteems for inspiration between the distinctive locales of the world. That is the reason Western administration models may not be extremely suitable for appropriation in Sub-Saharan Africa without plan of action to the predominant nearby social esteems. Regarding contrasts is a vital moral practice. Research demonstrates that administration morals vary among societies; regarding those distinctions implies perceiving that a few societies have clear shortcomings and in addition shrouded qualities. Each of the examinations talked about in the past area has demonstrated the effect of culturally diverse contrasts in various associations the majority of which are revenue driven associations. There are few investigations that have been devoted to deciding the impact of multifaceted contrasts on the administration conveyance of universal philanthropic offices in Africa, an examination hole the present examination means to fill.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter we shall look at the research methodology that was applied in the study as it consists of the design which is referred to as the arrangement of structures for gathering and analysis of the collected data in order to achieve the research objectives.

3.2 Research Design

It is described as the blueprint for carrying out the research that is aimed at maximizing control over factors which could result to the interference of the validity of the research results. Designing is one of the important things that is to be done by a researcher for it makes planning easy thus helping in the implementation and realization of the set goals and also increasing the chances of acquiring information that could have link with the real life situation, this is according to (Burns & Grove, 2001).

According to Yin (2009), he defines the research design as structures arranged for the gathering of data ready for the analysis and focused to bring together the importance of the study. Descriptive design will be employed in this study as it will be concerned with identifying what, where and how the phenomenon occurred (Creswell, 2008). Descriptive research project involve three different ways which are; observational, case study and survey. Observational is defined as the method of viewing and noting the participants, case study is explained as being the in-depth study of an individual or group consisting of the individuals and the survey is defined as the brief cross examination with an individual about a specific topic of interest. The afore mentioned techniques of collecting data results to various advantages as they result to multi-dimensional approach for the collection of data.

3.3 Population of the Study

According to Mugenda (2008), the population of study refers to a group of individuals, objects or items from which samples are taken for measurement. Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. A general rule of the thumb is to always use the largest sample possible.

3.3 Population of the Study

A populace of study is the aggregate number of subjects or the aggregate environment important to the specialist. The population of this study was all employees of the International Committee of the Red Cross in Kenya. The employees can be categorized into: senior managers and junior employees. All the 345 employees of ICRC in Nairobi will be selected.

3.4 Sample Design

Sampling is the processes through which an adequate and representative sample size is acquired. According to Creswell (2008), there are two primary techniques for procuring a specimen estimate to be specific; likelihood and non-likelihood examining. In likelihood testing, each component is given an equivalent shot for consideration in a specimen. In non-likelihood inspecting, each component isn't given an equivalent possibility of consideration in the example and therefore some elements in the population have a higher probability for inclusion than others. This study employed the probability random sampling method where every element in the population will be given an equal chance for inclusion in the study. The staff in the sample by category, frequency of distribution and percentage is as shown on Table 3.1.

Table 3.1: Sampling Technique

Category	Frequency	Percent
Senior Managers	7	2
Middle level managers	24	7
Junior employees	323	91
Grand Total	354	100

The inspecting system portrays the testing unit, examining outline, examining strategies and the example estimate for the examination. The examining outline depicts the rundown of all populace units from which the example was chosen (Cooper and Schindler, 2003). A specimen populace of 185 will be touched base at by ascertaining the objective populace of 354 with a 95% certainty level and a mistake of 0.05 utilizing the beneath recipe taken from Mugenda and Mugenda (2003):

From Normal distribution the population proportion can be estimated to be

$$n = \frac{Z^2 PQ}{\alpha^2}$$

Where: Z is the Z – value = 1.96

P Population proportion 0.50

Q = 1-P

α = level of significance = 5%

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$n = 384$$

Adjusted sample size

$$n' = 384 / [1 + (384/354)]$$

$$\text{Approx} = 185$$

T

he sample size was then be calculated from the different categories according to their proportion of the targeted population (354) drawn from Table 3.1 above using their percentage of the total (266) as shown below on Table 3.4. Simple random sampling was then used to select the sample size from each department. According to Mugenda and Mugenda (2003), a random sampling technique refers to putting all elements in a container and picking an element at random. Random sampling ensures that there is no bias in selecting the sample. In this case, the sample size in each category was selected using simple random sampling to give us a sample size of 185.

Table 3.2: Sample Size

Category	Percent of 185	Sample Size
Top level managers	2	4
Middle level managers	7	13
Junior level employees	91	168
Total	100	185

3.5 Data Collection Method

This study collected primary data. Data were collected using questionnaires. The questionnaires were filled by the respondents at their appropriate time thereby saving time. This also reduced interviewer bias unlike the case when the researcher helps in completing questionnaires ending up revealing their own opinions when replying to areas where the respondent needs clarity (Berdie, Anderson & Niebuhr, 1986). It was assumed that all respondents had enough education to understand contents of the questionnaire.

A preliminary structured questionnaire containing closed questions was prepared and presented to the supervisor for evaluation and approval after which it was pre-tested so as to identify and change any ambiguous, awkward, or offensive questions. The study used a structured questionnaire because every respondent was asked the same question in the same way. Questionnaires was administered using a drop and pick later method. The advantage of this method is that respondents can fill in at their own convenient time so as to reduce interruptions in their work schedules and saves time.

3.6 Data Analysis

The information was dissected utilizing the IBM Statistical Program for Social Sciences (SPSS) form 21. Clear measurements were utilized to outline the information. This incorporates rates and frequencies. Tables, pie diagrams and different charts were utilized to introduce the information gathered for simplicity of comprehension. Measures of focal propensity were utilized (mean, standard deviation middle, mode and rates). Multivariate relapse was utilized to decide the impact of multifaceted contrasts on benefit conveyance. The relapses demonstrate was;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3+ \beta_4X_4+\varepsilon$$

Where: Y = service delivery

X₁= decision making

X₂ = conflict management

X₃ = motivation systems

X₄= ethics

ε = Error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This part introduces investigation and discoveries of the examination as set out in the exploration procedure. The consequences of the examination of the impact of diverse contrasts on the administration conveyance of the International Committee of the Red Cross are introduced. Essential information was accumulated from polls. Likert sort questions were incorporated whereby respondents demonstrated the degree to which the factors were honed in a five point Likert scale.

4.2 Response Rate

Out of a sample size of 185, 123 questionnaires were filled and returned. This gave a response rate of 66% as shown on Figure 4.1. According to Mugenda (2008), a response of above 50% is good. This high response rate was achieved because the researcher hired an experienced research assistant who helped those respondents who were not able to fill the questionnaires on their own. The other reason is that the fear that information collected would be used against respondents was also dispelled. The third reason for the high response rate is that the researcher used drop and pick method where respondents filled in the questionnaires at their convenient time.

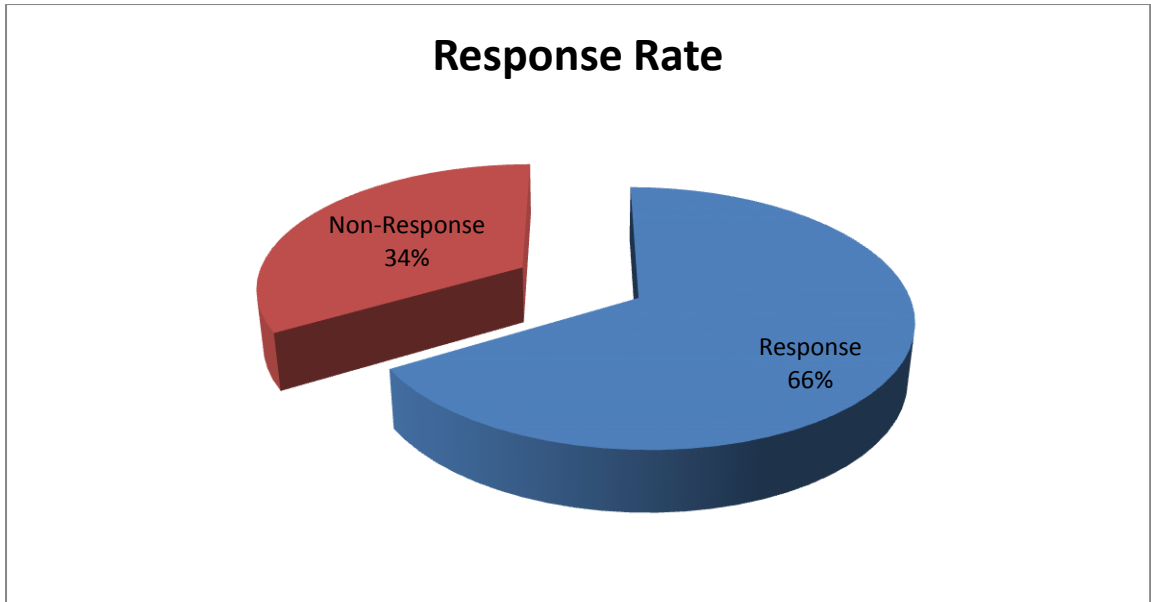


Figure 4.1: Response Rate

4.3 General Information

4.3.1 Employee Level in the Organization

The study sought to find out the management level of the respondents in the organization. The employees were categorized into top level management, middle level management and junior management. The results are shown on Figure 4.2.

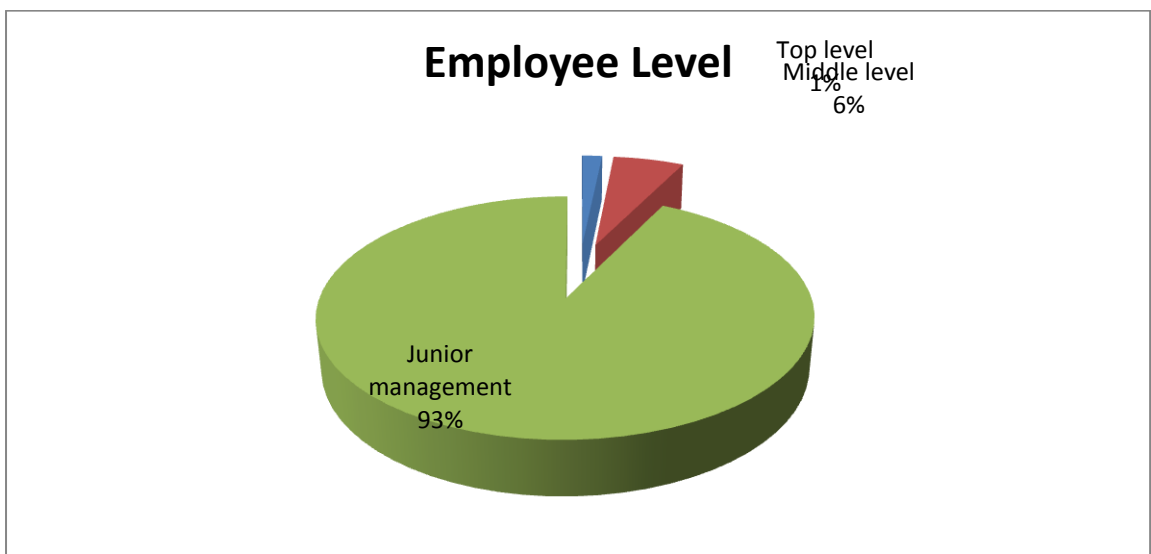


Figure 4.2: Employee Level in the Organization

From the findings, 1% (2) of the respondents was in top level management, 6% (7) was in middle level management while the majority, 93% (114) was in junior level management. This means the majority of the employees at ICRC are concentrated at the junior management level, which is the lowest cadre in the organization. This is true for any normal organization where the organization structure is heavy at the bottom (cone shaped).

4.4 Cross-Cultural Differences in Conflict Management

The study sought to get the respondents' opinion on cross-cultural differences conflict management. The results are shown on Table 4.1.

Table 4.1: Cross-Cultural Differences in Conflict Management

	Mean	Std. Dev
The cooperative nature of employees enable faster conflict resolution	4.57	0.49
There are less confrontations which enables conflict management	4.40	0.49
Local and foreign employees collaborate well when dealing with conflicts in the organization	3.54	0.51
In my organization, steps have been taken to iron out the differences in conflict management between locals and foreigners	4.66	0.48

Source: Research Data (2017).

It was found that most of the employees think that steps have been taken to iron out the differences in conflict management between locals and foreigners in the organization. It was also found that there is not much of collaboration between local and foreign employees as far as conflict management is concerned. This means that although the organizations is working hard to ensure that the difference classes of employees use the same approach in conflict management, a this has not achieved much as there is still differences which might affect service delivery.

4.5 Cross-Cultural Differences in Decision Making

The study sought to get the respondents’ opinion on cross-cultural differences decision making. The results are shown on Table 4.2.

Table 4.2: Cross-Cultural Differences in Decision Making

	Mean	Std. Dev
All employees are treated equally regardless of their country of origin	4.12	0.65
Employees in the organization have learned to respect each other’s culture	4.83	0.38
Decision making in the organization is objective oriented which makes it fast	4.48	0.51
In decision making, managers from the different cultures look at the long term	4.06	0.47
Decision making takes long because each board member has a different style	3.91	1.01

Source: Research Data (2017).

It was found that employees in the organization have learned to respect each other's culture and that decision making in the organization is objective oriented which makes it fast. However, it was found that not many managers from the different cultures look at the long term when making decisions. This is in agreement with Park and Datnow (2009). Who argued that decision-making process is dependent on context, perception, cues, nuances, leader esteems, and social qualification. This implies pioneers in various nations approach the way toward settling on choices by enabling the way of life to choose.

4.6 Cross-Cultural Differences in Motivation

The study sought to get the respondents' opinion on cross-cultural differences motivation. The results are shown on Table 4.3.

Table 4.3: Cross-Cultural Differences in Motivation

	Mean	Std. Dev
There are differences in the way expatriates and local employees are compensated	3.46	1.12
Money is not the priority for most employees	3.67	1.45
Employees in the organization do not need close guidance to produce their best	3.44	1.01

Source: Research Data (2017).

From the above, it was found that money is one of the biggest sources of motivation for the employees. It was also found that there are differences in the way expatriates and local employees are compensated. It was also found that some employees need close guidance to produce their best meaning that not all employees in the organizations are self-motivated. The findings are in agreement with Igusi (2009) who opined that European laborers' positioning of inspiration esteem factors related to higher Maslow needs while on their part, the African specialists' positioning of the inspiration esteem factors compared to low Maslow needs. These discoveries represent that societies and authoritative work settings may have sensational impact on inspiration esteems crosswise over societies.

4.7 Cross-Cultural Differences in Ethics

The study sought to get the respondents' opinion on cross-cultural differences motivation. The results are shown on Table 4.4.

Table 4.4: Cross-Cultural Differences in Ethics

Ethics	Mean	Std. Dev
Both local and foreign employees in my organization agreed on the basic principles that should be applied in the organization	4.01	1.11
In my organization, unethical behaviour is not tolerated.	3.89	1.45
Ethics is one of our core values	4.57	0.49
The organization's will not take part in any activities that are unethical no matter the urgency	4.40	0.49

Source: Research Data (2017).

It was found that the organization has ethics is one of our core values. This means the organizations encourages its employees to observe the highest ethical behaviour in the work place. It was also found that the organization may at times break these values and engage in unethical means. This means that the organization may at times engage in activities thought to be unethical in order to achieve a higher objective. This is in agreement with Belk (2005) who argues that when people leave their home and cross their nation's boundaries, they locate that ethical lucidity regularly obscures.

This implies with without a setting of shared dispositions, and without commonplace laws and legal strategies that characterize gauges of moral direct, assurance is slippery. Indeed, even the best-educated, best-intentioned officials must reexamine their presumptions about morals issues in outside settings. What works in an association's nation of origin can flop in a nation with various models of moral lead. Such troubles are unavoidable for individuals who live and work abroad. There is a typical understanding that a nation's way of life is specifically identified with the moral conduct of its chiefs (Marshall & Batten, 2004).

4.8 Service Delivery

The study sought to get the respondents' opinion on service delivery in the organization. The results are shown on Table 4.5.

Table 4.5: Service Delivery

Statement	Mean	Std. Dev
We have been able to account for all the funds we have received from our donors	3.51	1.15
Conflicts among our staff has reduced significantly	3.17	1.12
Local employees and expatriates have been working in harmony	3.69	1.11
We have been able to reach most of disaster victims within our jurisdiction	2.96	1.34
We have been able to comply with the laws of Kenya and the regulations as set out by the NGO Coordination Board.	3.37	1.03
Our staff turnover has significantly reduced.	3.43	1.12
We have been able to mobilize more funds from donors	2.90	1.42

Source: Research Data (2017).

From the above table, it was found that the organization has not done very well as far as service delivery is concerned. This is because most of the respondents thought that the organization has not been able to mobilize more funds from donors and that they have not been able to reach most of disaster victims within our jurisdiction. Few respondents thought local employees and expatriates have been working in harmony and that they have been able to account for all the funds we have received from our donors.

4.9 Multiple Regression Analysis

Table 4. 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.822	0.675	0.664	0.142

Table 4.6 is a model fit which establish how fit the model equation fits the data. The R value represents a simple correlation which is 0.822. This shows a strong linear relationship between cross-cultural differences and service delivery of the International Committee of the Red Cross. The adjusted R² was used to establish the predictive power of the study model and it was found to be 0.675 implying that 67.5% of the variations in recovery of Chase bank are explained by Conflict management, decision making, motivation and ethics leaving 32.5% percent unexplained. Therefore, further studies should be done to establish the other factors (32.5%) affecting the service delivery at the International Committee of the Red Cross.

Table 4.7: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.262	4	1.316	68.777	0.000
	Residual	2.257	118	0.019		
	Total	7.519	122			

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how cultural differences in conflict management, cross-cultural differences in decision making, cross-cultural differences in motivation and cross-cultural differences in ethics affect the service delivery at the International Committee of the Red Cross. The F calculated at 5 percent level of significance was 68.777 since F calculated is greater than the F critical (value = 2.46), this shows that the overall model was significant.

Table 4.8: Multiple Regression Analysis

	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.853	1.068		0.799	0.433
Conflict management	0.169	0.193	-0.08	-0.358	0.724
Decision making	0.156	0.203	0.135	0.619	0.543
Motivation	0.205	0.160	-0.242	-0.891	0.383
Ethics	0.128	0.250	0.346	1.284	0.213

Source: Research Data (2017)

Multiple regression analysis was done to determine the relationship between service delivery at the International Committee of the Red Cross and the four independent variables (cross-cultural differences in conflict management, cross-cultural differences in decision making, cross-cultural differences in motivation and cross-cultural differences in ethics) investigated in this survey. The regression equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) was:

$$Y = 0.853 + 0.169X_1 + 0.156X_2 + 0.128X_3 + 0.205X_4 + 0$$

Whereby: Y = service delivery

X₁ = cross-cultural differences in conflict management

X₂ = cross-cultural differences in decision making

X₃ = cross-cultural differences in motivation

X₄ = cross-cultural differences in ethics

The analysis shows that taking all other independent variables at zero, a unit increase in cross-cultural differences in conflict management will lead to a 0.169 increase in service delivery. A unit increase in cross-cultural differences in decision making will lead to a 0.156 increase in service delivery; a unit increase in cross-cultural differences in motivation will lead to a 0.205 increase in service delivery while a unit increase in cross-cultural differences in ethics will lead to a 0.128 increase in service delivery. This means cross-cultural differences in motivation had the highest effect on service delivery at the International Committee of the Red Cross.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section displays the synopsis of the discoveries from part four, and it likewise gives the dialogs, conclusions and projects of the investigation in light of the destinations of the examination. The target of this examination was to research the impact of diverse contrasts on the administration conveyance at the International Committee of the Red Cross.

5.2 Summary of Findings

On conflict management, it was found that most of the employees think that steps have been taken to iron out the differences in conflict management between locals and foreigners in the organization. It was also found that there is not much of collaboration between local and foreign employees as far as conflict management is concerned. This means that although the organizations is working hard to ensure that the difference classes of employees use the same approach in conflict management, a this has not achieved much as there is still differences which might affect service delivery. On decision making, it was found that employees in the organization have learned to respect each other's culture and that decision making is the organization is objective oriented which makes it fast. However, it was found that not many managers from the different cultures look at the long term when making decisions.

On motivation, it was found that money is one of the biggest sources of motivation for the employees. It was also found that there are differences in the way expatriates and local employees are compensated. It was also found that some employees need close guidance to produce their best meaning that not all employees in the organizations are self-motivated. On ethics, it was found that the organization has ethics is one of our core values. This means the organizations encourages its employees to observe the highest ethical behaviour in the work place. It was also found that the organization may at times break these values and engage in unethical means. This means that the organization may at times engage in activities thought to be unethical in order to achieve a higher objective.

On service delivery, it was found that the organization has not done very well as far as service delivery is concerned. This is because most of the respondents thought that the organization has not been able to mobilize more funds from donors and that they have not been able to reach most of disaster victims within our jurisdiction. Few respondents thought local employees and expatriates have been working in harmony and that they have been able to account for all the funds we have received from our donors.

5.3 Conclusions

On cross-cultural differences in conflict management, it can be concluded that there is a differences in the manner in which local and expatriates want to solve conflicts in the organization. It can also be concluded that the ICRC has taken steps to iron out these differences and make sure that there are no differences in conflict management that may affect the organization's service delivery. On cross-cultural differences in decision making, it can be concluded that different decision making styles employed by the different employees does not hinder service delivery in the organization. It can also be concluded that employees respect each other's culture.

On cross-cultural differences in motivation it can be concluded that most of the employees are not self-motivated because of lack of certain incentives. It can also be concluded that money is a major motivating factor at the ICRC. On cross-cultural differences in ethics, it can be concluded that the organization may have been involving itself in unethical behaviors although ethical consideration is one of the organization's core values. On service delivery, it can also be concluded that the organization has not been achieving its budgetary target. It can also be concluded that in the organization there has been harmony between the various employees. It can also be concluded that cross-cultural differences in motivation has the highest effect on service delivery at the International Committee of the Red Cross.

5.4 Recommendations

On cross-cultural differences in conflict management, the study recommends that ICRC dedicates more time and resources on managing differences in conflict management. The organizations should begin by letting all employees both local and foreign appreciate their differences backgrounds then move ahead to resolve these differences so that conflict management can be made easier in order to enhance service delivery. Because it has been found that most of the employees are not self-motivated because of lack of certain incentives, the organization should look into the reason for this. It is recommended that the organization invests more on employee development to enhance self-motivation and hence enhance service delivery.

5.5 Limitations of the Study

One of the limitations of this study is that some of the potential respondents declined to be interviewed because they said that the information they gave would compromise on their jobs. This was managed by explaining to them that the information would only be used for academic purposes. The other limitation is that the researcher used only one humanitarian agency to draw conclusions about all humanitarian agencies in Kenya, while there may be differences in the effect of cross-cultural differences on the service delivery of different humanitarian agencies in Kenya.

5.6 Suggestions for Further Research

This examination researched the impact of the impact of diverse contrasts on the administration conveyance of helpful organizations taking the instance of the International Committee of the Red Cross. The scientist proposes that comparable examinations be directed on other philanthropic offices in the district with the goal that speculations should be possible of impact of diverse contrasts on the administration conveyance helpful associations in East Africa. It is likewise recommended that different examinations be done to research the difficulties confronting helpful associations in their administration of diverse contrasts. This will empower these associations concoct methods for alleviating these difficulties and subsequently improve benefit conveyance.

REFERENCES

- Abur, H. A., K'Obonyo, P., & Omamo, A. (2015). Expatriate Employees Perception of Challenges In Their Work Environment In The Ngo Sector In Nairobi Kenya. *International Journal for Innovation Education and Research*, 3(12).
- Aluko, M. A. O. (2003). The impact of culture on organizational performance in selected textile firms in Nigeria. *Nordic Journal of African Studies*, 12(2), 164-179.
- Bates, E. (2014). *The emergence of symbols: Cognition and communication in infancy*. Academic Press.
- Belk, R. W., Devinney, T., & Eckhardt, G. (2005). Consumer ethics across cultures. *Consumption Markets & Culture*, 8(3), 275-289.
- Bochner, S. (Ed.). (2013). *Cultures in contact: Studies in cross-cultural interaction* (Vol. 1). Elsevier.
- Bouckaert, G., Peters, B. G., & Verhoest, K. (2016). *Coordination of Public Sector Organizations*. Palgrave Macmillan.
- Cranton, P., & Taylor, E. W. (2012). Transformative learning theory: Seeking a more unified theory. *The handbook of transformative learning: Theory, research, and practice*, 3-20.
- Deardorff, D. K. (2006). Identification and assessment of intercultural competence as a student outcome of internationalization. *Journal of studies in international education*, 10(3), 241-266.

- Durgunoglu, A. Y., & Verhoeven, L. (Eds.). (2013). *Literacy development in a multilingual context: Cross-cultural perspectives*. Routledge.
- Elsaid, A. M. (2012). The effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. *Business and Management Research, 1*(4), 162.
- Eriksen, T. H. (2001). Between universalism and relativism: a critique of the UNESCO concept of culture. *Culture and rights: Anthropological perspectives*, 127-148.
- Hecker, A. (2012). Knowledge beyond the individual? Making sense of a notion of collective knowledge in organization theory. *Organization Studies, 33*(3), 423-445.
- Hewison, R. (2015). *Culture and Consensus (Routledge Revivals): England, Art and Politics Since 1940*. Routledge.
- Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive, 7*(1), 81-94.
- House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE. *Journal of world business, 37*(1), 3-10.
- Humes, M., & Reilly, A. H. (2008). Managing intercultural teams: The eorganization exercise. *Journal of Management Education, 32*(1), 118-137.
- Iguisi, O. (2009). Motivation-related values across cultures. *African Journal of Business Management, 3*(4), 141.

- Jackson, T., & Claeys, F. (2011). Cross-cultural management and NGO capacity building.
- Jackson, T. (2009). A critical cross-cultural perspective for developing nonprofit international management capacity. *Nonprofit Management and Leadership*, 19(4), 443-466.
- Johnson, J. P., Lenartowicz, T., & Apud, S. (2006). Cross-cultural competence in international business: Toward a definition and a model. *Journal of International Business Studies*, 37(4), 525-543.
- Karanja, P. N., Mairura, C. J., & Ombui, K. (2015). Determinants of Effective Logistics coordination among Humanitarian Organizations in Kenya. A Case of Humanitarian Organization in Nairobi County. *International Journal of Scientific and Research Publications*, 32(1), 118-137.
- Kim, J., & Meyers, R. A. (2012). Cultural differences in conflict management styles in East and West organizations. *Journal of Intercultural Communication*, (29).32(1), 118-137
- Kivrak, S., Ross, A., & Arslan, G. (2008). Effects of cultural differences in construction projects: An investigation among UK construction professionals. In *Proceedings of the International Conference on Multi-National Construction Projects—Securing high Performance through Cultural awareness and Dispute Avoidance* (pp. 21-23).
- Kolb, D. A. (2014). *Experiential learning: Experience as the source of learning and development*. FT press.

- Lau, C. M., Ngo, H. Y., & Yiu, D. W. (2010). Internationalization and organizational resources of Chinese firms. *Chinese Management Studies*, 4(3), 258-272.
- Machery, E. (2010). Explaining why experimental behavior varies across cultures: a missing step in “the weirdest people in the world?”. *Behavioral and brain sciences*, 33(2-3), 101-102.
- Marshall, A., & Batten, S. (2004, September). Researching across cultures: Issues of ethics and power. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 5, No. 3).
- Moran, R. T., Abramson, N. R., & Moran, S. V. (2014). *Managing cultural differences*. Routledge.
- Nistor, N., Lerche, T., Weinberger, A., Ceobanu, C., & Heymann, O. (2014). Towards the integration of culture into the Unified Theory of Acceptance and Use of Technology. *British Journal of Educational Technology*, 45(1), 36-55.
- Park, Y. (2005). Culture as deficit: A critical discourse analysis of the concept of culture in contemporary social work discourse. *J. Soc. & Soc. Welfare*, 32, 11.
- Pieterse, J. N. (2015). *Globalization and culture: Global mélange*. Rowman & Littlefield.
- Runco, M. A. (2014). *Creativity: Theories and themes: Research, development, and practice*. Elsevier.
- Sewell Jr, W. H. (2005). The concept (s) of culture. *Practicing history: New directions in historical writing after the linguistic turn*, 76-95.
- Storey, J. (2015). *Cultural theory and popular culture: An introduction*. Routledge.

Wood, W., & Eagly, A. H. (2002). A cross-cultural analysis of the behavior of women and men: implications for the origins of sex differences. *Psychological bulletin*, 128(5), 699.

Woodside, M. R., & McClam, T. (2016). *Generalist case management: A method of human service delivery*. Nelson Education.

APPENDICES

APPENDIX I: INTRODUCTION LETTER



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 29-11-2017

TO WHOM IT MAY CONCERN

The bearer of this letter NICOLE OLOO

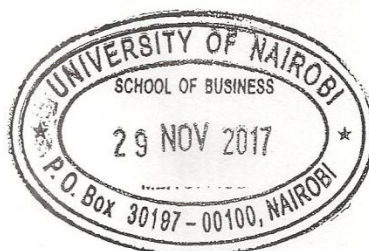
Registration No. DCI/79413/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: QUESTIONNAIRE

Management Level

In which category do you fall as an employee in this organization? (Please tick where appropriate).

Category	Please tick
Top level management	
Middle level management	
Junior management	

Cross-Cultural Differences in Decision-Making

What is your view about the following statements on cross-cultural differences in your organization?

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Statement	1	2	3	4	5
All employees are treated equally regardless of their country of origin					
Employees in the organization have learned to respect each other's culture					
Conflict Management					
The cooperative nature of employees enable faster conflict resolution					
There are less confrontations which enables conflict management					

Local and foreign employees collaborate well when dealing with conflicts in the organization					
In my organization, steps have been taken to iron out the differences in conflict management between locals and foreigners					
Junior employees are involved in decision making in my organization					
Decision Making					
Decision making in the organization is objective oriented which makes it fast					
In decision making, managers from the different cultures look at the long term					
Decision making takes long because each board member has a different style					
Motivation					
There are differences in the way expatriates and local employees are compensated					
Money is not the priority for most employees					
Employees in the organization do not need close guidance to produce their best					
Ethics					
Both local and foreign employees in my organization agreed on the basic principles that should be applied in the organization					
In my organization, unethical behaviour is not tolerated.					
Ethics is one of our core values					

The organization's will not take part in any activities that are unethical no matter the urgency					
--	--	--	--	--	--

Service Delivery

What is your view about the following statements on service delivery in your organization?

1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree

Statement	1	2	3	4	5
We have been able to account for all the funds we have received from our donors					
Conflicts among our staff has reduced significantly					
Local employees and expatriates have been working in harmony					
We have been able to reach most of disaster victims within our jurisdiction					
We have been able to comply with the laws of Kenya and the regulations as set out by the NGO Coordination Board.					
Our staff turnover has significantly reduced.					
We have been able to mobilize more funds from donors					