

Cross-culture compatible leadership strategies for international joint venture success in Botswana manufacturing industry

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It all starts here TM

PREFACE and ACKNOWLEDGEMENTS

"No matter what accomplishments you make, somebody helped you." - *Althea Gibson*

The research presented herein was conducted on International Joint Ventures (IJVs) in Botswana Manufacturing industry from March 2013 to May 2016.

Under the shepherd ship and inspiration from God, the Almighty, for His grace, this doctoral study would not have been attained without the unsurpassed genuine guidance and patience I unconditionally received from my promoter Prof Y du Plessis. I also express my utmost gratitude to my co-promoter Prof E.N. Barkhuizen for her continued encouragement and determination. Special mention goes to my widowed mother Tamary, for her continued support from 1975 when our father passed away, my wife Appolonia and our lovely daughters for their support.

My warm gratitude is extended to NWU School of Business and Governance's staff for their support during the study. Also, this mammoth task could not have been attained without the continuous encouragement by Department of management colleagues, Mr Lawrence Howard Kufazvinei, Dr Norman Rudhumbu and Botho University management.

DECLARATION

This thesis: *Cross-culture compatible leadership strategies for international joint venture success in Botswana Manufacturing industry*, is submitted for the degree of Doctor of Philosophy in Business Management at North-West University, School of Business and Governance. To the best of my knowledge, this work is original, except where guidance was sought from my promoters and acknowledged and referenced resources made to previous work. I, Clever Gumbo, further declare that this thesis or any part thereof has never been developed and presented before for any academic qualification elsewhere.

Signature

Date: 25 April 2017

Abstract

Leadership plays a key role in management's ability to impact the sustainability of international joint ventures (IJVs). Due to cultural diversity among IJVs' leaders and partners, these organisations experience cross-cultural challenges that require adaptable leadership qualities and styles to ensure sustainability. The purpose of this study is to present empirical research on cross-cultural compatible leadership strategies for IJVs success in Botswana manufacturing industry, with partners from emerging economies (India, China and South Africa). The main research question was *“what are the cross-cultural compatible leadership strategies within Botswana manufacturing IJVs with partners from the emerging markets which fall under the BRICS economies?”*. The introduction and background to the problem is discussed in Chapter 1. Leadership in IJVS is discussed in Chapter 2, while cross-culture in IJVS is discussed in Chapter 3.

Based on a mixed method approach, a structured questionnaire and semi-structured interviews were used. Data was collected in 48 IJVS in Botswana manufacturing. Four managers from each of the 48 IJVs (total 192) were requested to complete the questionnaire. In an effort to verify and expand the research results and to provide deeper insights, interviews were conducted with IJV managers through purposive sampling. Qualitative data collection stopped at eight participants due to data saturation.

Quantitative data indicated how leadership qualities and styles influence IJVs' cultural values, norms, and artefacts. Grounded theory principles were adopted for qualitative data analysis and yielded six themes: leadership practice, communication, values and norms, planning, knowledge management and employee morale. Research design and methodology are discussed in Chapter 4, while research results and findings are discussed in Chapters 5 and 6.

In Chapter 7 the results and findings in this study are discussed, while Chapter 8 deals with the major contributions of the study.

The major contributions of this study are: the sustainability of IJVs has been supported by top level expatriate IJV leaders with many years of cross-border experience. There are more male IJV leaders for both Batswana (70.9%) and expatriate (other) groups (86.7%) compared to females for Batswana (22.3%) and expatriate groups (6.7%). The study found that cross-cultural leadership qualities and styles are significantly positively related to IJVs' cultural values, norms, dimensions and artefacts, thereby enhancing organisational sustainability. Results further confirmed the existence of cross-culture compatible leadership qualities and styles promoting IJVs' sustainability.

Cross culture compatible leadership qualities and cultural values were evident as internal communication, risk taking and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities.

Botho is evident among all IJVs' leaders as they generally demonstrate characteristics of humility, respect, and observance of domestic traditional values. Leaders in Batswana-Indian owned IJVs demonstrate more altruistic and selective social capital values, whereas leaders in Batswana-Chinese owned IJVs demonstrate industrious and harmonious commitment values while leaders of IJVs with Batswana-South African partners are welcoming, hardworking, and mentioned IJVs' visions as their rallying point.

Openness and flexibility, competence and professionalism, internal communication, risk taking, employee responsibilities and appreciation and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leadership resulting in cross-cultural leadership qualities-cultural norms compatibility.

Assertiveness, collectivism in-group and performance orientation dimensions of culture are significantly positively related to both Batswana and expatriate IJVs' leadership qualities leading to cross-cultural leadership compatibility. Flexibility is significantly positively related to both Batswana and expatriate leaders resulting in cross-cultural leadership qualities-cultural artefacts compatibility.

Transformational, global and authentic (tag) leadership styles are significantly related to IJVs' cultural values, norms, dimensions and artefacts. Results as verified

by the qualitative findings found that Botswana IJVs sustainability is mostly due to transformational authentic and global (tag) leadership styles.

Furthermore this study practically contributes towards cross-cultural compatible leadership strategies through six stages of the IJV life cycle: 1. Pre-planning, 2. Partner assessment and selection, 3. Structuring the IJV, 4. Managing the IJV, 5. Re-evaluating the IJV and 6. IJV Termination.

Chapter 7 also deals with conclusions and recommendations for possible future research and practice in the field of IJVs' leadership.

Key words: cross-culture; international joint ventures; leadership qualities; leadership styles; organisational culture.

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LIST OF ABBREVIATIONS

Abbreviation	Meaning
ADR	Alternative Dispute Resolution
BGCSE	Botswana General Certificate of Secondary Education
BITC	Botswana Investment and Trade centre
BMI	Business Monitor International
BRICS	Brazil, Russia, India, China and South Africa
CCA	Cross-cultural adjustment
CCV	Chinese cultural values
CMV	Common Method Variance
CPI	Corruption Perception Index
CQ	Cultural intelligence
DCEC	Directorate of Corruption and Economic Crime
EQ	Emotional intelligence
EMNCs	Emerging market multinational companies
FDI	Foreign direct investment
GCV	Global cultural values
GLOBE	Global leadership and organisational behaviour effectiveness research
HRDC	Human Resources Development Council
ICS	India, China and South Africa
IDV	Individualism
IJV	International Joint Venture
IVR	Indulgence
JV	Joint Venture
KPMG	Klynveld Peat Marwik and Goerdeler
LDC	Less developed countries
LMX	Leader member exchange
LTO	Long term orientation
MAS	Masculinity
MON	Monumental

MPM	Materialistic and post materialistic
PDI	Power distance
SABEC	South Africa Business Etiquette and Culture
SQM	Systemic Quality Management
SRM	Simple Random Sampling method
TAG	Transformational, Authentic and Global leadership styles
UAI	Uncertainty avoidance
VDL	Vertical dyad linkage
VSM	Value System Module
WCED	World Commission on Environmental development
WVS	World values survey

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE PROBLEM

1.1 Introduction

In order to afford the reader insight into the broader context within which the study resides, this chapter provides an introduction to this study. It further serves as a guide for understanding the structure and flow of this thesis. The aim of the study, an overview of the relevant theoretical motivation in support of the research questions, and objectives are stated. Furthermore, key terms / concepts / constructs are defined, a summary of the research design and a layout of the chapters are provided.

Cooperative business governance in the form of equity joint ventures (JVs), franchise agreements, strategic alliances, equity partnerships and licensing agreements have been some of the most preferred opportunities for business growth, as they have potential to enhance competitiveness (Beamish & Lupton, 2016). It has been observed that well-constructed business collaborations have the potential to represent viable business alternatives as they are one of the options for attaining business competitiveness (DePamphilis, 2015). There is convincing scholarly evidence that show that there is positive productivity and economic development through business collaborations or firm internationalisation (Bell & Van der Scheer, 2013). Larimo, Le Nguyen and Ali (2016) confirmed that International joint ventures (IJVs) with partners from a foreign country, trust, and cultural distance between foreign and local firms all have a strong influence on the choice of sustainability measures (Larimo *et al.*, 2016). A JV can operate in one country comprised of local investors or it could operate in a foreign country with foreign investors, hence it becomes an IJV. An IJV is a JV comprised of a local partner and a non-local (foreign) partner of different nationalities and cultural backgrounds (Porter, 2015), and this form of a collaboration has the possibility of leadership misalignment due to cross-cultural issues.

Cultural diversity may provide synergetic effects and increase competitiveness, as multiple cultural influences might enrich the perspective of team member regarding work and life, for instance by introducing new ideas or alternative work approaches to the team (Voss, Albert & Ferring, 2014). Cultural diversity entails the existence of different cultures or ethnicities within a group or organisation (Northouse, 2015). Team

members from different cultural backgrounds might have different conceptions of what is good and desirable in line with their value orientations (Voss *et al.*, 2014). Some scholars argue that national cultural differences are manageable through thoughtfully designed post IJV formation and integration processes, for example open communication, managerial integrity and mutual respect (Lee, Kim & Park, 2015). Considering the fact that shared leadership correlates positively with an IJV internal and external integration (Chi-hsiang, 2015), this study aims to explore and investigate cross-cultural compatible leadership strategies in Botswana Manufacturing IJVs with partners from emerging countries which reside under the BRICS economies. There is a need to continuously lead IJVs with robust systems that support value creation and core to these leadership practices is stakeholder collaboration and leadership trust (Chew & Dovey, 2014). Among a total of 114 registered manufacturing JVs with Botswana Ministry of Trade and Commerce in 2013, 108 have partners of foreign origin, of which 54 have partners who reside under the emerging economies within the BRICS countries. BRICS is an acronym for a league of emerging economies (Brazil, Russia, India, China and South Africa), from which IJVs with partners from India, China and South Africa (ICS) were found to be active in Botswana.

This study therefore aims to pioneer new knowledge towards exploring cross-cultural compatible leadership strategies that have been sustaining Botswana Manufacturing IJVs with partners from emerging economies (ICS).

1.2 Literature in support of research problem

Literature in support of the statement of research problem focus on: Motives for IJVs, cross-culture in IJVs, IJVs success factors, leadership in IJVs, and IJVs' leadership challenges.

1.2.1 Motives for IJVs

Beamish and Lupton (2009:75) define a joint venture (JV) as “a legally distinct business unit, owned by two or more partner firms”. Some scholars view a JV as a business agreement entered into by two or more parties to form a joint organisation to commence a business venture (Isoraite, 2009). JVs can be categorised as domestic joint ventures or international joint ventures (IJV). A domestic JV is a JV with partners from a single country, while an IJV is a JV involving multinational partners (Hong &

Chan, 2014). Partnering through IJVs is a prominent growth strategy utilized by organisations to gain access to resources and knowledge and to expand geographic markets (Westman & Thorgren, 2016; Beamish & Lupton, 2009). It has been observed that foreign investments in more democratic economies like Botswana are more likely to take the form of joint ventures (Bertrand, 2016). An investor business friendly environment guarantees an investor environment conducive to IJVs (BMI, 2016). Bamford, Ernst and Fubuni (2011) mention that collaborations between equity JVs (in which partners contribute resources to create a new company) and contractual agreement (in which partners collaborate without creating a new company) can be ideal for reducing risk in new and foreign markets, sharing capital investments costs, and activating entrepreneurial momentum into fledgling businesses. Beamish and Lupton (2016) argue that while JVs are not only a means of accessing the resources of another firm, they are often preferred to licensing, contracting and other non-equity strategic alliances, especially in highly uncertain foreign markets, where IJVs tend to outperform wholly owned subsidiaries. IJVs focus on sharing organisational competencies, especially knowledge-based ones, to cooperatively gain a competitive edge over competitors and non-substitutable synergistic benefits (Najimaei & Sadeghinejad, 2009).

Due to resource constraints and restricted human technical capabilities, it may be challenging for individual firms to face a turbulent environment and environmental fast adapting competitors on their own (Hsuen–Ho & Tang, 2010), hence the need for collaborations such as IJVs. Isoraite (2009) mentioned that through collaborations like IJVs, businesses have the potential to improve their competitiveness, gain entry to new and foreign markets, complement and supplement needed skills, and share risk and the cost of establishing new ventures.

As there is no one universal definition of an IJV as recognised by Porter (2015), this study upholds several attempts to define IJVs by scholars, for example Ozorhon, Arditi, Dikmen and Birgonul (2011) defines an IJV as a JV with two or more partners collaborating to reach a common goal with at least one foreign partner from the IJV country of operation. Beamish and Lupton (2009) states that an IJV is a legally distinct business unit owned by two or more partner firms, in which a parent firm may hold as little as 5% equity. Thus an IJV is formed when two or more entities, of whom at least

one is a foreign country partner, establish a collaborative relationship in which economic resources are jointly mobilised, for example financial resources, material assets and knowledge and skills, to form a completely new venture aimed at achieving predefined strategic objectives and synergistic benefits (Al Khattab, 2012; Najimaee & Sadeghinejad, 2009; Rivers, 2012).

1.2.2 Culture in IJVs

IJVs are affected by foreign-national cultural distance, nationality of supervisors, proficiency in the host country's language and the nationalities of IJVs' partners (Froese & Peltokorpi, 2011). Globalisation and / or international business, for example IJVs, attract people from diverse cultures and businesses, thereby bringing in diverse cross-cultural related benefits and challenges (Teo, 2012). . Culture refers to "(a) the values that lie beneath what the organization rewards, supports and expects; (b) the norms that surround and/or underpin the policies, practices and procedures of organizations; (c) meaning that incumbents share about what the norms and values of the organization are" (Baumgartner, 2009:105). At some invisible level, culture "are the values shared by people in a group and that tend to persist over time even when group membership changes" (Baumgartner, 2009:2). This study defines culture as "the collective programming of the mind distinguishing the members of one group category of people from others" (Hofstede, 2011:105).

1.2.3 IJVs success factors

Leadership plays a pivotal role in IJVs' sustainability (Akhtar, Tse, Khan & Rao-Nicholson, 2015). IJVs operating in emerging economies encounter diverse changes and challenges in pursuit of both national economic and IJV business goals (both short-term and long-term) (Beamish & Lupton, 2016). There is a need for sustainable systems that support IJVs' value creation. Stakeholder collaboration and intellectual humility have been observed to be one of the requisites for sustainable IJVs leadership practice (Chew & Dovey, 2014). Organisational performance is an indicator of the level of achievement that can be attained and reflects on the success of the leadership, which in turn impacts on the dynamics of IJVs' life cycle (Bahzah, Suhadak & Kusuma, 2013). IJVs' performance is positively related to the strategies pursued and the learning ability demonstrated by management and employees (Beamish & Lupton, 2009). IJV learning preparedness, partner mutual trust and management control have positive

effects on the IJV knowledge acquisition rate (Farrell, Oczkowski & Kharabsheh, 2011). IJVs with higher levels of knowledge acquisition and dissemination platforms exhibit higher business performance levels (Farrell *et al.*, 2011).

The aspects related to performance remain of paramount significance throughout the collaboration process; from the IJV inception where the strategic rationale for entering into a JV should be clearly articulated (Beamish & Lupton, 2009). The relationships that bind individual and organisational values to performance are justified by: i. the level of trust that employees perceive in the organisation; and ii the communication consideration and interpersonal attraction (Edwards & Cable, 2009).

Success of IJVs' activities depends on the leaders, for example how well they are able to adjust to the new environment, where they have been transferred to, their ability to cooperate with employees from the partnering organisation, how well they are able to apply their competences and knowledge, their ability to learn new things and how well they are able to cope with uncertainty (Koveshnikov, Wechtler & Dejoux, 2013).

1.2.4 Leadership in IJVs

The essence of IJV leadership is to influence and facilitate both individual and team efforts to accomplish the desired shared goals and objectives (Yukl, 2012). Leaders of IJVs are expected to perform various organisational duties associated with their position or status (Bahzar *et al.*, 2013). Partners must decide whether one partner will dominate the IJV by taking all management responsibilities or whether control will be shared (Beamish & Lupton, 2009). Leaders' behaviour should be observable, distinct, measurable and relevant within the organisations in which they operate (Yukl, 2012). It has been observed that within IJVs, employee personality traits such as open-mindedness, internal communication capabilities, emotional stability, cultural adjustment, and work adjustment or flexibility are positively related to performance (Peltokorpi & Froese, 2012).

1.2.5 IJVs' leadership challenges and Botswana

Trust may pose a challenge for partners from developed countries who enter into collaborations with partners from less developed countries (LDCs) as they have to

appreciate that decisions in IJVs will most likely be based on social and personal relations (Tsamenyi *et al.*, 2013). Organisations in developing nations such as Botswana are therefore prone to encountering diverse challenges brought about due to IJVs formations. As in other worldwide business collaborations, mutual understanding between employees in Botswana IJVs has the potential to directly affect organisational performance (Chow & Yau, 2010). When IJV partners encounter performance and partnership challenges after the IJV formation, there is a tendency to resort to tighter post formation governance measures in an effort to enhance their confidence in the IJV (Hsieh, Rodrigues & Child, 2010). This is also relevant to the environment in Botswana. Inter-partner conflicts, IJV partners' cultural differences, opportunistic behaviour by the local partner and perceived IJV partner misfits are among the fundamentals hindering IJV sustainability (Hsieh *et al.*, 2010). Small absolute disparities or incompatibilities between IJVs' partners' backgrounds (for example those from emerging economies versus partners from developing nations like Botswana) may present significant challenges for sustainability in the IJVs leadership (Mohr, Wang & Goerzen, 2016).

Foreign and local parent firms differ in their management styles and this may lead to bargaining and negotiations which slow down the decision making process in Botswana IJVs (Larimo & Nguyen, 2015). In view of the fact that most business partners from emerging economies (ICS) have stronger capital bases than developing nation (Botswana) businesses, the negotiation or bargaining platform is likely to be more skewed in favour of partners from emerging economies.

1.3 Statement of the study problem

Although most businesses view strategic alliances as always advantageous, Al Khattarb (2012), argues that JVs are tempting to join, but unfortunately they are not easy to create, develop and manage. Studies by Ozorhon *et al.* (2010); Naicker and Saungweme (2009); Jamali and Keshishian (2009) highlight the failure rate for IJVs as ranging from 50% to 70%. In relation to IJVs, Porporato (2012) observed that the larger the host country's experience of the IJV local partner and the technological experience of the IJV foreign partner, the more intensively management controls are used, and this leads to enhanced IJV performance. IJVs worldwide just like all other forms of strategic alliances have been, and are still encountering a number of challenges as regards their performance. As collaborative associations with at least two partners and operating with

different foreign environmental influences, IJVs are bound to encounter diverse challenges that need leaders' continuous attention.

Leadership is one of the requisite drivers of strategy formulation and implementation within organisations such as IJVs (Jooste & Fourie, 2009). The multiple internal challenges experienced by IJVs as described by Ozorhon *et al.* (2010) include: (a) the strategic and organisational fit; (b) foreign and national culture fit; (c) foreign and domestic organisational culture fit; (d) foreign-domestic partner relations; (e) IJV partners' characteristics, host country conditions and foreign partner familiarity with host country environment. Leadership as a personal competency and as a process are pre-emptive qualities relevant to circumventing the abovementioned challenges. Dennis, Meola and Hall (2013) identified the critical leadership skills vital for IJVs' sustainability as the ability to establish and meet organisational goals and objectives, set clear strategic plans with a constant focus on the big picture, the ability to manage organisational complexity, and promote employee-organisational commitment.

Najimaei and Sadeghinejad (2009) affirm that as a collaboration strategy, an IJV requires an honest partner in order to establish a viable partnership and organisational resources, such as human resources and capabilities, should be mobilised and developed through sound management approaches. Le Nguyen, Larimo and Ali (2016) found that cross-cultural fit in IJVs can be achieved through designing organisational cultures that incorporate partners' cognitive diversity into the relationship. IJVs' leadership may instil organisational cultural activities in a strategic collaboration, such as mentorship, that involves: advising, counselling, guiding, teaching and monitoring (Naicker & Saungweme, 2009). Al Khattarb (2012) on the other hand provides barriers to IJVs' success as a) a lack of trust; b) a lack of coordination between partners; c) a lack of clear goals and objectives; and d) performance risks. Language and cultural competencies are observed to not have an equal impact on employees' intercultural communication since host country language skills do not ensure acceptance by IJVs foreign employees (Peltokorpi, 2010).

The problem this study seeks to address relates to the above diverse challenges faced by IJVs worldwide resulting in the high failure rates. These challenges are clear indications for the need of an investigation into the IJVs cross-cultural leadership

strategies for enhanced sustainability. As leadership is a complex construct viewed from many perspectives, this study refers to a leader as a *person* holding a *position* in the IJV organisation and who oversees the *process* of IJV in a cross-cultural setting by adding towards the *results* of the IJV (Grint, 2005). Almost all the previously mentioned IJV success factors include leadership and culture related metrics. Wang, Waldman and Zhang (2012) highlight the success factors for IJVs' as determined by the leader as person and position, referring to personal experience, personality, values, and leadership style and it is within this preview that this research is focusing on addressing the main question ***“What are the cross-cultural compatible leadership strategies within Botswana Manufacturing IJVs with partners from the emerging markets which fall under the BRICS economies?”***. Superior cross-cultural fit or compatibility is a necessary condition for investments in an IJV to be converted into meaningful returns, thereby guaranteeing sustainability (Vivek & Richey, 2013). The relationship of an IJV investment, resource sharing and communication with behavioural intention and enhanced sustainability is influenced by the extent of cross-cultural leadership compatibility between partners (Vivek & Richey, 2013).

1.4 Research questions

The research questions for this study were divided into main and sub-questions:

1.4.1 Main question

What are the cross-cultural compatible leadership strategies within Botswana Manufacturing IJVs with partners from the emerging markets, which fall under the BRICS economies?

1.4.2 Sub-questions

- What are the cross cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing?
- How do cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJVs?

- What are the cross-cultural compatible leadership strategies for IJVs within Botswana Manufacturing sustainability?

1.5 Research objectives

The research objectives for this study were divided into main and sub-objectives. The main objective of this study was to determine and explore the cross-cultural compatible leadership strategies within Botswana Manufacturing IJVs with partners from the emerging markets which fall under the BRICS economies.

The sub-objectives were:

- To understand cross-cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing.
- To explore how cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJVs.
- To explore cross-cultural compatible leadership qualities and styles for IJVs sustainability.

1.6 Research process and methods

Methodology is where the researcher's assumptions about the nature of reality and knowledge, values, theory and practice on a given topic are consolidated (Chilisa & Kawulich, 2012). The purpose of this PhD study is to make a theoretical, as well as a practical contribution to the scientific and management community in this instance. Colquitt and Zapata-Phelan (2007:1281) note that there are multiple definitions for the concept 'theory' in academia and that there is very little agreement among authors regarding what is an acceptable 'theoretical contribution'. As such, they developed a taxonomy for theoretical contributions of empirical research, consisting of two dimensions: the extent to which an empirical study *builds new theory* and the extent to which an empirical study *tests existing theory*.

Theory building is defined as "the degree to which an empirical article clarifies or supplements existing theory or introduces relationships and constructs that serve the foundations for a new theory" (Colquitt & Zapata-Phelan, 2007:1283).

Theory testing on the other hand “captures the degree to which existing theory is applied in an empirical study as a means of grounding a specific set of a priori hypotheses” (Colquitt & Zapata-Phelan, 2007:1284). Colquitt and Zapata-Phelan (2007:1285-1286) continue to explain that research contributions can be categorized into five discrete categories, as indicated in Figure 1.1, namely:

- Testers* – contributions consisting of high levels of theory testing and low levels of theory building.
- Qualifiers* – contributions consisting of moderate levels of theory testing and moderate levels of theory building.
- Builders* – contributions that are relatively high in theory building and relatively low in theory testing.
- Expanders* – contributions that are high in theory building and high in theory testing
- Reporters* – contributions that are low in theory building and low in theory testing

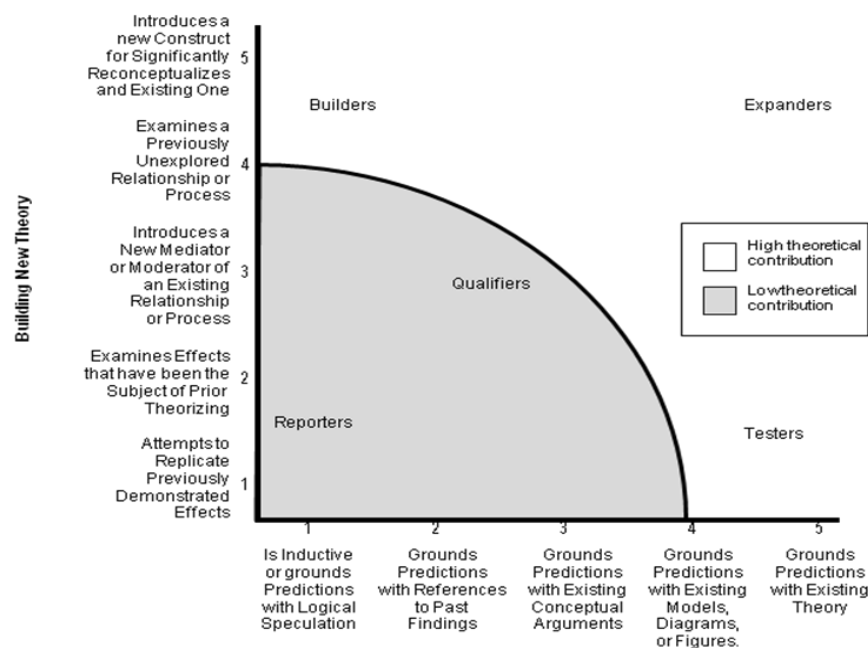


Figure 1.1: Taxonomy of theoretical contributions for empirical studies
Source: Colquitt and Zapata-Phelan (2007:1283)

This study mainly resides under the categories of “expander” and “builder”, through testing existing leadership style and qualities theory and exploring the previously

unexplored cross-cultural compatible leadership strategies in Botswana IJVs with partners from emerging economies.

In order to answer the research questions, this study was based on a mixed method approach. Data was collected through a structured questionnaire and a semi-structured interview. Data analysis was done in two phases; the first data analysis was meant to quantitatively establish the prevalent IJVs' leaders' biography, leadership qualities and styles as they relate to IJVs' cultural aspects (dimensions, values, norms and artefacts). The second phase comprised the qualitative part, meant to verify the quantitative results and further expand on the theory. To this end, this study was conducted on the known ontology of leadership qualities, styles and cultural aspects in IJVs. Ultimately this study was grounded on the premise that leadership qualities and styles activate success factors for IJVs' organisational culture. As such, this study provides an understanding built on the relevance of leadership qualities and ontology of styles and associated potential influences on IJVs' cross-cultural relationships. Similarly, this study's epistemological orientation was informed by extant literature on leadership qualities, styles and cross-cultural aspects of IJVs. The researcher approached this study from a pragmatic paradigm as there was a need to thoroughly investigate the cross-cultural leadership challenges in Botswana IJVs. A multifaceted, contextually situated interaction that characterizes modern complex cultural organisations demand a more nuanced epistemological approach rather than a predominantly positivist one (Birkinshaw, 2011). The pragmatic paradigm was informed by the researcher's ontological, epistemological and methodological views. Saunders (2009) suggests that epistemology, methodology and methods should provide the framework for planning, implementing and evaluating the quality of research.

To this end this study's methodology and methods (See Figure 1.2) were guided by the research questions and literature gathered.

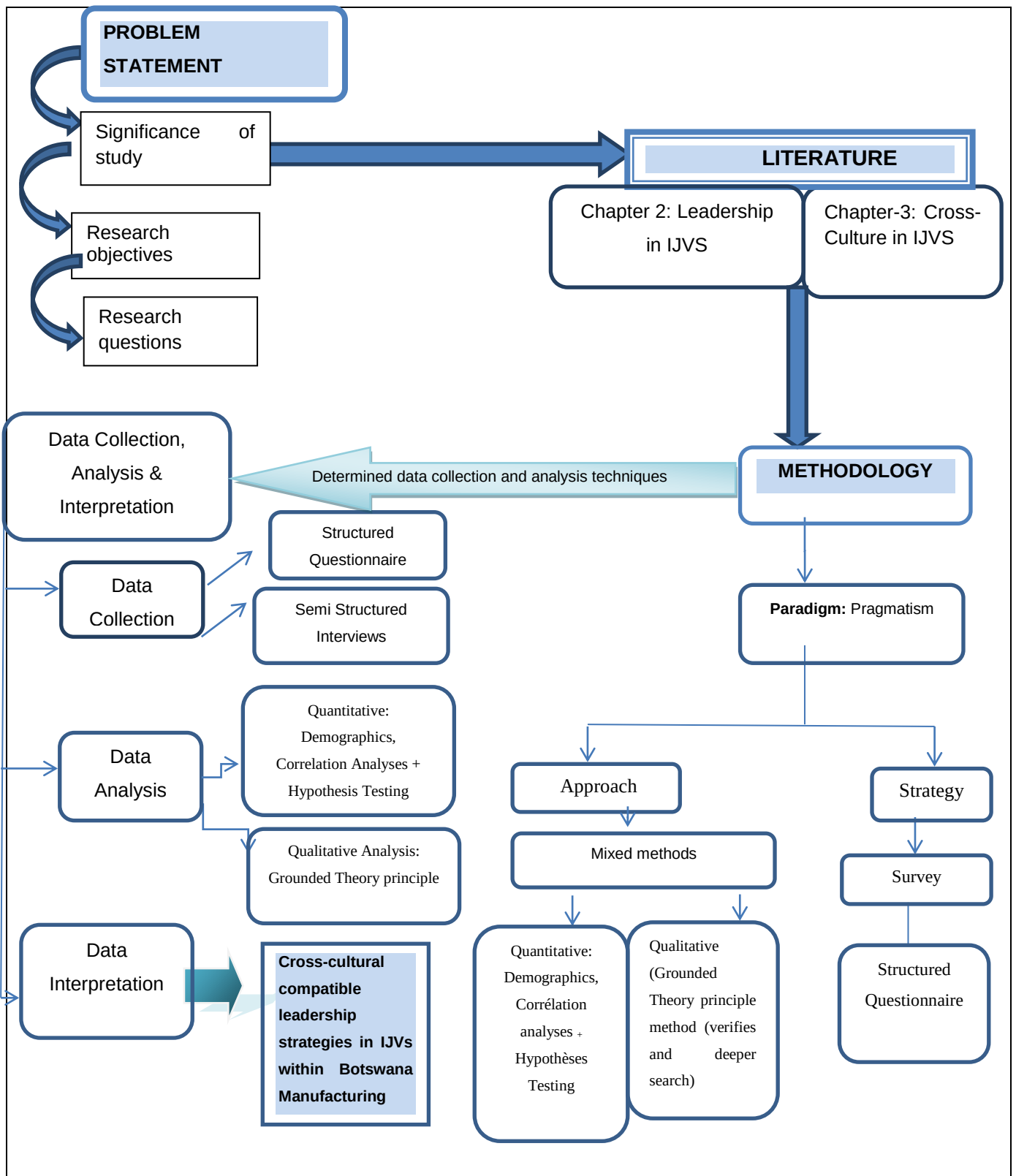


Figure 1.2: Study mapping

Source: Researcher's own design

Data collected using a structured questionnaire comprised of cultural dimensions, norms, values, artefacts, leadership qualities and styles was analysed using computer software SPSS version 2016. Data obtained from the in-depth semi-structured interviews was processed and analysed according to grounded theory.

1.7 Significance of the study

To understand the complexities of emergent and evolving phenomena scattered over distance and differentiated contexts typical to international business, it is often appropriate to engage in cross cultural studies or reduction methods in the absence of well-developed theory (Birkinshaw, Brannen & Tung, 2011). This study attempts to fill the prevailing gap in the extant literature by establishing cross-cultural leadership challenges faced by Botswana Manufacturing IJVs. Cross-cultural strategic leadership of IJVs in developing countries is considered to be at introductory stages of development and has tremendous potential to succeed as the speed of business globalisation and subsequent cross-cultural interaction increases (Wang *et al.*, 2012). It is paramount that established businesses should either maintain their status or grow in order to sustain their role in the economy. The growth of IJVs presents great opportunities for both developed and developing countries. The continuous growth of these enterprises will guarantee economic growth, employment creation and greater generation of wealth.

Intense competition hinders the growth of businesses unless a proper market analysis based on up to date information and mainly gathered through research is done and supported by effective decision-making, such as formation of partnerships and JVs. According to the Ministry of Trade and Industry database of 2013, the manufacturing JVs employed 6493 citizens and 433 expatriates, totalling to 6883, which is a significant population for Botswana (Botswana Government, 2013). The expected outcomes of this study are to: (a) establish cross-cultural compatible leadership qualities and styles in Botswana Manufacturing IJVs with partners from emerging economies; (b) determine the existing organisational culture in Botswana IJVs; and (c) recommend cross-cultural compatible leadership strategies for IJVs sustainability.

1.7.1 Benefits of the study and Botswana environment.

International investors entering into strategic collaborations with organisations in Botswana are attracted by a business environment where the macro environmental variables are conducive to collaborations and business growth. Botswana is a favourable destination for investment due to its geographical location near the regional giant South Africa and is not a potential target for any international terrorist groups since it is not involved in any international disputes (BMI, 2016). In recent times there has been a realization of the need for economic diversification in Botswana and to focus more on manufacturing. The manufacturing industry shows potential as it is generally acknowledged by the Botswana Government that there is a need for inflow and growth strategies in this sector (Botswana Government, 2016). For the past decade, Botswana has been rated one of the top 20 economies in Africa with a favourable business environment (Washington & Hacker, 2009).

Since there are various partners in JVs (domestic and international) their formation, implementation and evaluation calls for the overall moral environment which Botswana is well placed to offer. Literature posits that since her independence, Botswana has demonstrated positive strides towards the creation of a business environment conducive to promote the formation and growth of JVs and IJVs. In 2014 Botswana was ranked number 31 out of 174 countries as being the least corrupt country in Africa and the World as it had a Corruption Perception Index (CPI) of 63 out of a total of 100 points and was the only country in Africa with a score above 60 (Transparency International, 2015). In addition, Botswana ranks 48.5 out of 100 in the BMI operational risk ranking (in which 100=lowest risk, and 0= highest risk), 5th out of the Sub-Saharan African countries (BMI, 2016). The politically stable environment and low levels of corruption increases the security of investments and the lower legal costs of doing business will continue to be stable in the coming quarters, which ensures policy continuity (BMI, 2016).

As regards partners from emerging economies, Botswana Manufacturing currently has IJVs with partners from three foreign countries which reside under the emerging economies, namely: China (3), India (20) and South Africa (31). The study upholds the view that IJV investors should establish and nurture long-term trust relations characterised by the highest degree of collaborations in selected investments lines

(Beamish & Lupton, 2009). It is assumed, just like in other successful countries, that Botswana's IJVs are currently based on trust or other mutual factors like strategic fit, goal compatibility, and ethical behaviour, cultural fit and interpersonal cohesion (Ozorhon *et al.*, 2010).

Extant literature shows that leadership significantly contributes to influencing IJVs' organisational culture, which subsequently leads to the sustainability of the organisation. There is a positive and meaningful relationship between leadership and IJV performance and sustainability (İşcan, Ersarı & Naktiyok, 2014). Given the increased chance of misunderstandings as a result of cultural diversity brought about by stakeholder backgrounds and the potential barriers to relationship building, IJVs require more enlightened forms of leadership to ensure their success and sustainability, (Beamish & Lupton, 2016). This research will therefore offer recommendations for cross-cultural leadership strategies meant to enhance Botswana IJVs effectiveness and sustainability (Wang *et al.*, 2012).

1.8 Delimitations

The researcher identified Botswana IJVs through the Ministry of Trade and Industry's database as on March 2013. A total of 108 JVs have partners from outside Botswana. There are only three emerging economies within the BRICS countries active in the Botswana Manufacturing IJVs, namely India, China and South Africa (ICS).

1.9 Glossary of key terms and definitions

Following are the definitions of the main terms used in this study:

Authentic leadership style: Authentic Leadership is “a pattern of transparent and ethical leader behaviour that encourages openness in sharing information needed to make decisions while accepting followers' inputs” (Avolio *et al.*, 2009:423).
See section 2.6.3

Cross-culture: Cross-culture implies an approach or system that takes more than one culture into account; it refers to the existence of multiple cultures (Northouse, 2010) in this case African (Botswana and South African), Asian (China and Indian)
See section 3.2

Culture: Culture is “the collective programming of the mind that distinguishes the member of one group or category of people from others” (Hofstede, 2011:3). See section 1.5.2

Cultural artefacts: Artefacts include the visible products of the organisation such as the architecture of its physical environment, language, technology and its products, its artistic creations, its style as embodied in clothing, manners of address, emotional displays, myths and stories told about the organisation, published lists of values, observable rituals and ceremonies (Baumgartner, 2009). See section 3.5.3

Cultural norms: Cultural norms are expectations of acceptable behaviours held by members of an organisation and carry the force of social obligation or pressure (Hogan & Coote, 2013). See section 3.5.2

Cultural values: Cultural values refer to things that individuals believe are worth desiring in life and thus guide their behaviour (Maercker *et al.*, 2015). See section 3.5.1

Dimension of culture: A cultural dimension is an aspect of culture that can be measured relative to other cultures (Hofstede, 2011). See section 3.3

Global leadership style: Global leadership is a process of identifying leaders with the potential to effectively lead across several cultures (Avolio *et al.*, 2009). See section 2.6.5

International Joint Venture (IJV): An IJV as a JV with at least one partner of a foreign origin from the IJV country of operation (Ozorhon *et al.*, 2010). See section 1.1

Joint Venture (JV): An entity established between two or more investors to pursue an economic activity for a common purpose. (BITC, 2013). See section 1.1

Leader: leader is a *person* holding a *position* in the IJV organisation and who oversees the *process* of IJV in a cross-cultural setting by adding towards the *results* of the IJV (Grint, 2005). See section 1.3

Leadership: Leadership can be viewed in terms of the following questions: i. Person — is it WHO leaders are that makes them leaders? ii. Result — is it WHAT leaders achieve that makes them leaders? iii. Position — is it WHERE leaders operate that makes them leaders? iv. Process — is it HOW leaders get things done that makes them leaders? See section 2.3

Leadership qualities: Leadership qualities are the human virtues of a leader that have the greatest impact on people around him as well as on the culture of the organisation (Reed, 2012). *See section 2.5*

Leadership style: A leadership style consists of the leader's behaviour and is different from the trait and skills approach (Northouse, 2015). *See section 2.6*

LMX leadership style: Leaders Member Exchange (LMX) postulates the quality of the exchange relationships that prevail between organisational employees and their supervisors; it explains the position making processes between a leader and each individual subordinate and the exchange relationship over time (Yukl, 2012; Luo, Song, Marnburg & Ogaard, 2014). *See section 2.6.4*

Organisational culture: Organisational culture is “a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive think, and feel in relation to those problems” (Schein, 2010:18). *See Section 3.4.*

Transactional leadership style: Transactional leadership is a form of leadership mainly premised on the exchange of rewards dependent on performance (Avolio *et al.*, 2009). (Avolio *et al.*, 2009). *See section 2.6.2*

Transformational / charismatic leadership style: Transformational leadership “is concerned with emotions, values, ethics, standards, and long-term goals” (Northouse, 2010:171) (*See Section 2.6.1*)

1.10 Chapters outline

This study is outlined in eight (8) chapters See Figure 1.3.

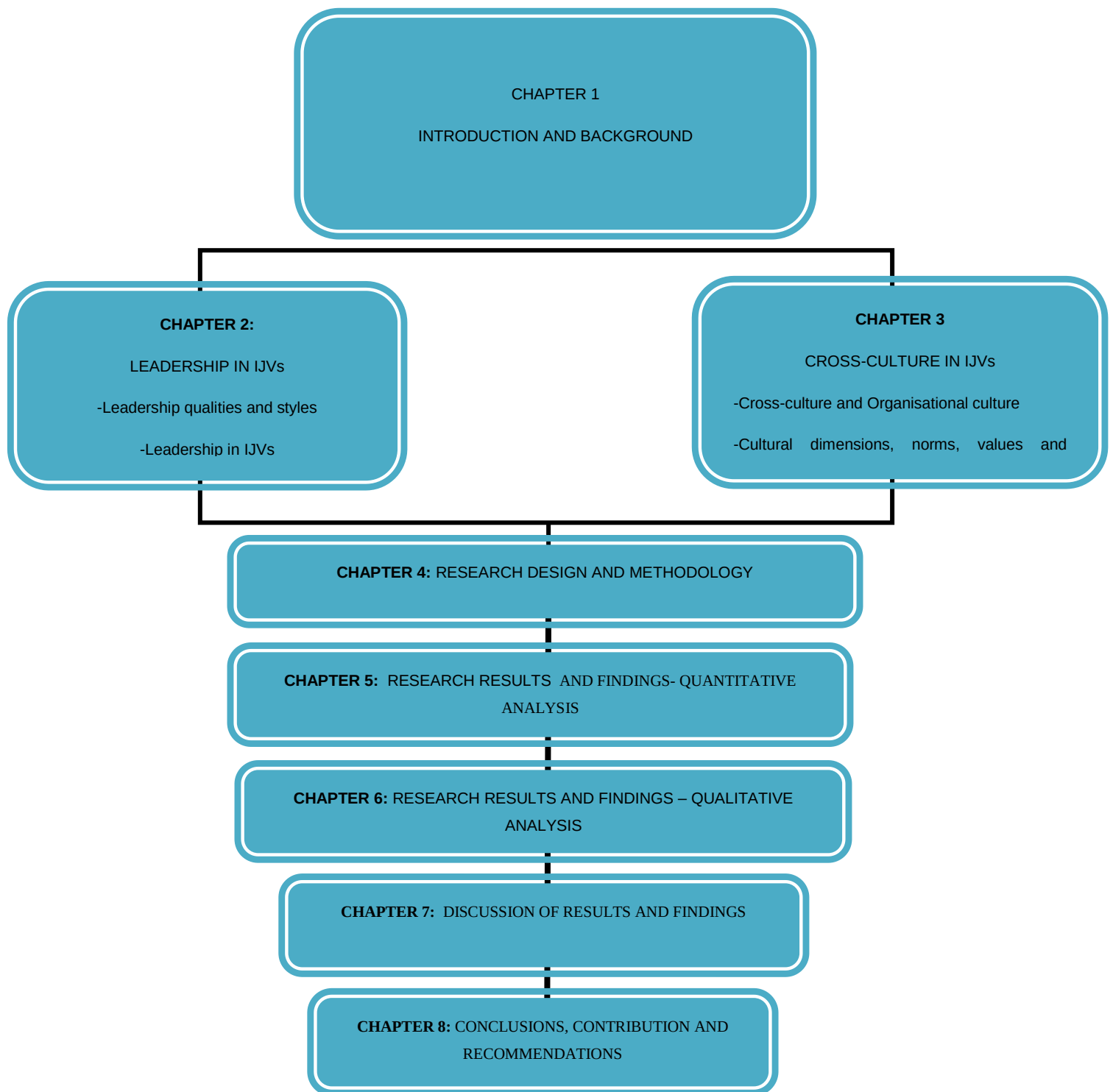


Figure 1.3: Chapters outline

Source: Researcher's own construction

Chapter 1: Introduction and background

This is an introductory chapter that provides:

- Statement of the study purpose and problem
- Research objectives
- Research questions
- Literature in support of research problem
- Research process and methods
- Glossary of key terms and definitions

Chapter 2: Leadership in IJVs

Chapter 2 will provide an overview of literature on:

- Leadership qualities and styles in relation to IJVs, and
- Leadership and success factors / sustainability in IJVs.

Chapter 3: Cross-culture in IJVs

This chapter will explore literature related to cultural dimensions, organisational cultural dimensions, values, norms and artefacts in IJVs. Literature on cultural values, norms and artefacts and values for Indians, Chinese, South Africans and Batswana, as well as organisational culture and the sustainability of IJVs will also be provided in this chapter.

Chapter 4: Research design and methodology

Research methodology adopted in the study will be discussed in this chapter, as well as research paradigm, approach and strategy, the study population and sample, data collection and analysis, validity, reliability and trustworthiness of data, ethical issues for this study.

Chapter 5: Research results and findings quantitative analysis

Chapter 5 will present the results obtained from the quantitative data analysis. Results will address the research questions outlined in Chapter 1 and will be presented in the form of biographies, correlation analysis and hypotheses testing.

Chapter 6: Research results and findings- qualitative analysis

Study findings based on the qualitative data analyses will be presented in this chapter from a grounded theory approach. This chapter's findings are meant to verify the results in Chapter 5 above.

Chapter 7: Discussion of results and findings

Chapter 7 will provide the discussion and interpretation of data analysed in Chapters 5 and 6.

- The outcomes presented will be tailor-made to address the presented research questions.
- Outcomes presented here will determine whether the research questions have been answered.

Chapter 8: Conclusions and recommendations

In this chapter, the cross-cultural leadership challenges encountered by IJVs will be presented. The contribution of this study to the related body of knowledge will be provided and suggestions for possible future research will be made. Recommendations to enhance JVs growth through cultural compatibility will also be offered in this chapter.

1.11 Summary of chapter 1

The purpose of this chapter was to provide an introductory overview of the thesis, and an outline of all its chapters. Chapter 1 started with some introductory perspectives to the study that comprised introduction, background to the study and the problem statement. An outline of the research objectives and research questions which guided this study was also provided. To enhance clarity on the magnitude of the IJVs challenges encountered, this chapter also provided the supporting theoretical perspectives. Figure 1.1: Taxonomy of theoretical contributions for empirical studies; and Figure 1.2: Study mapping complemented the theoretical perspectives. Chapters 2 and 3 will cement the introductory section of the study by focusing on the literature review of leadership qualities and styles in IJV as well as on cross-culture and IJV.

CHAPTER 2: LEADERSHIP IN IJVS

2.1 Introduction

Leadership is one of the primary factors that promotes organisational growth and sustainability. Investors are motivated by the assumed going concern potential and the subsequent sustainability drive to form IJVs. This chapter will therefore provide the leadership theoretical foundations that are meant to promote IJVs formation and growth. Leadership behaviour is a key element to enable cross-cultural integration and thus contribute towards successful IJVs. In an effort to consolidate leadership dimensions, this chapter will start with the justification for entering into an IJV relationship as the premise where leadership takes place, then provide a synopsis of the leadership qualities and styles commonly exhibited by IJVs managers. Leadership styles discussed in this chapter are: transformational, transactional, authentic, global, and the LMX leadership theories as they relate to IJVs' leadership. Finally this chapter provides the literature on the relationship between leadership and IJVs sustainability.

2.2 Justifications for entering into an IJV relationship

Since the emergence of the global village phenomenon, most organisations, whether commercial or non-commercial, have realised the need to move away from stand alone, to collaborative or partnership strategies. Increasingly IJVs are being adopted as a strategic direction by firms geared towards enhancing competitiveness, especially when the firm's size prevents them from undertaking projects of particular magnitudes on their own (Lowensberg, 2010). IJV formations are motivated by various combinations of performance enablers as well as performance inhibitors (Ahuja Polidoro & Mitchell, 2009). An internationally acclaimed company may be tempted to collaborate with lesser known firms, thereby enhancing the stronger partner's bargaining power (Ahuja *et al.*, 2009). Businesses in emerging economies engage in IJVs as a knowledge acquisition and technology advancement strategy (Mahmood & Zheng, 2009). It is also argued that IJVs appeal to investors when there are strategic opportunities for IJV partners to gain access to complementary resources that are not readily available within the firm's own country (Yao ,Yang, Fisher, Ma & Fang, 2012). Literature suggests that IJVs are seen as best possible, low-cost organisational models that have mitigating information sharing platforms and poor contract enforceability (Georgieva *et al.*, 2012). Some

academics argue that the justification for organisations entering into collaborative relationships such as IJVs can be explained through the transaction cost basis, that is, dealing with the question of how a company needs to establish its activities in relation to other firms (Ustaömer, Durmaz & Lei, 2015). Cumulative benefits enjoyed by business organisations from both developed and less developed economies have the potential to outweigh the costs associated with the relationships. The proliferation of collaborations or partnerships in form of JVs or IJVs is evident in both private and public sectors and one could arguably conclude that these strategic moves are based on the rationale of benefits versus business costs. In the majority of cases, investors enter into IJV collaborations as a strategic move aimed at minimizing the sum of transaction and production costs (Ustaömer *et al.*, 2015). Business collaborations, such as IJVs, have demonstrated significant positive productivity and economic developments through internalizations, thereby boosting such formations worldwide (Bell & Van der Scheer, 2013). Alternatively, formation of IJVs could be explained through the strategic behaviour theory, which supposes that organisations transact on the basis of profit maximization through enhancing a firm strategic position versus competitors (Ustaömer *et al.*, 2015). In addition, one of the resource based justifications as to why organisations form IJVs, is their potential for efficient and effective development and exploitation of organisational resources (Farrell *et al.*, 2011). Whether businesses are driven by the transaction cost view, the strategic behaviour theory perspectives, the resource based justification, or any other combination of theories, the bottom line is that partners who form IJVs are tempted to do so due to the anticipated benefits and organisations in developing nations are no exception in this drive towards internationalisation strategy. The Botswana Government's advocacy for diversification strategy (Botswana Government, 2010), in which collaborations in areas like manufacturing have been adopted, is a testimony to the desire of collaborative efforts by nations. Contrary to the above assertion, some business organisations' drive to partake in IJVs, differ in relation to company specific characteristics and prevailing micro and macro environmental factors (Al Khattab, 2012). Most importantly for developing nations, since most of them have a limited financial base and are constrained by budget capacity, IJV collaborations are found to be among the most attractive options available. The magnitude and latitude for IJVs formation are diverse as both emerging and developing economies partners opt for collaboration strategy. Depending on individual investors, several academics, for example Al Khattab (2012);

Adnan, Kassim and Yazdifar (2012); Akande and Banai (2009); Farrell *et al.* (2011); Yao *et al.* (2012) argue that IJVs formations could be activated by the desire to : i. enter new markets; ii. adjust to macro-environmental changes; iii. gain access to new technology; iv. share complementary resources, knowledge and skills; v. adopt vertical integration (backward and forward), i.e. extending supply links; vi. adopt and control distribution channels; vii. diversify into new business lines; viii. enjoy new products, technologies and performance enhancing mechanisms; ix. eliminate or minimise on financial and political risks; and x. enhance organisational distinctive competences. In support of the just mentioned justifications, Isoraite (2009) mentioned ease of market entry, shared risks, shared knowledge and expertise, synergistic benefits and competitive advantage as some of the factors that drive businesses to enter into IJVs collaborations. Similarly, Rivers (2012) was of the view that: (a) IJVs at early formation stages find that collaborating with more experienced and stronger investors that have a reputable track record can expedite their chances of securing cheaper financing compared to when they stand alone; and (b) an IJV can derive collaborative advantages in terms of size or capabilities in knowledge transfer mechanisms in the respective field of operations as it enjoys access to areas in which it is lacking. Basing on the above argument, one is tempted to conclude that other factors being constant, for firms in a IJV relationship to enhance the established entity competitiveness, they must pool resources and establish long-term trustworthiness with their partners. The benefits of strategic alliances in the form of IJVs may include joint marketing, an expanded customer base, access to products and enhancements (Frazer, 2012).

Organisations from developed economies are most likely to enter into alliances, such as JVs, with investors from less developed or developing economies with a perceived weaker legal environment and disparities in language, culture and religion (Georgieva, Jandik & Lee, 2012).

IJVs significantly contribute to a country's increased industry innovation potential, competitive advantage, technological capabilities, organisational knowledge management efficiency and effectiveness and productivity for the host economy industry (Wahab, Abdulla, Ul & Rose, 2010). During the partnership building process, partners and policy makers need to establish and understand the conditions beneficial to both foreign and host country firms, and also the challenges related to organisational

performance, such as policies and strategies, in order to promote the long term growth of the venture (Mahmood & Zheng, 2009). It is a requirement for both partners to enter into collaboration agreements based on a detailed screening process to avoid premature or early termination of such organisations.

2.3 Leadership definition

Leadership scholars and practitioners have encountered challenges in arriving at a definition of leadership consensus. Northouse (2010:3) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. Kotter (2011) posits that leadership is a process which involves influencing team members within a group to attain specific shared goals between the IJV leaders and their subordinates.

There are many ways of understanding what leadership is. Grint (2005) provides a summary, also being used as base in this study, of what leadership can be understood as:

- Person — is it WHO leaders are that makes them leaders?
- Result — is it WHAT leaders achieve that makes them leaders?
- Position — is it WHERE leaders operate that makes them leaders?
- Process — is it HOW leaders get things done that makes them leaders?

2.4 Leadership in IJVS

IJV leadership is the major determinant of success and sustainability (Gómez-Miranda, Pérez-López, Argente-Linares & Rodríguez-Ariza, 2015). The leadership style, quality of the management team, strategic partners involved and the entry strategy into IJVs are the main factors determining IJV success (Hagen & Zucchella, 2014). Effective and efficient IJV long-term leadership capabilities are a requirement needed in the continuously dynamic and challenging business landscape commonly found in the 21st century (Mahdi & Almsafir, 2014). Human and social capital are sources of sustainable competitive advantage for organisations and therefore should be carefully nurtured and developed in IJVs (Mahdi & Almsafir, 2014). Similarly Gaiter (2013) observed that before leaders can lead others effectively, for example in an IJV, they should know themselves first. Davis, Allen and Hayes (2010) further attest that outstanding leaders

are characterised by traits not ordinarily found in most existing leaders. Within the modern business world, it is observed that to distinguish truly exceptional leaders, one must look beyond the expected or standard competences, skills and personality traits (Davis *et al.*, 2010).

Simmonds and Tsui (2010) mention behaviours that are considered paramount for IJVs' leaders as including: networking, commitment, performance meritocracy, self-development, setting direction and innovation. Regardless of the leadership behaviours, Beamish and Lupton (2009) mentioned that IJVs managers need to be aware of cultural differences when selecting an IJV partner, negotiating terms and in ongoing management. It is in this purview that cross-culture leadership ideals are a requirement for modern enterprises, especially those in collaborative partnerships like IJVs. From an IJV's perspective, business leadership is more a vision of the future and the leader's ability to energize organisational employees from diverse cultures (Teo, 2012).

2.5 IJVs' leaders' leadership qualities

Leadership in an IJV relationship is complex considering the different cultural backgrounds of the leaders. IJVs partners' interests should be upheld throughout the IJV life cycle to guarantee realisation of the intended goals. As such, expatriate leadership is commonly found in IJVs as they are meant to save foreign partner interests. IJVs should identify emotionally intelligent individuals to participate in IJVs expatriate management assignments (Koveshnikov *et al.*, 2013). Increased levels of emotional intelligence have a positive impact on IJVs' managers' cross-cultural adjustment in a new environment, which in turn arguably impacts positively on organisational performance (Koveshnikov *et al.*, 2013).

Leadership in IJVs is generally ideally executed by those few who have special global talents (Kotter, 2011). Leader and leadership describe an organisational individual with exceptional values, outstanding communication skills, a high degree of confidence, respect and someone who effectively uses his or her trust and influence to encourage organisational harmony and teamwork (Gaiter, 2013). Leaders who are pivotal in the advice network are socially powerful and are seen as leaders, while those who are avoided by followers and lack informal social power are not seen as leaders (Chiu *et al.*, 2016). Leadership qualities can be viewed as the intangibles of leadership and are

human qualities that produce the biggest impact on people and the tangible results of the organisation (Reed, 2012). This study defines leadership qualities as the human virtues of a leader that have the greatest impact on people around him, as well as on the culture of the organisation (Reed, 2012). Followers can detect and encode important leadership qualities through manager-follower interactions (Chiu *et al.*, 2016). In the business world, leaders are organisational employees who are visionaries with excellent communication who should command high a degree of trustworthy, integrity, and possess human behaviours that followers want to follow (Gaiter, 2013).

Business leaders are expected to perform various duties associated with their position or status (Bahzah *et al.*, 2013). The essence of leadership in IJVs is to influence and facilitate both individual and team efforts in order to accomplish the desired organisational shared goals and objectives (Yukl, 2012). Leadership traits that can be exhibited by effective leaders may include: the ability to speak convincingly, an outgoing personality, motives, values, skills, and exceptional bodily characteristics such as height (Kotter, 2011). IJVs, are hybrid organisations comprised of different cultural backgrounds. It follows therefore, that traits ideal for these organisations' leadership are those that cater for different cultures, for example, flexible personality, and multicultural values and beliefs. As is needed in IJVs' leadership, embryonic leadership is evident when followers in the group recognize the leader as the most prominent, and others support, accept and encourage that person's behaviour (Kotter, 2011). Attentiveness, self-confidence, inventiveness, accessibility, astuteness, perseverance, accountability and self-sociability are some of the traits that IJVs' leaders may possess (Northouse, 2015). To command more respect from most of the stakeholders, IJVs leaders are expected to possess self confidence, inventiveness and other distinct qualities. Attentive leaders are more likely able to make informed decisions and in the majority of cases are good listeners.

Several studies have been done on leaders' characteristics, in which diverse findings have been added to the literature, for example Wherry (2012) identified ten characteristics of influential leadership as: attainment, cooperativeness, power, initiative, insight, persistence, responsibility, self-confidence, friendliness and forbearance. On another note, Kirk Patrick and Locke (as cited in Wherry, 2012) mentioned six traits that comprise the "right stuff" for effective leaders as: cognitive

aptitude, self-assurance, drive, honesty, motivation, and task acquaintance. In a study done with public service employees, it was observed that communication, social, influential, analytic, technical and continual learning skills are leadership qualities that have the potential to enhance IJVs leadership competence (Van Wart, 2014). Davis *et al.* (2010) argue that successful leaders should have an impact on their teams, board members, customers and shareholders.

It is the leader's humanness, and not his / her expertise that impacts most on an organisation's employees, thereby influencing performance (Reed, 2012). A leader who displays honesty, trustworthiness, support, reassurance, belief and understanding has the potential to groom the way for subordinates in the organisation and to stimulate organisational employees' commitment, loyalty and support (Reed, 2012). Similarly, Yukl (2012) also mentions that leaders can improve the performance of a team or organization by influencing the process that determines performance. In the case of IJVs, management literature identifies several important qualities needed for expatriate managers: self-maintenance, perceptual skills, interpersonal language, and communication skills (Wang, Feng, Freeman, Fan & Zhu, 2014). Knowledge of expatriate cultural oriented qualities is vital, since expatriate leaders have an influence on the operations of IJVs.

Cultural characteristics that influence an individual performance in IJVs are strongly influenced by the family environment and the neighbourhood where children grew up (Saez-Marti & Zenou, 2012). Organisational employees may possess good or bad work attitudes and these traits are bound to be transmitted socially from one generation to another through a knowledge transfer process, depending on parents' investment in the particular trait and on the social environment where children live (Saez-Marti & Zenou, 2012).

2.6 Leadership styles of IJVs' leaders

A leadership style describes a leader's behaviour and is different from the trait and skills approach (Northouse, 2015). Hope, resilience, efficacy, optimism, happiness and well-being are some of the ideal characteristics related to positive organisational behaviour or constructs expected from IJVs' leaders (Avolio, Walumbwa & Weber, 2009). Leadership is not simply explained as an individual or unique characteristic,

instead it is depicted in various forms as dyadic, shared, relational, strategic, global, and a complex social dynamic (Avolio *et al.*, 2009). Avolio *et al.* (2009) described the new-genre leadership styles for IJVs as emphasizing the need for leaders to be charismatic, visionary, inspiring, and ideological and uphold moral values, including transformational leadership such as individualized attention, and intellectual stimulation. IJV leader identification can play a critical role in unlocking the effects of leaders' styles in directing their followers (Deichmann & Stam, 2015).

2.6.1 Transformational / charismatic leadership style

Transformational leadership is a form of leadership which is positively related to outcome variables like employee performance, self-efficacy, motivation, organisational performance (Asrar-ul-Haq & Kuchinke, 2016; Smith, Eldridge & DeJoy, 2016; Işcan *et al.*, 2014), as well as work success characterized by efficiency, effectiveness and stakeholders effectiveness (Aga *et al.*, 2016). As is the case in most industries, this form of leadership fosters a climate for innovation as it promotes employee creativity and satisfaction (Mohamed, 2016). The influence of transformational leaders is subject to how strongly leaders identify with the organisation (Asrar-ul-Haq & Kuchinke, 2016; Smith *et al.*, 2016; Deichmann & Stam, 2015) and can be evaluated through the employees' level of trust and respect for their leader. Leading employees from different cultural backgrounds, as is normally the case in IJVs, most importantly require leaders who identify with the organisation and are able to command significant trust and respect from the followers.

Management literature provides different approaches in which the impact of transformational leadership manifests in organisational performance outcomes, for example, subordinates' development of commitment, recognition, perceived equality and contentment, job requirements such as variety, identity, significance, self-sufficiency and feedback, trust in the leader (Wang *et al.*, 2012) as well as the groups feeling in terms of efficiency, effectiveness and consistency (Avolio *et al.*, 2009).

A charismatic leadership style has the potential to effectively and expeditiously achieve unexpected goals if the leader has the requisite qualities (Gao, Arnulf & Henning, 2011). Bass (1985) proposed dimensions of transformational leadership that may include idealised influence — idealised influence leaders are guided by strong ethical

and moral values, hence they end up acting as role models to their employees; inspirational motivation — when a leader exhibits an optimistic view and in the majority of cases sets high standards for followers; intellectual stimulation — this is when employees are aware of their problems and able to approach the problems creatively; and individualized consideration — when every employee gets special attention based on his personal characteristics and needs, and leaders show a willingness to listen to their employees and provide personalized advice and teaching (Asrar-ul-Haq & Kuchinke, 2016). Similarly Engelen et al. (2014) mentioned six leader behaviours commonly found among transformational leaders which are: formulation of an organisation vision; providing an appropriate model; accepting team objectives; having superior performance targets; providing individualized support; and providing intellectual stimulation (Engelen et al., 2014). Also Whiltshire (2012) mentioned that transformational leaders accomplish goals by sharing power with organisational members in order to achieve mutual goals, rather than operating through a hierarchical top-down leadership. Transformational leaders strive to develop followers into the next generation of leaders (Whiltshire, 2012). This generation of leaders are futuristic and have the potential to instil IJV sustainability since they strive to develop future generation leaders.

Advocates of transformational / charismatic leadership are viewed by Grant (2012) and Asrar-ul-Haq and Kuchinke (2016) as possessing the potential to attain organizational tasks through engaging in inspiring behaviours such as championing a convincing vision, emphasizing team identities, expressing self-assurance and confidence, and emphasizing core values and ideals. These leaders help their followers to develop their strengths, make themselves readily available to support their followers and encourage them to work creatively to discharge routine tasks (Mohamed, 2016).

Transformational leadership places a strong emphasis on what is in the best interests of the team collectively, as opposed to leadership theories that emphasise the individual (Whiltshire, 2012). Transformational leadership “is concerned with emotions, values, ethics, standards, and long-term goals” (Northouse, 2010:171). Avolio et al. (2009:423) support the argument that transformational leadership is characterised by leader behaviours that transform and inspire followers to perform beyond expectations while transcending self-interest for the good of the organisation. Transformational

leadership is different from other leadership theories since it focuses on the growth and development of both the individual leader and the organisation as opposed to addressing the exchange or transaction that occurs between leaders and followers (Whiltshire, 2012). Their study found that moderating variables, for example reward, has the potential to influence the direction and strength of the relationship between leader and follower in a transformational leadership environment (Avolio *et al.*, 2009).

Transformational leadership pays attention to modern generation work groups who are motivated and feel empowered to succeed in times of uncertainty (Whiltshire, 2012). This leadership theory proposes that leaders inspire team members' aspirations and propel their superior order values, for example humanity (Avolio *et al.*, 2009). Beneficiary contact strengthens the effects of transformational leadership on group performance by enhancing team members' perceptions of pro-social impact (Asrar-ul-Haq & Kuchinke, 2016). Grant (2012) suggests that the behavioural integrity — a connection between a transformational leader's words and deeds — can be realised through beneficiary contact, characterised by the desire to instil a vibrant, credible association between the expression of pro-social impact and the reality of meaningful consequences for stakeholders. Charismatic / transformational leadership has been observed to link group identity with the leader and his or her strategic direction, contribute to employee motivation regarding their assignments, and work to surpass simple transactions (Avolio *et al.*, 2009).

Scholars have shown that transformational leadership is positively related to leadership effectiveness and various important organisational outcomes across many different forms of organisations, environment, forms of analysis and organisational cultural values such as output and income (Avolio *et al.*, 2009). Transformational leaders inspire team members to excel by clearly communicating expectations and justifications of those prospects and by serving as an example of what is expected from team members (Whiltshire, 2012).

Leaders who apply transformational leadership characteristics inspire a team spirit and camaraderie among the team members (Whiltshire, 2012). Over and above the fact that followers will develop an optimistic work outlook and are appropriately recognised for their contributions, transformational leaders make every effort to ensure that team

members feel that they are valued members and assets to the organisation (Whiltshire, 2012). Proponents of transformational leadership theory can influence performance through employees evaluating their relationships with their stakeholders, mainly customers of the organisation's products and services (Grant, 2012). They facilitate promotion and recognition of creative performance and assure the success of their followers through application of diverse approaches to problems (Mohamed, 2016).

Transformational leadership contributes significantly to the sustainability of IJVs in which organisational activities require supportive efforts and consensus among team members (Whiltshire, 2012). The need for supportive efforts and consensus among IJVs employees is one of the main ingredients for IJVs sustainability. IJVs team consensus is bound to enhance organisational performance. Transformational leaders normally appeal to their followers' intrinsic motivations and that leads followers to surpass their personal targets for the betterment of the organisation (Engelen, Flatten, Thalmann & Brettel, 2014). Also, It has been established that transformational leaders encourage the basic individual and team cultural principles, as well as the attitude and beliefs of team members to enhance their enthusiasm to perform over and above specified organisational minimum levels (Engelen *et al.*, 2014). In a Chinese business setting which is normally collectivistic, transformational leadership enhances employee creativity through team-level mechanisms of team conflict and knowledge sharing (Bai, Lin & Li, 2016). However contrary to the positive assertions regarding transformational leadership style, transformational leadership has a negative effect on both task and relationship conflict in the Chinese context (Bai *et al.*, 2016). The relationship oriented (*guanxi*) social value of interpersonal harmony in the Chinese people would rather avoid conflict, they don't normally openly debate with team members (Bai *et al.*, 2016). For transformational leadership, there is evidence of critical linkages of Chinese *guanxi*, *mianzi* and *renging* to key strategic success factors identified in the trust conflict resolution, commitment and cooperation in IJVs with Chinese partners (Lau & Tovstiga, 2015). Chinese IJVs relational factors *guanxi*, *mianzi* and *renging* underpin the bi-directional stakeholders' relationship in Chinese strategic partnerships (Lau & Tovstiga, 2015).

2.6.2 Transactional leadership style

Both transformational and transactional leadership styles motivate followers to commit to an ideation programme (Deichmann & Stam, 2015). İşcan, Ersarı and Naktiyok (2014); Birasnav (2014a) posit that transactional leadership is mostly used as a corrective approach and is comprised of three dimensions: contingent rewards, active management by exception, and passive management by exception. Contingent reward is when the leader seeks prior agreement on the tasks assigned to employees and uses rewards and promotions to get the intended results from followers (Deichmann & Stam, 2015). Management by exception is when leaders take corrective actions when they deviate from a chosen path (İşcan *et al.*, 2014; Birasnav, 2014a).

Management by exception comprises two categories: management by exception active involves leaders anticipating and resolving problems before they are likely to occur as it supposes that leaders supervise employees intensively, identify errors and take corrective measures beforehand; ii. Management by exception passive is when a leader does not anticipate forthcoming problems but takes action when problems occur (Asrar-ul-Haq & Kuchinke, 2016; Birasnav, 2014a). A transactional leadership style has a motivating influence in encouraging employees to generate ideas that drive the IJV forward (Deichmann & Stam, 2015). Some academics however, view transactional leadership behaviours as usually negatively related to the long-term performance of employees (Asrar-ul-Haq & Kuchinke, 2016). There is no meaningful cause and effect relationship between transactional leadership and IJV support or innovation (İşcan *et al.*, 2014).

When an IJV leader is more transactional, he / she articulates performance expectations clearly, but fails to inspire employees to do more than is implied by the assignment. Employees do not feel a sense of indebtedness towards their leader or a need to reciprocate (Epitropaki & Martin, 2013). Common to transactional leadership, employees are more inclined to use both soft tactics — for example ingratiation and exchange, and hard tactics — for example assertiveness, upward appeal and coalition (Epitropaki & Martin, 2013). This form of leadership is mainly based on the exchange of rewards dependent on performance (Avolio *et al.*, 2009).

Bahzar *et al.* (2013) suggests that a transactional leadership style is about adhering to the rules, guidelines for implementation of tasks and focus on the completion of tasks and jobs. Avolio *et al.* (2009) mentioned two detailed approaches that leaders can use to impact the way team members choose to behave in response to the level of motivation they use to standardize followers behaviours: first is the approach that relates to values — for example, achievement and emphasizes making particular values salient for the group to inspire him / her to action. The second approach relates to subordinate 'self concept', in which a leader motivates particular characteristics which followers can emulate, thereby establishing a collective team spirit that the group members ultimately embrace on their own. The self-concept approach refers to "the identity or (combination of identities) that is salient in the moment, and it consists of three types of components: self-views, current goals, and possible selves" (Avolio *et al.*, 2009:427). The self view relates to the working approach or view of oneself, whereas the possible selves may represent the ideal model for an individual as they may be striving for something that could be leveraged by the leader to motivate and develop subordinates into better group members or leaders themselves (Avolio *et al.*, 2009).

2.6.3 Authentic Leadership

One of the upcoming leadership theories attracting a lot of interest in the modern business world has been called authentic leadership development (Avolio *et al.*, 2009). The 'authentic' concept originated from the Greek philosophy "to thine own self be true" (Tzinerr & Barsheshet-Picke, 2014). Modern organisations are characterized by unique pressures, dynamics and challenges and there is need of a continuous systematic self-evaluation to create a competitive edge. This has led to organisations realizing the need for authentic leadership (Tzinerr & Barsheshet-Picke, 2014). Authentic leadership is positively linked to creativity (Malik, Dhar & Handa, 2016). The recent popularity of both management and scholars in authentic leadership has led to the adoption of the theory by organisations in the form of authentic management (Tzinerr & Barsheshet-Picke, 2014).

Authentic Leadership is "a pattern of transparent and ethical leader behaviour that encourages openness in sharing information needed to make decisions while accepting followers' inputs" (Avolio *et al.*, 2009:423). Wherry (2012) defines authentic leadership

as a product of positive forms of leadership that are incorporated into charismatic, transformational, visionary, ethical, transactional, directive and participatory leadership. An authentic leader encourages diversity and knowhow to build up their followers' potential and empower them (Hsiung, 2011). Generally, authentic leadership is comprised of positive leadership virtues that include upholding ethical behaviours, ethical interpretation and positive efforts (Wherry, 2012).

Management literature provides evidence that an authentic leadership approach results in the best expected outcome and is effectual in organisations attaining positive results (Wherry, 2012). Leaders derive various individual and organisational benefits from authentic leadership as evidenced by the growing aspects from social, cognitive and positive psychology (Clapp-Smith, Vogelgesang & Avey, 2009). Balanced processing, an internalized ethical perspective, relational transparency, and self-awareness are four main factors or components that explain the authentic leadership (Malik *et al.*, 2016). Balanced processing is: "objectively analysing relevant data before making a decision" (Avolio *et al.*, 2009:424).

An internalized moral perspective on the other hand is "being guided by internal moral standards which are used to self-regulate one's behaviour" (Avolio *et al.*, 2009:424). Relational transparency refers to "one's authentic self through openly sharing information and feelings as appropriate for situations (i.e. avoiding inappropriate displays of emotions)" (Avolio *et al.*, 2009:424). Self-awareness is the "demonstrated understanding of one's strengths, weaknesses, and the way one makes sense of the world" (Avolio *et al.*, 2009:424). When adopting the authentic leadership approach, it should be examined in the light of cross-cultural environments and also be assessed as to whether it is a generally acceptable helpful leadership approach (Malik *et al.*, 2016). Literature suggests that leaders who are inspired to receive or transfer knowledge and who are motivated to lead, will be more likely to initiate activities that arouse thoughts about their own advancement as an opportunity to advance their leadership effectiveness (Smith *et al.*, 2009).

Leaders who exhibit authentic leadership qualities increase followers' awareness of what is right, superior, significant and attractive help to raise group members' desires for accomplishment and self-actualization, as they cultivate in subordinates a higher

level of ethical maturity and motivate followers to perform not solely for their self interests, but also for the betterment of their team, organisation as well as their society (Malik *et al.*, 2016; Neider & Schriesheim, 2011). Neider and Schriesheim (2011) affirms the work of other investigators who concurred that an authentic leader is to a greater extent a “moral agent” who inspires subordinates to take actions that are dignified, fair and genuine. Some modern scholars view authentic leadership as a “root concept” that underscores the optimistic aspects of charismatic, transformational, spiritual and ethical leadership theories (Neider & Schriesheim, 2011).

An authentic leader is positive, optimistic, hopeful, flexible, moral / ethical, visionary, true to him / herself and prioritises developing group members to become leaders (Neider & Schriesheim, 2011). Authentic people are self-actualizing people, harmonious with their basic nature, who view themselves and their life clearly and accurately (Tzinerr & Barsheshet-Picke, 2014). Authentic leaders in the majority of cases can make decisions attuned with their inner voice since they are not stirred by others’ expectations (Tzinerr & Barsheshet-Picke, 2014). These are leaders who are deeply aware of their thoughts and behaviour and are viewed by followers as being aware of their own principles, information and authority, as well as that of others. They are aware of the context in which they operate and seem secure, hopeful, positive and determined (Tzinerr & Barsheshet-Picke, 2014).

Proponents of authentic leadership style are characterised by personal honesty as they are not motivated by external individual benefits such as personal gain, position or reputation. They are unique and authentic and are convinced by their own internal processes and personal values (Tzinerr & Barsheshet-Picke, 2014). Followers of an authentic leader follow their leader for authentic reasons, and conduct an authentic relationship with him or her (Rego, Sousa, Marque & Cunha, 2014). It is only followers or subordinates who can label one as an authentic leader, and consequently no leader should claim to be an authentic leader (Tzinerr & Barsheshet-Picke, 2014). Tzinerr and Barsheshet-Picke (2014) propose two ways to manage authentically; firstly the leader has to ascertain that there is a words-actions fit; and secondly the leader has to establish an understanding with his / her followers. As such, authentic leaders are expected to uphold truthfulness and honesty in their daily work and continuously strive

for self-enhancement, thereby eliminating actions and interactions that are perceived to be dishonest and manipulative (Wherry, 2012).

2.6.4 LMX leadership theory

Leaders Member Exchange (LMX) theory postulates the quality of the exchange relationships that prevail between organisational employees and their supervisors; it explains the position making processes between a leader and each individual subordinate and the exchange relationship over time (Yukl, 2012; Luo, Song, Marnburg & Ogaard, 2014). There are several interactions between leaders and followers in an LMX relationship, and direct supervisors are essential in facilitating the LMX relationship due to their immediacy to employees (Walumbwa *et al.*, 2011).

The foundation of LMX theory is an appreciation of different forms of exchange that is possible between leaders and subordinates (Tzinerr & Barsheshet-Picke, 2014). Several studies report a significant positive relationship between LMX and employee performance (Walumbwa *et al.*, 2011). LMX theory addresses the exchange between leaders and subordinates. The professional outline is different across followers and variations in maintaining the manager-employee relationship (Tzinerr & Barsheshet-Picke, 2014; Avolio *et al.*, 2009). In an effort to determine how to influence employee output, leaders should evaluate the magnitude of, and nature of the relationship they develop with their direct followers and how to increase employees' self-confidence levels (Walumbwa *et al.*, 2011). In a situation in which the LMX relationship is strong, efficiency, effectiveness and recognition are attained and employees are likely to prioritise more job-effort, thereby enhancing their performance (Walumbwa *et al.*, 2011).

The essential principle of LMX theory is based on the fact that leaders develop diverse exchange relationships with their subordinates, and as such the quality of the relationship impacts on the leader-member outcome (Avolio *et al.*, 2009). Increased quality LMX relationships enhance employees' performance and organisational citizenship behaviour (Avolio *et al.*, 2009). A differentiation strategy based on subordinates' cultural values are positively related to LMX approach, in which an exclusive working relationship is developed with each employee rather than adopting a universal leadership style (Lee, Scandura & Sharif, 2014). Within LMX, every

organisational employee is treated as special and unique and one's national culture is part of the uniqueness (Lee *et al.*, 2014).

LMX is viewed as a vital approach to leadership since leaders have the potential to interact with employees more frequently and effectively (Luo *et al.*, 2014). Vertical dyad linkage (VDL) was the former name for the LMX theory since its focus is on reciprocal influence processes within vertical dyads between a leader and his or her subordinates (Lee *et al.*, 2014). Previous studies provide an argument that dyadic relationships between leaders and followers are developed over time through several interactions and the leader may consciously or subconsciously develop different types of exchange relationships with his / her followers (Kim, Lee & Carlson, 2010). An effective leadership approach should be towards development of a harmonious leader-subordinate relationship so that both parties benefit from the relationship (Lee *et al.*, 2014).

LMX has a notable influence on organisational employee in-role and extra-role performance, job attitudes for example organisational dedication and affective commitment (Ariani, 2010). An LMX leadership approach may encourage followers to continue working with their leaders and assigned responsibilities (Luo *et al.*, 2014). Study results show that both LMX and relational uniqueness are significantly correlated to team spirit (Luo *et al.*, 2014). The quality of LMX relationship is evaluated by both leaders and followers and a high-quality LMX relationship consists of a high level of information transference, an increased level of reliance and trust, reverence, affection, broad support, increased level of communication, shared influence and several rewards (Tzinerr & Barsheshet-Picke, 2014). In a high-level exchange relationship, leaders develop a trusted in-group scenario with their followers and in a low-level exchange; the manager-employee link is essentially supervisory and less personal in nature (Tzinerr & Barsheshet-Picke, 2014). Organisational employees with higher quality LMX relations with their leaders gain more work associated benefits compared to employees with lower quality LMX relationships (Kim *et al.*, 2010).

Studies established that an employee who considers high LMX quality with his / her superior has a greater chance of feeling obliged to work harder, thereby leading to the attainment of desirable organisational performances (Kim *et al.*, 2010). A low-quality

LMX relationship is mainly characterized by reduced confidence levels, formal associations, uni-directional influences from supervisor to employee, restricted support, a reduced level of interaction and fewer rewards (Tzinerr & Barsheshet-Picke, 2014). Leaders operating in a trusted in-group environment have the potential to entrust responsibilities to their followers, which may precede the establishment of the relationship as an approach to assessing trustworthiness and potential, and later as a way of compensating employees and expressing appreciation of their work (Tzinerr & Barsheshet-Picke, 2014). In-group members feel more empowered than out-group members, since the leaders, by entrusting increased influence and authority to the in-group members, accord them more emotional support and include them in decision making activities (Tzinerr & Barsheshet-Picke, 2014).

LMX relationships are linked to enhanced job satisfaction, organisational dedication, subordinates output, and citizenship intangibles, as well as decreasing employee turnover (Kim *et al.*, 2010). In their study, Pellegrinin, Scandura and Jayaraman (2010) established that the relationship between LMX and organisational commitment is significantly positive in the United States, but not significant in India. Employees' national culture influence the relationship of LMX with organisational commitment as evidenced in their research that involved 23 countries (Rockstuhl, Dulebohn, Ang, & Shore, 2012). LMX theory assumes that employees' attitudes influence how leaders treat them (Rockstuhl *et al.*, 2012). Cultural orientation impacts on employee perceptions of LMX relationships and organisations' citizenship behaviours, but not leadership style (Testa, 2009). Organisational values influenced by one's national culture impacts on the relationship between LMX and employees (Testa, 2009).

2.6.5 Global leadership style

Global, cross-culture or multi culture leadership is one of the common leadership orientations with which organisations participating in the global environment are commonly referred to. Globalization has been found to be one of the major drivers of cross-cultural leadership interest, of which in the majority of cases necessitate leaders to work from and across increasingly diverse locations (Avolio *et al.*, 2009). Due to domestic market saturation, increased competition and the desire for growth in terms of customer base and return on investment, businesses are finding more and more the need to offer their products or services in more than one country and in some cases

through collaborations. There is much benefit in examining cross-cultural cooperation, because of its importance in the future, as we turn from individualized work structures in a single cultural environment to team work in a global context (Leonard, Pakdil & Collaborator, 2012). Understanding how important cooperation is among different cultures is paramount, as businesses become increasingly global or multi-cultural (Leonard *et al.*, 2012). “Culture acts as an external source of influence on leadership behaviour on daily personal lives which consequently influence each person’s behaviour within the organisation since each person brings another piece of the “outside world” into the workplace” (Dong & Liu, 2010:226).

As such scholars and global practitioners are becoming more cognisant of the challenges and rewards of managing across national and cultural boundaries; hence the need for effective global leadership has evolved (Bird & Mendenhall, 2016). It is only through effective global leadership that organisations like IJVs that operate across their own national geographical boundaries can sustain their strategic direction. Although some organisations may not be offering their products across the domestic country boundaries, they either employ employees of foreign cultural origin due to world wide migrations. Also most business organisations ‘products cross borders either directly or indirectly hence the need of these organisations to take cognisance of the tastes and preferences of foreign customers. To enhance organisational effectiveness and sustainability, business organisations that operate in two different markets located in different national contexts have to deal with the differing levels of cultural impacts (Chathoth, 2011). International business for example IJVs managers and scholars have begun examining the necessary capabilities, skills and characteristics of people who take on global leadership responsibilities (Mendenhall *et al.*, 2012; Bird & Mendenhall, 2016).

A definition of global or cross culture leadership should be one that highlights one’s experience across national boundaries, meaning that leaders should spend time learning and working in or with different cultures in order to be prepared to lead (Avolio *et al.*, 2009). With the advent of globalisation the need for leaders to be proficient in inter-cultural consciousness and practice have now been a pre-requisite (Northouse, 2010). Global leadership is considerably dissimilar from domestic country leadership as a result of the uniqueness of the global context which appear to exert diverse challenges on leaders compared to the domestic scenario (Mendenhall *et al.*, 2012; Bird & Mendenhall, 2016). Another role of global leadership is one that is not limited to

expanding the domestic leader's qualities and activities to a wider perspective, but also includes a rational globally oriented analysis. In addition, the nature and quality of relationships required with people in different global environments is different (Mendenhall *et al.*, 2012). Global leadership is a process of identifying leaders with the potential to effectively lead across several cultures (Avolio *et al.*, 2009). When an individual leader is required to have a broad set of experience, skills and knowledge that allows them to manage inter-cultural environment as opposed to concentrating on a biased orientation of one or two particular cultures, he or she can be referred to as a Global leader (Avolio *et al.*, 2009). Multinational firms need to develop global leaders, in both local and main office that possesses the necessary managerial skills to deal with cultural issues (Lee, Scandura & Sharif, 2014). Global or cross culture leadership can also be viewed or explained in diverse ways, for example, literature provides following terms to describe this form of leadership: visionary; rationale (goal attainment; behaviours) influencing, appealing, dynamic gantry, establishing community trust, border spanning, cross-cultural competence; multi-national corporation (MNC) work assignments (world-wide integration, approach, architecting; large participants) individuals, groups, organisational, world-wide community; global mechanism and descriptions of the global contexts (cultural, political, institutional, geographical differences, multiple authorities, complexity, ambiguity; (Mendenhall, Oddou & Osland, 2012). Due to the demands encountered by global leaders, Northouse (2010) proposed that leaders need to expand five cross-cultural competences, as they are expected to:

- a) understand business macro-environmental dynamics worldwide;
- b) acquaint themselves with the perspectives, tasks, and technological changes in other cultures;
- c) be able to work amicably with a cross-cultured workforce;
- d) be able to be flexible enough to live and communicate in diverse cultures; and
- e) be groomed to relate to people from diverse cultures as equals, as opposed to positioning themselves in a position of cultural superiority.

As is the case with IJVs, where two organisations of different cultural backgrounds engage into a collaboration relationship, the new organisational culture formed should be concerned with both sides' cultural orientations and leadership practices (Dong & Liu, 2010). Collaboration between foreign and domestic partners results in the formation of a hybrid organisation. Hybrid organisations resulting from the combination of foreign country and country of origin leadership practices normally bring up

synergistic benefits emanating from two different types of approaches. Since both players in an IJV bring leadership styles or practices enshrined on different cultural practices, the same similarities or divergences in the culture have influence in the form of leadership to be adopted. Those leaders assigned responsibilities in an IJV are greatly influenced by their respective head offices and this is specially so for the foreign leaders. Cross-culture leadership practices should have supporting systems for them to be effective (Dong & Liu, 2010). All systems like human resources management, production, financial, and supply chain should be tailor made to cater for the hybrid organisation from the conception of the collaboration idea throughout the life cycle. Some scholars argue that in a global leadership structure, national cultural differences are manageable through thoughtfully designed post merger integration processes for example open communication, managerial integrity and mutual respect (Lee & Kim, 2014). Being hybrid organisations, IJVs need to be applicable, as they are expected to build unique organisational culture that is embedded in the host country culture (Dong & Liu, 2010).

The impact of the country of origin effect on the transfer of leadership practices are felt to be influential at the early stage transfer stage and the impact of the country of origin in the subsequent phase is seen to be weakened (Chang, Smale & Tsang, 2013). Collectively, the impact of culture on each individual member of the leadership team creates a change in the culture of the organisation itself (Dong & Liu, 2010). It has been observed that country of origin and country of management effects on the transfer of IJVs leadership practices over time across organisations (Chang et al., 2013). The extent of cultural diversity between partner cultures brings in the magnitude of effort required for the leadership adjustment in establishing the desired organisational culture. Towards building an IJV leadership culture, cross culture training enables the individual to learn both content and skills that will facilitate effective cross-cultural interaction by reducing misunderstandings and inappropriate behaviours (Black & Mendenhall, 1990). Elimination of dysfunctional misunderstanding yields organisational cultural compatibility (OCC). This form of compatibility has a stronger direct impact on relationship performance as well as a direct effect on the certainty of the future of the relationship within the leadership team (Lu et al., 2016). The key to maintaining a successful relationship lies in ensuring that organisational cultures between partners are compatible, rather than minimizing differences between them (Lu et al., 2016).

In some cases research suggests that teams characterized by demographic heterogeneity have advantages over teams that are not demographically diverse (for example added ideas, approaches or perspectives), while other research indicates that the multi-cultural aspect of a team creates potential for added conflict (Dong & Liu, 2010). Similarly, cultural similarity was observed only to enhance general employee living adjustment, and has no effect on interactional or work adjustments (Koveshnikov, Wechtler & Dejoux, 2013). Regardless of all the synergistic benefits of multicultural employees, national cultural differences have a negative effect on post-merger integration in that acquired employees are likely to experience serious acculturation stress (Lee & Kim, 2014). To avoid or minimise cross-cultural conflicts, expatriates need to: i. be prepared for a different culture; ii. learn the form and conventions of communication in different cultures; iii. participate in social activities with people from different cultures; iv. be able to learn from others and take risks; v. develop cultural sensitivities; vi. consider cultural complexity; vii. consider themselves to be a culture manager; viii. be patient and understanding; ix. have realistic expectations; and x. have the courage to experience culture shock. (Dong & Liu, 2010)

To enhance IJV success, "management should consider the organisational culture of potential and current partners during all stages of the relationship development" (Lu, Plewa & Ho, 2016:99). A process should be implemented to engage all staff in the partnership, in order to collaborate in constructing an understanding of their cultural suitability or clash (Lu *et al.*, 2016). The ideal leaders for modern enterprises are those who are more experienced in terms of cross-culture and multi-level experiences. Due to the challenging cultural oriented nature of global leadership, flexible team members are bound to effectively execute the expected IJV mandate to the satisfaction of all stakeholders.

2.7 Leadership and sustainability of IJVs

Leadership plays a pivotal role for IJVs' financial sustainability (Akhtar, Tse, Khan & Rao-Nicholson, 2015). IJVs operating in emerging economies encounter diverse changes and challenges in pursuit of both national economic and IJV business goals — both short-term and long-term (Beamish & Lupton, 2016). There is a need for sustainable systems that support IJVs' value creation. The core of this leadership practice is stakeholder collaboration and intellectual humility (Chew & Anthony Dovey, 2014). In the majority of cases the creation of IJVs improves parent firms' performance

and sustainability (Jancenelle, 2015). Larimo and Nguyen (2016) suggest that the evaluation of a JV's establishment and sustainability and deciding what factors influence the choice of sustainability measurement is more complicated for jointly managed organisations like IJVs. IJVs' sustainability or success measures depend on the stage of the organisation in the IJV life cycle (Larimo & Nguyen, 2016). Generally there is a positive relationship between the level of partner' equity share, commitments to the IJV and the level of trust between partners (Larimo & Nguyen, 2015).

There is evidence to support the argument that continuous changes in performance are also attained by organisations in international investment collaborations such as IJVs (Bell & Van der Scheer, 2013). Since sustainability is one of the key challenges encountered by IJVs, if aspects of sustainable development do not preoccupy the mindset of IJVs' leaders, IJVs' sustainability strategies will not affect the day-to-day business activities effectively and they will be prone to higher failure rates (Baumgartner, 2009). IJVs' sustainability is "the adoption of business strategies and activities that meet the needs of the IJV and its stakeholders today while protecting, sustain and enhancing the human and natural resources that will be needed in the future" (Baumgartner, 2009:103). IJVs' sustainability strategies through the adoption and execution of a sustainability oriented organisational culture leads to the longevity of an entity (Linnenluecke & Griffiths, 2010). Sustainable development is "development that meets the needs of the present without compromising the ability of future generation to meet their own needs" (WCED, 1987:43). To determine the strategic direction of an IJV, leaders' direction and priorities play the most vital role in effective strategy formulation, implementation and evaluation, as effective leadership is the foundation for creating organisational sustainable competitiveness (Jooste & Foure, 2009).

The formation and governance cycles of IJVs are prone to ongoing pressures from diverse institutional environments that emanate from the local policies and legislature and other multinational dimensions (Beamish & Lupton, 2016). In an effort to enhance organisational success and sustainability, IJVs should constantly balance their performance with social responsibilities and environmental protection (Tomšič, Bojnec & Simčič, 2015). Leadership competencies as well as leadership qualities have a direct impact on the IJV's success and sustainability (Tabassi, 2016). Intellectual competence

for IJVs' leaders plays the most significant role in organisational achievements (Tabassi, 2016). Competent human capital has the potential to initiate and manage organisational innovation, thereby enhancing IJV sustainability (Tomšič, Bojnec & Simčič, 2015). There is a positive relationship between transactional leadership style and IJV success, but the relationship is not meaningful (İşcan *et al.*, 2014). Transformational leadership style has a positive relationship with IJV innovation (İşcan *et al.*, 2014). Also there is a positive relationship between transactional leadership style and IJV innovation although the relationship is not meaningful (İşcan *et al.*, 2014).

IJVs' visions correlate positively with shared vision, as shared vision correlates positively with internal and external integration (Chi-hsiang, 2015). Shared vision plays a critical role in the integration process during the IJV life cycle (Chi-hsiang, 2015). There is bound to be differences in the IJV performance depending on the parent firms' objectives, their competitive strategies, mode of entry, age of the IJV, control strategies, level of trust and commitment between the partners (Larimo & Nguyen, 2015). IJVs' Success factors include: i. inter-partner relationships — control mechanisms, commitment and trust, age of the IJV relationship; ii. investment specific — ownership distribution, establishment mode, target country uncertainty; and parent firm specific factors — motives for IJVs, Foreign Direct Investment (FDI), IJV experiences, competitive strategy (Larimo & Nguyen, 2015).

The most important motive for Finnish firms to enter the Baltic States (Estonia, Latvia, and Lithuania) has been market seeking (Larimo & Nguyen, 2015). When the knowledge contribution is evenly balanced, the relationship between the partners is assumed to be stronger, leading to IJV sustainability (Calhoun & Harnowo, 2015). A study found that intangible resource heterogeneity within an IJV creates higher performance gains for parent firms than tangible resource heterogeneity (Jancenelle, 2015). In IJVs, the less the national cultural distance between foreign parent and local parent, the higher the possibility for the foreign parent to understand and acclimatize to the host country's institutional environment and for the IJV to better react to the disparities of the institutional environment (Li, Li & Liu, 2013). IJVs with a high performance usually have a deeper understanding about institutional environments and can better understand variations of government policies in the host country (Li *et al.*, 2013).

Another strategy for success is that IJVs often choose positive response as opposed to strategic mutation to cope with changes of government policies (Li *et al.*, 2013). It has been found that trust across IJV functional subgroups is influenced by partners' business similarity and the behavioural integration of top managers representing the partners from both sides (Wai On, Liang, Priem & Shaffer, 2013). Some trust antecedents have direct effects on IJV performance (Wai *et al.*, 2013). Hybrid forms of organisations such as IJVs have superior knowledge transfer platforms and that knowledge translates into better financial performance (Beamish & Lupton, 2016). Cost leadership strategy help to increase IJV performance in terms of sales (Larimo & Nguyen, 2015).

2.8 Chapter summary

The body of knowledge covered in this chapter focused on two core aspects: leadership qualities and styles as they relate to IJVs. Discovering and gaining insights into the leadership qualities and styles that are provided in the extant literature provided a landscape for the study as this allows a deeper understanding of the current realities, practices and challenges involved in IJVs. The diversity and dynamics experienced by IJVs' leadership is better investigated through literature and empirical studies of this nature. The authenticity, relevance and significance of growing and nurturing IJVs in the global village are seen as a critical positive direction for developing nations like Botswana. A critical component of the success and sustainability of IJVs is the quality of leadership that drive the venture. For this reason attention was directed towards discussing contributions made by scholars in relation to the role of leadership in IJVs. Interestingly, leadership styles discussed in this chapter were transformational, transactional, authentic, LMX and global. Recognising that this study was mainly focused on IJVs, the global leadership style was discussed in greater detail in an effort to capture the need for such leaders in IJVs.

The next chapter, Chapter 3, presents literature on cross-cultural (cultural dimensions, norms, values and artefacts) in IJVs.

CHAPTER 3: CROSS-CULTURE IN IJVS

3.1 Introduction

With the advent of globalization, businesses are experiencing the need to either partner with foreign investors or to engage foreign nationals as employees, and this has proved to be worthwhile for some, but also challenging to a significant number of other players. The main objective of this chapter is to provide an overview of cultural dimensions, norms, values and artefacts as they are related to IJVs. Cultural factors (norms, values and artefacts) have an influence on the IJVs' organisational culture. A comparison is also made to the various cultural aspects of Chinese, Indians, South Africans and Batswana cultures. The introductory part of this chapter will provide cultural perspectives mainly on an individual and organisational dimension, and secondly the focus will be on the cultural antecedents in IJVs. Chapter 3 is ended with literature on the role of organisational culture on IJVs sustainability.

3.2 Introduction to culture

Every individual has family or societal cultural influences and every organisation also has its own adopted culture which is mainly influenced by the pioneering or prevailing leadership. Culture influences people's way of thinking and behaving and the combination results in different understandings regarding the strategic direction of organisations (He & Liu, 2010). Culture refers to the process to which people are exposed as a result of living in specific social systems (Schwartz, 2014). Hofstede (2011:3) views culture as "the collective programming of the mind that distinguishes the member of one group or category of people from others". Culture is always regarded as a collective phenomenon, but it can be associated with various collectives (Hofstede, 2011). This study defines culture as "the learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people, it is these shared qualities of a group that make them unique" (Northouse, 2010:336). Culture can be categorized in different forms, for example Schein, (2010) provided different categories of culture as: i. Macro cultures referring to nations, ethnic, religious groups, and occupations that exist globally; ii. Organisational culture which refers to public, private, non-profit organisations; iii. Sub-cultures are occupational groups in organisations; and iv. Micro-cultures, referring to micro-systems within or outside the organisation.

Culture is comprised of both historical and futuristic perspectives, and it is transferable within, and across generations (Chiu *et al.*, 2010, 2015). Information that is selected for transmission and reproduction in a society and as a result become part of the society's culture, are normally those that have the potential to solve people's fundamental psychological, as well as physical concerns effectively (Chiu *et al.*, 2015). Considering the societal and emotional significance of culture, a variety of aspects have been included in capturing national orientations in some psychological scope, including main value orientations, viewpoints, perceptions and personalities of society (Chiu *et al.*, 2015). Cultural intelligence (CQ), being another aspect of culture, is the ability of an individual employee to adapt effectively in cross-cultural settings (Huff, Song & Gresch, 2014).

National culture consists of "patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiment in artefacts and the essential core of culture consists of traditional (historically derived and selected) ideas and especially their attached values" (Engelen *et al.*, 2014). The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values (Engelen *et al.*, 2014; Engelen, 2011).

IJVs are mainly characterised by multicultural or cross-cultural compositions which is a form that consists of more than one culture, in other words, it constitutes the existence of multiple cultures. . Multicultural can also refer to a set of subcultures defined by race, gender, ethnicity, sexual orientation, or age (Northouse, 2010). IJVs are located in different places within the country of operation hence their activities are bound to be influenced by the respective sub-cultures in the communities in which they operate. Some sub-cultures have the potential to influence the language commonly used in the business, the recruitment and selection processes, and the general operations of the business. Culture represents the behavioural patterns and styles of an organisation that new employees are inducted into by those who have been in the organisation longer (Baumgartner, 2009). Determining the basic dimensions or characteristics of different cultures is the first step in being able to understand the relationship between cultures (Northouse, 2010). One's culture influences the relationship outcomes that emanate from the work environment.

3.3 Dimensions of culture

A cultural dimension is an aspect of culture that can be measured relative to other cultures (Hofstede, 2011). Tung and Verbeke (2010) referred to cultural distance dimension as the national or societal values on which nations or societies tend to differ. Each nation contains the main cultural orientation(s) that normally influence sub-cultures. To differentiate national or societal cultures, cultural distance measures can be used (Tung & Verbeke, 2010) and these are operational parameters that can be used as proxies for the dimensions, and to allow estimating scores to gauge the extent to which countries differ on cultural dimensions. Dimensions of culture are normally underpinned by variables that correlate across nations, not across individuals or organisations (Lehmann & Seitz, 2016).

Hofstede (2011) dimensions of national culture frequently used in academic research are:

- Power distance: related to the different solutions to the basic problem of human inequality.
- Uncertainty avoidance: related to the level of stress in a society in the face of an unknown future, it deals with society's tolerance of ambiguity.
- Individualism vs collectivism: related to the integration of individuals into primary groups.
- Masculinity vs femininity: related to the division of emotional roles between women and men.
- Long term vs short term orientation: related to the choice of focus for people's efforts, that is the future or the present and past.
- Indulgence vs Restraint: related to the gratification versus control of basic human desires related to enjoying life.

Northouse (2010) recognized several studies aimed at addressing the question of how to characterize culture for example: (a) Hall (1976, 2011) reported that a primary characteristic of cultures is the degree to which they are focused on the individual (individualistic cultures) or on the group (collectivistic cultures),

Person-task orientation refers to the extent to which cultures emphasize human interaction rather than tasks to accomplish (Northouse, 2010).

3.3.1 Power distance (PDI)

Power Distance (PDI) is defined as “the extent to which the less powerful members of institutions and organizations within a society expect and accept that power is distributed unequally” (Hofstede *et al.*, 2010:61). Power distance (PDI) dimension reflects the extent to which an unequal distribution of power is seen as legitimate and endorsed by society as well as the steepness of hierarchies in societies (Klasing, 2013). For organisational employees with high power distance, LMX may be less important in the formation of attitudes toward the organisation (Lee *et al.*, 2014). Employees with high power distance tend to have respect for authority and role based loyalty to organisations (Chen, Friedman, Yu, Fang & Lu, 2009). Also, employees with high power distance prefer to maintain a social distance from their superiors (Kirkman, Chen, Farh, Chen & Lowe, 2009). Employees with high power distance orientation are less sensitive to LMX, have the desire to participate in decision making and have higher organisational commitment (Chen *et al.*, 2009).

Hierarchy and egalitarianism variables are considered to be similar to Hofstede PDI dimension (Klasing, 2013). A high degree of hierarchy characterises societies where collective action is achieved by an unequal distribution of power and strict role obligation (Klasing, 2013). In egalitarian societies, collective action is achieved by voluntary cooperation of individuals who see themselves as equals (Klasing, 2013). There is a wide variety of individual personalities within each national culture, and national culture scores should not be used for stereotyping individuals (Hofstede, 2011). Power distance scores tend to be high for East European, Latin American, Asian and African countries (Hofstede *et al.*, 2010).

3.3.2 Uncertainty avoidance (UAI)

UAI is the extent to which the members of institutions and organizations within a society feel threatened by uncertain, unknown, ambiguous, or unstructured situations (Hofstede *et al.*, 2013). UAI dimensions captures the degree to which societies are comfortable with and can handle unstructured situations (Jahandideh *et al.*, 2014). People in

cultures with high UAI have a preference for structure that can reduce the ambiguity, although they do not always avoid risks (Klasing, 2013). Uncertainty avoidance “indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations” (Hofstede, 2011:10). Uncertainty avoiding cultures try to minimize the possibility of uncomfortable situations by strict behavioural codes, laws, and rules, disapproval of deviant opinions, and belief in absolute truth (Jahandideh *et al.*, 2014). Uncertainty tolerant cultures are more positive towards opinions different from what they are used to, they try to have fewer rules (Hofstede, 2011). The UAI index shows that scores are lower for English speaking, Nordic and Chinese culture countries (Hofstede, 2011).

3.3.3 Individualism versus collectivism,

Individualism is the opposite of collectivism, it stands for a society in which the ties between individuals are loose: a person is expected to look after himself or herself and his or her immediate family only (Jahandideh *et al.*, 2014). Individualism (IDV)-Collectivism refers to the degree to which individuals are integrated into groups, while individualistic society is where people are expected to stand up for themselves and to choose their own affiliations. In contrast, in a collectivistic society, individuals are considered members of a cohesive group and are expected to work and be rewarded as a group (Klasing, 2013). In individualism the ties between individuals are loose and everyone is expected to look after him / herself and his / her immediate family (Jahandideh *et al.*, 2014).

Collectivism is the degree to which people in a society are integrated into groups. From birth people are integrated into strong, cohesive in-groups, which are often extended families that continue protecting them in exchange for unquestioning loyalty and opposition to other in-groups (Hofstede, 2011). Collectivism stands for a society in which people from birth onwards are integrated into strong, cohesive in-groups, which continue to protect them throughout their lifetime in exchange for unquestioning loyalty (Hofstede, 2013). Individualism implies loosely knit social frameworks in which people are supposed to take care of themselves and their immediate families only, while collectivism is characterized by a tight social framework in which people distinguish between in-groups and out-groups and expect their in-group to look after them (Chathoth, Mak, Sim, Jauhari & Manaktola, 2011). The individualistic / collectivism

dimension reflects to the strength of ties between individuals (Klasing, 2013). In Individualistic societies, ties are weak and people are expected to look after themselves and pursue their individual interests, while in collectivistic societies, individuals are embedded in groups with strong ties and loyalty and are expected to place collective interests over personal interests (Chathoth *et al.*, 2011).

Chinese, Indian and most other Asian cultures are observed as highly collectivistic, with organisational relationships governed by high power distance, and this is a sharp awareness of differences in status (Taras, Kirkman & Steel, 2010). Managers should formulate collective goals, and encourage teamwork, shared vision and resources as measures to increase the degree of cross-functional collaboration (Engelen & Brettel, 2011). Managers that are in charge of international subsidiaries should strengthen their local corporate culture in collectivist cultures (Engelen & Brettel, 2011). Symbolic management and artefacts, such as social events with members of all functions and buildings that allow continuous communication between functions, can be important options (Engelen & Brettel, 2011). The use of language that emphasizes a “we” feeling between functional departments can be valuable (Engelen *et al.*, 2014). All other people outside the in-group are considered to be out-group members, and are treated with a different set of norms, emphasizing a lack of mutual duties, obligation and relatedness (Fitzsimmons & Stamper, 2014). In-group collectivist employees tend to prioritize in-group relationships over task completion, because cooperating with and meeting the expectations of in-group members takes precedence over other goals (Fitzsimmons & Stamper, 2014).

Fitzsimmons and Stamper (2014) mention that Individualistic cultures tend to:

- emphasize individual achievement and accomplishments;
- subordinate the needs of the group to their own individual needs; and
- emphasize individual outcomes and material financial rewards that are expected to be awarded based on merit and equity.

Individualism tends to prevail in developed and western countries while collectivism prevails in less developed and eastern countries (Japan takes the middle position) (Hofstede *et al.* 2010).

3.3.4 Masculinity versus Femininity

Masculinity-femininity refers to the extent to which a society emphasizes masculine behaviour such as assertiveness, acquisition of money and material possession, as opposed to feminine behaviour such as helping others, putting relationships with people before money, not showing off and caring for the quality of life (Jahandideh *et al.*, 2014). Masculinity / Femininity (MAS) dimension-reflects the extent to which people prefer material goals, achievement and competition (Hofstede, 2011; Hofstede, 2013). The effects between gender and one's potential to evaluate and communicate emotions of cross-cultural adjustment (CCA), has been observed to be slightly stronger for males than female expatriates (Koveshnikov *et al.*, 2013). Masculinity (MAS) is the extent to which the society has clearly differentiated emotional gender roles, with men expected to be assertive, tough, and focused on material success, and women modest, tender, and concerned with the quality of life (Hofstede *et al.*, 2010). Femininity on the other hand is "the extent to which the society's emotional gender roles overlap, such that both men and women are supposed to be modest, tender, and concerned with the quality of life" (Hofstede *et al.*, 2010:61).

3.3.5 Long-term versus short-term

Long-term corresponds to Bond's Confucian work dynamism and has the following values: perseverance, thrift, ordering relationships by status and having a sense of shame (Hofstede, 2011). The short-term dimension considers values reciprocating social obligations, respect for tradition, protecting one's face and personal steadiness and stability (Hofstede, 2011).

3.3.6 Indulgence and restraint

The sixth and new dimension, indulgence and restraint, which is based on a recent World Values Survey (WVS) was added (Hofstede *et al.*, 2010). Indulgence (IVR) refers to "a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun" (Hofstede *et al.*, 2010:281). Restraint, the opposite of indulgence, refers to "the conviction that such gratification needs to be curbed and regulated by strict social norms" (Hofstede *et al.*, 2010:281).

3.3.7 Monumentalism (MON) versus flexhumility

Monumentalism refers to the tendency for a society to characterize the human self to be like a proud and stable monolith (Hofstede *et al.*, 2010). The opposite of monumentalism is flexhumility, which refers to the tendency for a society to promote humility, flexibility and adaptability to changing circumstances (Hofstede *et al.*, 2010).

3.4 Organisational culture

Organisational theory scholars used the culture concept as a metaphor to study organisation as a concept from which meanings are constructed and expressed through social interactions (Baumgartner, 2009). The term culture applies to groups such as tribes, ethnicities, nations, or national subcultures (Minkov, 2011). The assessment of organisational culture has mainly focused on organisational values (Linnenluecke & Griffiths, 2010). Organisational culture is “A pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive think, and feel in relation to those problems” (Schein, 2010:18).

Culture implies some level of structural stability in the organisation; it is something that continues to be practiced even when some members of the organisation depart (Schein, 2010). As long as an organisational group has been established, it is hard to change because group members value stability in that it provides meaning and predictability (Schein, 2010). Organisational culture is often an unconscious part of a group and is less tangible and less visible (Schein, 2010). It has been observed that “culture acts as an external source of influence on employee behaviour on daily personal lives which consequently influence each person’s behaviour within the organisation since each person brings another piece of the “outside world” into the workplace” (Dong & Liu, 2010: 226). Collectively, the impact of culture on each individual creates a change in the culture of the organisation itself (Dong & Liu, 2010).

3.4.1 Organisational culture norms, values and artefacts

Organisational culture can be viewed as the organisational values communicated through norms, artefacts and observed behavioural patterns (Hogan & Coote, 2013).

Scholars have found that organisational culture is shaped by management through organisational values, norms and artefacts as it encourages and supports acceptable behaviours in IJVs (Hogan & Coote, 2013). The confusion in defining organisational culture is mostly attributed to the failure of people in differentiating its separate layers: cultural assumptions, values, beliefs, norms and artefacts (Hogan & Coote, 2013). Organisational culture of IJVs can be measured by examining the culture dimensions that characterize their type of management (Gomez-Miranda *et al.*, 2015).

In an effort to explain organisational culture values, Hofstede (2011) proposed six dimensions: a) process-oriented versus results oriented, where process oriented cultures are dominated by technical and bureaucratic routines and results oriented organisations are controlled by a common concern for outcomes; b) job oriented versus employee oriented where job oriented assumes responsibility for the employees job performance only, and nothing more, while employee-oriented cultures assume a broad responsibility for their members' well-being; c) professional versus parochial: in professional oriented cultures, employees are usually highly educated and members identify primarily with their profession while in parochial cultures members derive their identity from the organisation for which they work; d) open systems versus closed systems. This dimension refers to the common style of internal and external communication, and to the ease with which the outside and newcomers are admitted to the organisation; e) tight versus loose control is the dimension that deals with the degree of formality and punctuality within the organisation; and f) pragmatic versus normative. This dimension describes the prevailing flexible (pragmatic) or rigid (normative) way of dealing with the environment, in particular with customers.

The established organisational culture in majority of cases needs to be strengthened through actions of founders and leaders, offering culturally consistent rewards to employees, selecting and socializing employees, and aligning artefacts.

3.4.1.1 Organisational cultural Values

Each and every society or organisation has its own values and beliefs. Values are the beliefs that a society or organisation regards as important in their daily activities. The rich complexity of meanings, beliefs, practices, symbols, norms and values prevalent among people in a society are manifestations of the underlying culture (Schwartz,

2014). Societal values are passed on from preceding generations to succeeding generations. Due to environmental dynamics like cross-culture diverse interactions, cross-border migrations and technological influences, societal values have been changing at alarming rates. What used to be a value in the generations of the 60's and 70's, whether in organisations or society, may no longer be a value for the current generation. Basic or cultural values refer to things that individuals believe are worth desiring in life and thus guide their behaviour (Maercker *et al.*, 2014). Values can be defined as whatever people describe as personally important. A value list can include items such as religion, work, leisure and fame (Minkov, 2011). The prevailing value emphasis in a society may be the most central feature of culture (Schwartz, 2014), and is the most direct expression of cultural orientations (Chiu *et al.*, 2015). Values reflect the shared underlying conceptions of what is good and desirable in the society (Schwartz, 2009). Organisations like IJVs may include shared leadership aspects, work ethics, outcomes or performance standards. Adoption and adherence to expected standards by stakeholders increases the chances of organisational acceptance in the country or place of operation. Value emphasis generates, justifies and supports societal institutions, and influences preferences for appropriate behaviours and attitudes (Chiu *et al.*, 2015). Organisational values provide a basis on which to foster a set of corresponding norms and expectations of an organisation. Values developed in an IJV environment are defined as evaluative standards relating to work environment, by which individuals, discern what is considered "right" or "wrong" (Hogan & Coote, 2013). Dimensions of values that are perceived to influence an organisation culture include: success, openness and flexibility, internal communication, competences and professionalism, inter-functional cooperation and risk taking (Hogan & Coote, 2013). In an international or global platform, value dimensions have greater bearing on organisational sustainability. The types of values, and the importance placed on those values vary from culture to culture as well as from organisation to organisation and are greatly influenced by their current and historical ecological and socio-political contents (Dong & Liu, 2010). As organisations of "going concern orientation", IJVs leadership should prioritise success as this is the primary objective of partners' strategic efforts. IJVs are characterised by cross-cultural combinations of employees, partners, shareholders, suppliers and customers. To this end, openness and flexibility are requisite values for the success of IJVs. Considering the diversity of cultures in which

IJVs operate, the appointed leadership team should also be open and flexible to the domestic cultural orientation and practices.

Cultural values play a significant role in shaping customs and practices that occur within organisations (Dong & Liu, 2010). Understanding cultural values is important in that it facilitates each team member's ability to properly identify, understand and respond to differences in the thinking, feeling and acting of potential team members around the globe (Dong & Liu, 2010).

3.4.1.1.1 Values Orientations

Modern cultural values represent motivations to pursue personal success and dominance over other gratifications for oneself (Maercker *et al.*, 2014). Some cultural values can lead to nations developing specific competences (Tsang, 2011). Only those beliefs and values that can be empirically tested and that continue to work reliably in solving the organisation's problems will become transformed into assumptions (Schein, 2010).

Beliefs and values often become embodied in an ideology or organisational philosophy, which then serves as a guide to dealing with the uncertainty of intrinsically uncontrollable or difficult events (Schein, 2010). The most important thing for leaders is to understand the deeper levels of a culture, to assess the functionality of the assumptions made at that level, and to deal with the anxiety that is unleashed when those assumptions are challenges (Schein, 2010). The complexity created by operating in a multi-cultural environment requires effective internal communication, competences and professionalism, inter-functional cooperation and risk taking for global leaders to be effective. For an organisation in a cross cultural environment to succeed, there needs to be compatibility between the values of expatriate leadership and domestic employees. Sometimes values are equated with more or less abstract, positively evaluated objects or states: health, family, work, religion and many other entities are referred to as values or are related to basic human needs, like the need for security, affiliation, or love (Datler *et al.*, 2013).

3.4.1.1.2 Schwartz' theory of cultural values

Schwartz' value theory proposes ten (10) basic values that are intended to include all the main values recognized across cultures in the world: power, achievement, hedonism, stimulation, self-direction, universalism, benevolence, tradition, conformity, and security (Datler *et al.*, 2013). Basic human values are derived from three universal requirements of human beings: needs as biological organisms, coordinated social interaction, and the survival and welfare needs of groups (Datler *et al.*, 2013). In order to use values in cross cultural comparisons, their meanings must be reasonably similar among cultures (Schwartz, 2014). Each individual has unique experiences and a unique genetic makeup and personality that gives rise to individual differences in personal values within societies (Schwartz, 2014).

3.4.1.1.3 Inglehart's values theory

Inglehart's 1977 first version of his work relates to the post materialism theory, that reduced Maslow's hierarchy to two basic needs namely materialistic and post materialistic (MPM) dimension (Datler *et al.*, 2013). Materialism and post materialism were conceptualized as poles of a uni-dimensional value continuum (Schwartz, 2014). Materialism manifests in one's preference for material and physical security, post materialism is the emphasis on higher needs like freedom, participation, self-expression or beauty (Schwartz, 2014). The second version of Inglehart's theory defines materialism as a survival / self-expression dimension which includes interpersonal trust, happiness, and liberal sexual morality as further indicators (Datler *et al.*, 2013).

3.4.1.1.4 The GLOBE values theory

GLOBE (Global leadership and Organisational Behaviour Effectiveness) expanded the five Hofstede dimensions to nine as they split collectivism into institutional collectivism and in-group collectivism, masculinity-femininity into assertiveness and gender egalitarianism, and long term orientation into future orientation (Hofstede, 2011, Dorfman, Javidan, Hanges, Dastmalchian & House, 2012). Also GLOBE added two more dimensions namely humane and performance orientations (Hofstede, 2011, Dorfman *et al.*, 2012). To be effective, global leaders are greatly influenced by a combination of value dimensions. Likewise one's cultural

orientation has the potential to influence the preferred cultural dimensions of leadership team members.

3.4.1.1.5 Cross-cultural value measures

According to Chiu *et al.* (2015) some of the cross-cultural measures used in research include: (a) Value system Module (VSM) (Hofstede *et al.*, 2010; Minkov & Hofstede, 2011), (b) Schwartz Value System (Schwartz, 2009), (c) World Value Survey (WVS) (Inglehart, 1997, Inglehart & Baker, 2000), (d) GLOBE cultural values (House, Hanges, Javidan, Dorfman & Gupta, 2004), (e) Cultural orientations scale (Bierbawer, Meyer & Wolfradt, 1994), (f) Horizontal and Vertical dimensions (Triandis, 1995; Triandis & Gelfand, 1998), (g) Cross-cultural (Chinese) Personality assessment Inventory (Cheung *et al.*, 2004b), (h) Social Axioms Survey (Leung *et al.*, 2002; Leung *et al.*, 2012), and (i) Tightness and Looseness Scale (Gelfand *et al.*, 2011).

3.4.2 Organisational cultural norms

A norm is behaviour that is considered normal in a society; in other words, the rules that guide behaviour. Organisational norms are mainly determined by the values adopted. Norms are the outcomes of adopted values. Organisational values are described as providing a broad foundation for an organisation's culture, while norms offer guidance for desired behaviours (Zheng *et al.*, 2010; Hogan & Coote, 2013).

Values underlie norms and artefacts as they determine observed patterns of behaviour (Hogan & Coote, 2013). Cultural norms are expectations of acceptable behaviours held by members of an organisation and have the force of social obligation or pressure (Hogan & Coote, 2013). Norms or expectations of behaviour are guided by values within the IJV (Zheng, Yang & McLean, 2010). Cultural norms impose constraints on the development of more formal institutions (Klasing, 2012). Dimensions of norms that are perceived to influence an organisation or culture include: success, openness and flexibility; internal communication, competences and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees and risk taking (Hogan & Coote, 2013). Adopting these organisational norms instils a focused and visionary leadership which is pro-stakeholders and progressive.

According to social learning theory, individuals learn values, attitudes, behaviours and skills through observing others (Hogan & Coote, 2013). The ultimate organisational behaviours emanate through observing others that will have subsequently reinforced the organisation values (Zheng *et al.*, 2010). Leadership tendency such as showing respect to employees (e.g. consulting them when making decisions that affect them), and demonstrating some appreciation of employees' efforts (e.g. acknowledging employees input in organisational goals formulation process) are vital for the smooth operations of the organisation. Norms are social expectations based on underlying organisational values and represent behavioural rules and guide actions within groups (Hogan & Coote, 2013) and in the majority of cases, norms specify sanctions for violations of the expectations (Hogan & Coote, 2013).

3.4.3 Organisational cultural artefacts

When arriving at any organisation, non-verbal “things” (for example the entrance gate security setup, building colour, language commonly used in the organisation, the reception area arrangements, decorations, birthday parties, end of year prizes e.g. worker of the year awards etc) are evident. These organisational visible things are referred to as artefacts. Artefacts are the most visible layer of an IJV culture and they are evident in organisational symbols, rituals, language and physical workplace arrangements (Schein, 1992; Hogan & Coote, 2013). Values and norms may be evident in artefacts (e.g. organisational rituals, languages, stories and physical configurations) and lead to desired behaviours (Hogan & Coote, 2013). Cultural artefacts are tangible aspects of culture shared by members of an organisation (Baumgartner, 2009). IJV cultural artefacts may include the visible products of the organisation such as the architecture of its physical environment, its language, its technology and its products, its artistic creations, its style as embodied in clothing, manners of address, emotional displays, myths and stories told about the organisation, published lists of values, observable rituals and ceremonies (Baumgartner, 2009).

Verbal, behavioural and physical artefacts are the surface manifestations of organisational culture (Kortba *et al.*, 2012). The contents of myths, stories and sagas reveal the history of an organisation and influences how people understand what their organisation values and believes (Kortba *et al.*, 2012). Language, stories and myths are examples of verbal artefacts and are represented in rituals and ceremonies (Hogan &

Coote, 2013). Technology and art exhibited by members of an organisation are considered physical artefacts (Kortba *et al.*, 2012). Artefacts include all the phenomena that one would see, hear and feel when encountering a new group with an unfamiliar culture (Schein, 2010). To successfully manage organizational culture, strategists must manage cultural artefacts (Schein, 2010). Similarly Schein (2010) mentions that cultural artefacts include myths and sagas about company successes and the heroes and heroines within the company, language systems and metaphors, rituals, ceremonies and symbols, certain physical attributes such as the use of space, interior and exterior design and equipment, and the defining values and norms. Embedded values and norms in IJV artefacts would greatly assist to achieve higher levels of attainment of the desired strategic direction (Hogan & Coote, 2013).

Organisational norms are derived from values, and they manifest in artefacts (Hogan & Coote, 2013). Strategists usually think in terms of managing values and norms but if they don't also manage existing cultural artefacts, then they build in barriers that could lead to failure (Schein, 2010). To be successful, strategists must create new cultural artefacts or modify the existing ones so that they support the new strategy (Baumgartner, 2009). Artefacts are considered a powerful mechanism for communicating and endorsing values that support IJVs' desired performance (Hogan & Coote, 2013). Physical arrangements of an organisation can support IJVs' image by providing employees with opportunities to exchange new ideas and share information between the manufacturing functional areas (Hogan & Coote, 2013).

3.5 The emergence of emerging economies – the case of the study

The extent to which various nations develop, differ depending on the level of development. It is often argued that the growth of major emerging powers, such as China, India, Russia, Brazil and South Africa will have a transformative effect on the world economy (Papa & Gleason, 2012). The BRICS countries are developing rapidly and are expected to surpass the current richest countries of the world by 2050 (Holtbrugge & Kreppe, 2012). The BRICS member countries are representative of their regions and South Africa represents the African continent as it is the continent's largest economy (Caki & Kabundi, 2013). Large companies from these emerging economies are about to become major global players and will change the global business environment with innovative business models (Holtbrugge & Kreppe, 2012).

The BRICS economies are different from each other and more so if one considers the weights of their respective business worlds. However, they also share some crucial features, such as: concentrated ownership with governments and families at the helm, and diversification and internationalization (Goldstein, 2013). Most firms from BRICS economies seek to obtain access to natural resources, new and untapped markets, and therefore emphasize the availability of these resources in the target countries (Holtbrugge & Kreppe, 2012). BRICS countries' firms possess specific strengths that help them to enter both developing as well as developed countries and to pursue their internationalisation strategy (Holtbrugge & Kreppe, 2012).

Outward foreign direct investment (FDI) of firms from BRICS countries has increased significantly during the last few years (Holtbrugge & Kreppe, 2012). While the internationalisation of Brazilian and Indian companies is primarily driven by economic motives, many Chinese and Russian firms also receive substantial political support from their governments to invest abroad, especially in strategically important industries (Holtbrugge & Kreppe, 2012). Of late massive Chinese firms are entering African countries in almost all commercial sectors. Chinese firms could be more easily integrated into African society if greater efforts were made by both Africans and Chinese to understand their cultural differences (Stuckelberger, 2015). While the arrival of the Chinese companies is a welcome development, there are also challenges associated with the way they operate their businesses. Asian owned companies that operate in Africa should look at practical ways to implement their government mandate to ensure optimal stakeholder engagement and strive towards a beneficial outcome for all their stakeholders (Stuckelberger, 2015).

3.5.1 Chinese cultural norms and values

IJVs have become one of the major forms of foreign investment in China since the implementation of Deng Xiaoping's open door policy (Wong, Wong & Wong, 2015). There is evidence of critical linkages of Chinese *guanxi*, *mianzi* and *renging* to key strategic success factors identified in the trust conflict resolution, commitment and cooperation in IJVs with Chinese partners (Lau & Tovstiga, 2015). Chinese culture is highly influenced by the principle of Confucianism, which emphasizes hierarchical interpersonal relationships (Dong & Liu, 2010). Another leading Chinese belief is developed by *Laozi* which emphasis harmony in which leaders care for followers,

respect tradition, exhibit normality and live in harmony (Dong & Liu, 2010). The relationship oriented (*guanxi*) social value of interpersonal harmony means that Chinese people would rather avoid conflict and therefore don't normally openly debate with team members (Bai *et al.*, 2016). It is generally observed that in Chinese society people avoid any open task conflict in the form of face to face confrontation (Bai *et al.*, 2016). A subordinate-supervisor or workplace *guanxi* has a positive and significant effect on the commitment to a supervisor, whereas the commitment to a supervisor has a positive and significant effect of affective commitments and organisation citizenship behaviour of employees, which leads to low staff turnover (Wong & Wong, 2013).

Another feature of Chinese culture is that it has been influenced by socialism and communism, the typical philosophy is egalitarianism rather than elitism (Dong & Liu, 2010). Relationship based leadership or Guanxi phenomenon is paramount in getting things done for Chinese leaders (Gao *et al.*, 2011). If a leader has good *guanxi* with his or her subordinates, he or she may be afforded greater respect and an enhanced reputation. In addition, if he or she carries authority in the same spirit, his / her subordinates are willing to work hard for him / her (Gao *et al.*, 2011). In Chinese language, Guanxi is viewed as "get twice the results with half the effort" (Gao *et al.*, 2011). Guanxi refers to a special relationship of both obligation and reciprocity that develop between members within a team, and it is one of the most striking features of Chinese culture (Dong & Liu, 2010).

Based on the Guanxi orientation, dimensions of Chinese Cultural values (CCVs) could best be conceptualized as a five component construct comprised of: a) integration¹ — attitudes towards work; b) integration 2 — attitude towards people; c) moral discipline; d) status; and e) relationships and moderation (Tsang, 2011). Attitudes towards people (Integration 2) includes tolerance of others, harmony with others, courtesy, humbleness, trustworthiness, and self-cultivation (Tsang, 2011). Status and relationship dimension entails face — protecting, giving and losing face, hierarchical relationship by status and observing the order, respect for tradition, Guanxi — personal connection or networking (Tsang, 2011).

Chinese Confucian ideology stresses the value of diligence and working hard to achieve a long-term goal of benefits, which can possibly be directed to the work value

of self enhancement, persistence, modesty and personal interest (Tsang, 2011). Chinese culture is highly collectivistic and is identified with the Confucian doctrine that emphasizes ties of kinship and close personal relations as opposed to the individualistic culture of westerners (Tsang, 2011). Most Chinese are risk averse, highly sensitive to giving, gaining or protecting face in social settings, and are more likely to consult their superiors even for ordinary tasks, therefore they are often characterized as less proactive in decision making and empowerment (Tsang, 2011). Several research studies concluded that Chinese people are united in their power distance, low individualism, low uncertainty avoidance and medium masculinity (Dong & Liu, 2010).

The degree of control by Chinese IJVs' partners is associated with greater Long-term, Orientation (LTO) across human resources management and this is viewed to be attributed to the Chinese culture of high long-term orientation (Buck, Liu & Ott, 2009). Long-term orientation (LTO) has been observed as a stable and influential norm of Asian societies, while the western partners are viewed to exhibit more of a short-termist influence (Buck *et al.*, 2009). Expatriates engaged in Chinese IJVs are bound to accept the influence of high LTO on strategies in order for them to continue with the relationship (Buck *et al.*, 2011). In Chinese settings, the most common cross-cultural management interventions include: cross-cultural training, cross-cultural communication systems and a unified organisational culture (Dong & Liu, 2010). The influence of Chinese sub-cultures is very subtle from a Batswana perspective as it is difficult to distinguish them. As such, all Chinese are grouped into one category of "Chinese".

3.5.2 Indians cultural norms and values

Indians initially migrated to South Africa around 500BC, and this was intensified under Natal's indentured sugar plantation labour system in the nineteenth century (Mishra & Suar, 2010). From as far back as nineteenth century, Indian philanthropic interests were found in the form of philanthropic contributions by *Gujati* and *Parsi* merchant communities, who provided funds for building schools, pilgrim rest houses, places of worship like temples, distributing relief items during disasters, and helping the poor (Mishra & Suar, 2010). A few first Indian families migrated from South Africa to Botswana in the beginning of the 20th century where they initially engaged in general trading. Gradually they built up big businesses by purchasing dealerships for international products, and also successfully investing in property (Mishra & Suar,

2010). Most of them acquired local citizenship as Botswana permitted expatriates with over ten years' residence in the country to apply for permanent residence status and citizenship.

Most Botswana Indians have lost contact with kin and specific and other social fabrics in India as a result of the longevity of apartheid and diplomatic isolation and the reinvention of caste identities on arrival to Botswana (Mishra & Suar, 2010). It should be noted that the foreign investors, for example Indians, may have different cultural values as compared to Botswana culture (Chand & Ghorbani, 2011). Indian investment in Botswana has been viewed as a major component of south-south cooperation (Krishnakumar, Sethi & Chidambara, 2014). Investors' interest in Botswana is due to the country's revenue potential, market access, low crime and low corruption rates (Transparency International, 2015) and these conditions have attracted Indian firms to invest in Botswana through collaborations.

Different dimensions of culture play different roles in how foreign investors (for example Indians) use their social network to start and manage businesses (Chand & Ghorbani, 2011). According to Panda and Gupta (2013) Indian culture differs from other cultures in that: (a) the Indian worldview is pluralistic in nature, where conflicting demands from contrasting dispositions and orientations are held together in the way Indians think and behave; (b) Indian culture has absorbed different cultural influences allowing diversities, discrepancies and contradictions to co-exist under an overarching tolerant worldview; (c) Indians' behaviour tends to be context sensitive in nature, which means, instead of being guided by universalized abstract norms and values, Indians tend to be guided by *desh* (place), *kal* (time) and *paatra* (person). The general tendency is for all Indians to be grouped under one cultural group and the different sub-cultures don't have an obvious influence from the perspective of most domestic individuals.

The majority of Indians are against the use of the term "Indian expatriate" or "foreign investor" since they claim to have been born in Botswana or South Africa and as such they consider themselves to be African (Mishra & Suar, 2010). The extent to which, or whether, Indians should consider themselves part of Indian diasporas and linked symbolically and materially to India as their homeland is a sensitive and debatable subject area in the Indian community (Mishra & Suar, 2010). The GLOBE study posits

that Indians prefer harmony in relationships and emphasise loyalty and solidarity (Chand & Ghorbani, 2011). One of the Indian thrusts is on improved brand image and stronger ties with the local community (Mishra & Suar, 2010).

Two main categories of Indians are found in Botswana business, namely those who were born and bred in Botswana or South Africa, and those who are expatriate employees from India. Most upcoming ventures in Botswana seem to engage more expatriate Indians, possibly due to skills diversity. It is also possible that when a Botswana based Indian employer employs an Indian expatriate directly from India, the employer has stronger bargaining power regarding working conditions and remunerations.

3.5.3 Botswana cultural norms and values

Botswana citizens are collectively referred to as Batswana (plural form) or Motswana (singular form). All indigenous citizens in Botswana, regardless of their sub-cultures are referred to as Batswana. The local dominating language is known as Setswana and it is taught in all schools although all other sub-languages continue to be used in the society. According to Batswana culture, men are perceived as the sole legitimate heir to leadership positions, resource administration, control and access in social and commercial settings (Hovoka, 2012). Within Batswana culture, women require the consent of their husbands, fathers, or other male relative prior to making certain decisions, for example buying property, starting a business etc (Hovoka, 2012). Batswana women dominate administration, retail trade, health care, education and domestic services and the informal sector, while men dominate higher decision-making positions in the formal sector (Hovoka, 2012).

The most important value held by Botswana citizens (Batswana) is that of *botho* (i.e. the highest respect, honour, esteem that one holds for another human life (Botswana Government, 2015). Botswana society expects and requires its members to have *botho*, which is manifested through good manners, humility, compassion, kindness, respect, gentility and observance of traditional norms and behavioural code (Botswana Government, 2015). *Botho* forms the fabric of the Batswana value system and the core pillar of the cultural norms and values of Batswana whether individually or as a team. Followers of *botho* believe that Batswana take care of each other and this has the

potential to lead to solidarity, community wellbeing and social harmony (Xing, Liu, Tarba & Cooper, 2014). Other Batswana values include democracy, development, self-reliance and unity (Countries and their Culture, 2016).

Regarding decision-making, the Batswana value of *morero*, or consultation consensus building is a principle that strongly supports consultation within the society to ensure peace through consensus. The process of *morero* at interpersonal, family and community levels is considered an invaluable asset in the ability to reach and sustain agreements (Countries and their Culture, 2016). Many Batswana look upon the consensual nature of *kgotla*, or public meeting debates and the manner in which community decisions are reached through consensus, as underpinning Batswana successful constitutional democracy (Countries and their Culture, 2016). The emphasis on consensus at the end of debates means that open disagreement is tolerated, the infusion of homogeneity and consensus being created only through silencing of differences and the inclusion of many possible voices (Xing *et al.*, 2014). The behaviour of Batswana employees commonly observed by foreign managers is that work constitutes only a part of the African employees' life and that community life and family are important (Xing *et al.*, 2014). There is a need for both foreign managers and African employees to show mutual respect and to teach each other (Xing *et al.*, 2014). Batswana employees' attitude towards work and life are highly influenced by their indigenous cultural values norms and beliefs.

3.5.4 South Africans cultural norms and values

The South African population is a mix of African (blacks), European (White), and a mixture of white and blacks (SABEC, 2016). The majority of South African business partners in Botswana are whites. Their sub-cultures go unnoticed by ordinary people and they are simply referred to as "South Africans". The majority of South Africans love success stories (SABEC, 2016) and the ethnic diversity of South African management teams make them well placed to manage effectively across cultures, for example in IJVs (Gomes, Cohen & Mellahi, 2011). Some of the common behaviours of South Africans are that: a) gift giving is not the norm in business; b) business meetings can be done over lunch or dinner in a good restaurant; c) the handshake is common in greeting; d) they use titles and surnames to address people; e) appointments should

be made starting at 0900am; f) business deals should not be rushed; and g) they prefer a “win-win” situation (Hofstede, 2011).

Several studies have produced diverse findings regarding the South African population dimensions of culture, for example Hofstede in his study established that individualism, certainty avoidance, power distance, masculinity and indulgence were common dimensions among the South African society. Hofstede’s analysis of South Africans observed dimensions common to South African society (www.geerthofstede.nl). In Hofstede’s study, South Africans Power Distance dimension scored 49, meaning that this society to a large extent accept a hierarchical order in which everybody has a place and which needs no further justification (Hofstede, 2010). In support of this view, Gomes *et al.* (2011) found that South African top managers are more willing to work together than lower level managers. Within South African organisations, centralization is popular, subordinates expect to be told what to do and the ideal boss is a benevolent autocrat (Hofstede, 1983, 2010). South African managers also showed evidence of a tendency for explicit decision-making power (Gomes *et al.*, 2011). Hofstede further established that South Africans scored 65 on Individualism, meaning that there is a high preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only (Hofstede, 2010). In an individualist society like South African, offense causes’ guilt and a loss of self esteem, and the employer / employee relationship is a contract based on mutual advantage (SABEC, 2016). The business community from a South African society perspective — whether operating within the domestic environment or operating in a foreign country — mainly base hiring and promotion decisions on merit only, and management is viewed as management of people (SABEC, 2016).

Masculinity is another dimension found within the South African society (Hofstede, 2011), as in the Hofstede study scored 63, indicating masculine, means that the society is driven by competition, achievement and success. Success within this society is characterized by the idea that the winner is the best in the field, a value system that starts from school throughout organisational life (SABEC, 2016). This is evident in the organisations run by, or that have South African partners in Botswana as they demonstrate significantly high performance levels. That could be the reason why South Africa remains the “giant” in Africa in terms of citizen development and product offering.

Considering the masculinity dimension, managers' emphasis is on equity, competition and performance, for example there are often high levels of conflicts and misunderstandings when JV managers originate from both developing countries (Gomes *et al.*, 2011). Managers tend to hold management values and practices from leading economies in high regard and try to assimilate them and they perceive those from weak nations as dysfunctional and to be avoided (Gomes *et al.*, 2011). Employees from weaker nations, for example Botswana, compared to South Africa are bound to have feelings of antagonism, indignation and dislike for South African managers (Gomes *et al.*, 2011).

Also Hofstede's study found that Uncertainty Avoidance scored 49 among the South African society, indicating a low preference for the dimension (Hofstede, 2011). Low UAI societies maintain a more relaxed attitude in which, practice counts more than principles and deviance from the norm is more easily tolerated (Hofstede, 2010). As South African society is characterized by low UAI, it follows that people believe that there should be no more rules than are necessary, and if the rules are ambiguous or do not work, they should be abandoned or be changed (Hofstede, 2011).

During the implementation stage of a JV, findings provided evidence of reluctance and unwillingness from the South African managers to change or at least adapt their deeply held beliefs, values and assumptions and ways of doing things (Gomes *et al.*, 2011). Also enshrined within the low UAI is the fact that schedules should be flexible, hard work is undertaken when necessary, but not for its own sake, precision and punctuality do not come naturally; and innovation is not seen as threatening (Hofstede, 2010). Indulgence dimension scored 63 in South African society, indicating the society's willingness to realize their impulses and desires with regard to enjoying life and having fun (Hofstede, 2010), they possess a positive attitude and a tendency towards optimism, and place a higher degree of importance on leisure time, acting as they please and spending money as they wish.

3.6 Organisational culture and IJVs sustainability

Culture is a key informal institutional driver that influences IJVs' performance (Rohlfers & Zhang, 2016). Cultural aspects are an essential recipe for the success or sustainable leadership of an IJV, since cultural differences have the potential to affect IJVs'

cooperation and the subsequent management style adopted (Gomez-Miranda *et al.*, 2015). IJVs' sustainability should be characterized by dynamic perspectives containing both financial and non financial measures (Akhtar *et al.*, 2015). Adopted organisation culture depends on the dominant IJV stake holding influencing perceived IJV strategic performance (Kobernyuk, Stiles & Ellson, 2014). There are several cross-cultural related factors that promote IJVs sustainability (Rohlfers & Zhang, 2016), for example D. Vivek and Glenn Richey (2013) mentioned that the compatibility of cultures' processes and structure are issues that need to be explored from as early as the pre-formation or development stage of IJVs, and IJV efficiency is associated significantly with the involvement of staff in its management and with centralization of decision making (Gomez-Miranda *et al.*, 2015). The establishment of trust among IJV leadership has been observed to be one of the key ingredients for success and sustainability (Kobernyuk *et al.*, 2014). IJVs' success as a result of the adopted organisational culture is positively associated with influence and control by the foreign partners (Kobernyuk *et al.*, 2014).

Adaptive leadership is a key determinant of non-financial sustainability, which in turn contributes to IJV financial sustainability (Akhtar *et al.*, 2015). The relational behaviour of IJVs' partners to resource seeking is optimally effective in the majority of cases when the partners' characteristics' fit is high (Vivek & Glenn Richey, 2013). In an effort to enhance IJVs' sustainability, relational or transactional approaches can evolve in IJVs and the partners should assess the extent of fit before getting into a JV relationship (Beamish & Lupton, 2016). Factors identified to enable knowledge-based sustainability in IJVs culture include:

- Firm specific assets and capabilities — for example proven products, research and development expertise, intellectual property assets and reputation; and
- Partnerships with leading customers, and collaborations built during the dynamic process of internationalization (Li & Deng, 2016).

As regards IJVs' sustainability, Gerbasi and Latusek (2015) suggest three mechanisms that can facilitate collaboration in organisations over and above the generalized trust:

- Frequent interaction that may form a basis for knowledge-based trust.
- Potential cultures that provide common platforms for communication.

- Presence of intermediaries that possess understanding and ability to instil relational behaviour among the partners and leaders. Relational behaviour between IJVs' partners is characterized by commitment, trust and opportunism aspects (Vivek & Richey, 2013).

Following is the set of Hypotheses to be discussed in chapter 5: Results and Findings- quantitative analyses

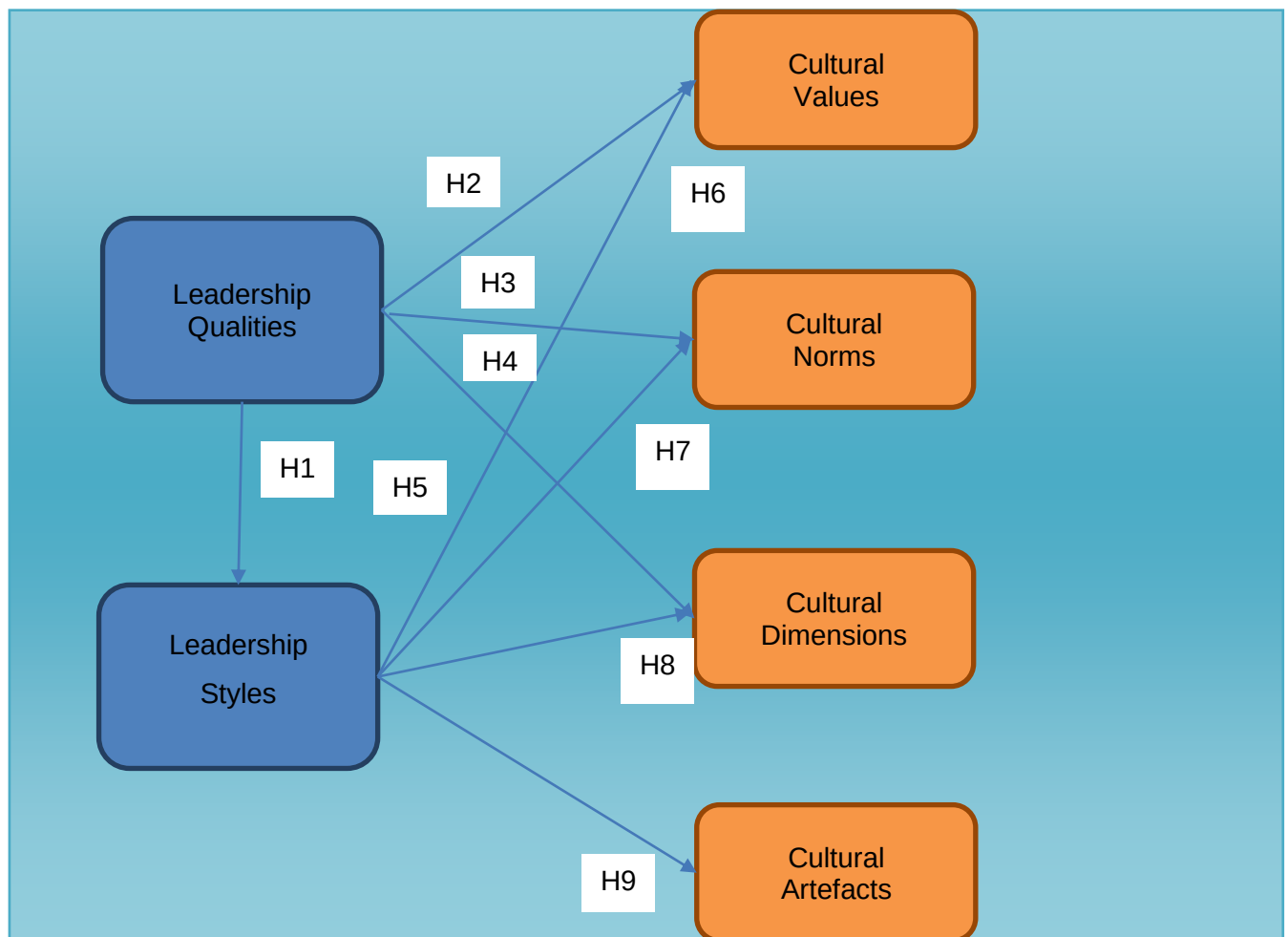


Figure 3.1: Hypotheses model

Source: Researcher's own construction

- H 1: There would be a significant positive relationship between leadership qualities and leadership styles.
- H 2: There would be a significant positive relationship between leadership qualities and cultural values.
- H 3: There would be a significant positive relationship between leadership qualities and cultural norms.
- H 4: There would be a significant positive relationship between leadership qualities and cultural dimensions.

- H 5: There would be a significant positive relationship between leadership qualities and cultural artefacts.
- H 6: There would be a significant positive relationship between leadership styles and cultural values.
- H 7: There would be a significant positive relationship between leadership styles and cultural norms.
- H 8: There would be a significant positive relationship between leadership styles and cultural dimensions.
- H 9: There would be a significant positive relationship between leadership styles and cultural artefacts.

3.7 Chapter summary

This study attempted to fill a knowledge gap regarding IJVs, as they are greatly influenced by the cultural orientations of partners and the selected leadership teams. Cross-culture or multi culture is the norm for almost all organisations with a stake in the global arena. This chapter was dedicated to this vital “norm” prevalent in the global business environment. The body of knowledge covered in this chapter focused on cross-cultural dimensions in IJVs as provided by the extant literature. A comprehensive review of cross-cultural literature provided the basis for IJVs’ leadership in this study. This chapter covered the main concepts of culture, organisational culture and cross-cultural orientations in IJVs. Also this chapter provided literature on emerging economies countries cultural dimensions, values, norms and artefacts. Chinese, Indians, South Africans and Batswana cultural norms, values and artefacts have also been discussed. Justifications for cross-cultural studies are based on the understanding that the global village is characterized by borderless cultural fusions and the leader within IJVs must be competent in dealing with this.

The next Chapter 4, presents the methodology and methods followed in this study. In the light of the preceding chapters and hypotheses set for this study on Figure 3.1

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

In this chapter the research design is discussed, as derived from literature, as well as the research philosophy or paradigm that guides this study. The research methodology, design, and methods used in this study depend on the research questions that have to be answered. Furthermore, the researcher's approach in conducting the research was guided by how he thought about the problem and how it was to be studied such that the results and findings were to be of quality in the discipline. In this study the research questions as mentioned in Chapter 1 were addressed following the research onion as proposed by Saunders, Lewis and Thornhill (2009:108) shown in Figure 4.1.

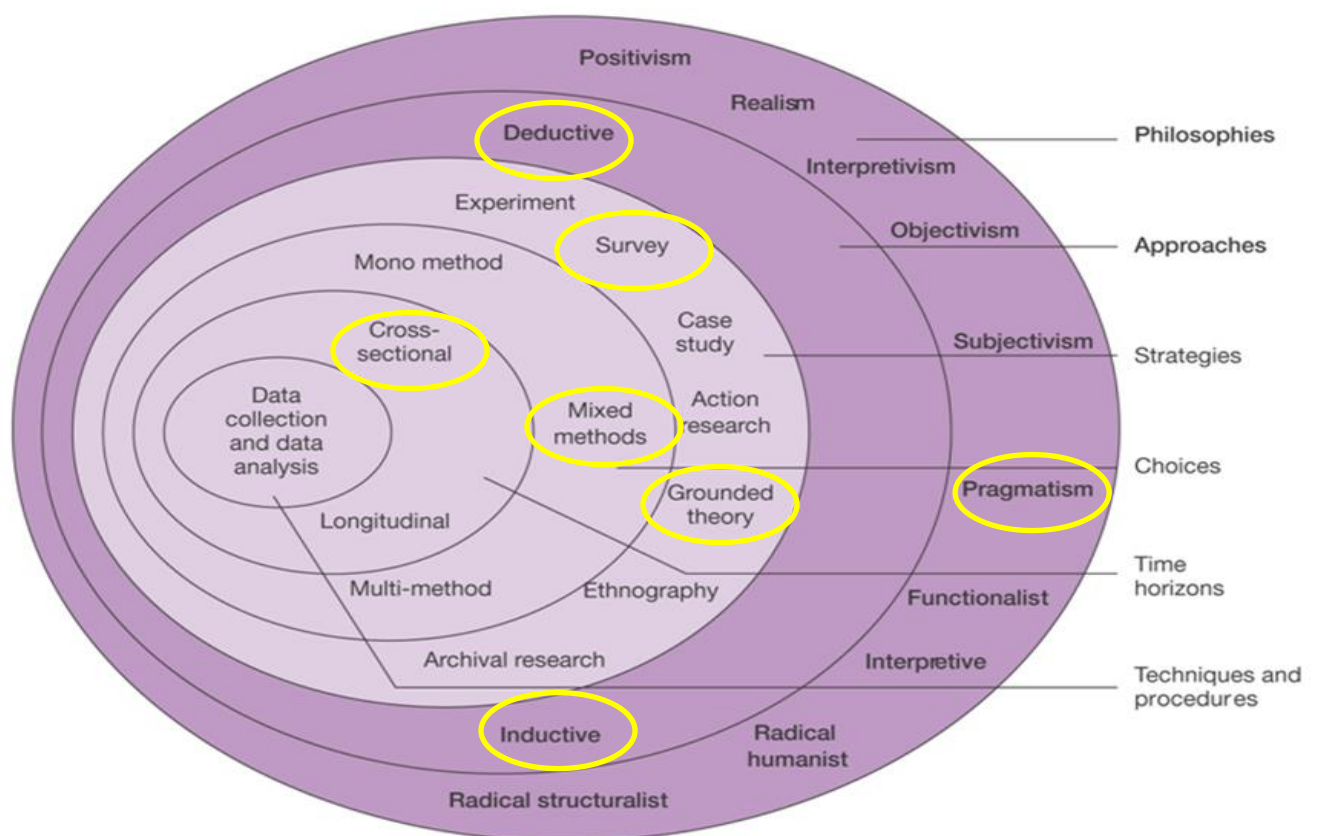


Figure 4.1: Research onion

Source: Saunders *et al.* (2009:108)

The research paradigm or philosophy, strategies, choices, sampling, data collection and data analysis are shown on the study mapping on Figure 1.2 in chapter 1.

4.2 The nature of methodology

Methodology is where assumptions about the nature of reality and knowledge, values, theory and practice on a given topic comes together (Chilisa & Kawulich, 2012). It is the way in which researchers approach problems and seek answers (Taylor, Bogdan & DeVault, 2015). Methodology is therefore a summary of the research process, starting with a choice of the research paradigm that informs the study (Chilisa & Kawulich, 2012). Methods are tools used for gathering data and are an important component of methodology (Saunders, 2009).

4.3 Research paradigm

There are several contributions regarding the paradigm concept in the academic world, for example Guba and Lincoln (1994:107) defined a paradigm as “a set of *basic beliefs* ... that deals with ultimates or first principles”. These beliefs represent a *worldview* that defines for its holder, the nature of the “world”, the individual’s place in it, and the range of possible relationships to that world and its parts (Guba & Lincoln, 1994:107). Other scholars view a paradigm as a model or frame of reference that shapes people’s observations and understandings (Rubin & Babbie, 2016). It is a way of examining social phenomenon in which particular understandings of these phenomena can be gained and explanations attempted (Saunders *et al.*, 2009).

In pursuing an inquiry, the underlying beliefs that define inquiry paradigms can be summarised by the responses given by proponents (i.e. researchers) of any given paradigm to the fundamental: ontological, epistemology and methodological questions (Guba & Lincoln, 1994). The core imperative determinant of the epistemological, ontological and axiological proponent’s orientation is the research question (Rohlfert & Zhang, 2016). Due to the multicultural, multi-dimensional and dynamic nature of IJVs’ leadership, a pragmatic paradigm was found to be best suited to this study (Birkinshaw, Brannen & Tung, 2011).

The pragmatic paradigm is a philosophical framework that supports the use of mixed methods based on the assumption that there is no one set of methods that is appropriate (Biesta, 2010). Pragmatist researchers normally collect data to best answer the research question, will employ multiple sources of data collection, will focus on the practical implications of the research and will emphasize the importance of conducting research that best addresses the research problem (Venkatesh, Brown & Sullivan, 2016).

4.3.1 Ontological questions

Ontology “is concerned with the nature of reality, this raises questions of the assumptions researchers have about the way the world operates and the commitment held to particular views” (Saunders et al.,2009:110). Chilisa and Kawulich (2012) note that ontology relates to whether we believe that there is one verifiable reality or whether multiple socially constructed realities exist. In an effort to address the question, “what do we believe about the nature of reality?” this researcher was convinced by the argument that pragmatism is not committed to any one system of philosophy and reality (Chilisa & Kawulich, 2012).

4.3.2 Epistemological questions

Stroud (2015) defines epistemology as the study of knowledge. Epistemology inquires into the nature of knowledge and truth, that is, what the basic belief about knowledge is, in other words, what can be known? (Chilisa & Kawulich, 2012). An Epistemological issue concerns the question of what is or should be regarded as acceptable knowledge in a discipline (Bryman & Bell, 2015).

4.3.3 Methodological questions

In pursuit of an inquiry, one has to address the question, as to how can the inquirer — would-be knower — go about finding out whatever he or she believes can be known (Guba & Lincoln, 1994).

In relation to epistemological and ontological orientations, every researcher is considered to have his / her own view of what constitutes truth and knowledge (Chilisa & Kawulich, 2012). The interrelationship between ontology, epistemology,

methodology methods and data (shown on Figure 4.2 below) provide a sound foundation for guiding the researcher.

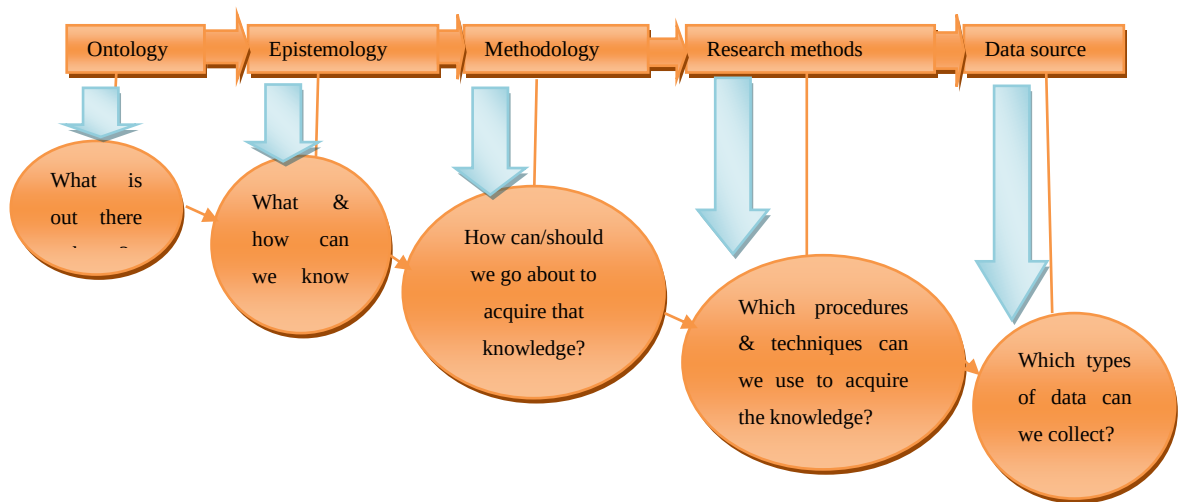


Figure 4.2: The interrelationship between ontology, epistemology, methodology, methods and data.

Source: Grix (2002:180)

In this study, the researcher followed the above outlined logical process by Grix (2002) in which the ontological question was premised on the desire to establish leadership in Botswana IJVs with partners from emerging countries. The epistemological orientation focused on the need to determine cross-cultural compatible leadership strategies for IJVs sustainability. Through a partially mixed concurrent approach, data was collected through a structured questionnaire and a semi-structured interview (Venkatesh *et al.*, 2016).

4.4 Philosophical approaches in business management

Bryman and Bell (2015) suggest that the most common paradigms applied in business research include interpretivism / constructivism and positivism. However Saunders *et al.* (2009) also proposes that the research paradigms commonly applied in Business Management include Positivism, Realism, Interpretivism and Pragmatism as mentioned in Table 4.1 below.

Table 4. 1: Comparisons of Research Philosophies in Management Research

	Positivism	Realism	Interpretivism	Pragmatism
Ontology: the researcher's view of the nature of reality or being.	External, Objective and independent of social actors	Is objective: exists independently of human thought and belief or knowledge of their existence (realist) but is interpreted through social conditioning (critical realist)	Socially constructed, subjective, may change, multiple	External multiple, view chosen to best enable answering of research question
Epistemology: the researcher's view regarding what constitutes acceptable knowledge	Only observable phenomenon can provide credible data, facts, focus on causality and law like generalizations, reducing phenomenon to simplest elements	Observable phenomena provide credible data, facts. Insufficient data means inaccuracies. In sensations (direct realism). Alternatively phenomenon creates sensations which are open to misinterpretation (critical realism). Focus on explaining within a context or	Subjective meanings and Social phenomena. Focus upon the details of situation of reality behind these details, subjective meaning motivating actions.	Either or both observable phenomena and subjective meanings can provide acceptable knowledge dependent upon the research question. Focus on practical applied research, integrating different perspectives

		contexts		to help interpret the data.
Axiology: the researcher's view of the role of values in research	Research is undertaken in a value-free way, the researcher is independent of the data and maintains an objective stance	Research is value laden, the researcher biased by world views, cultural experiences and upbringing. These will impact on the research.	Research is value bound, the researcher is part of what is being researched, cannot be separated and so will be subjective.	Values play a large role in interpreting results, the researcher adopting both objective and subjective points of view.
Data Collection techniques most often used	Highly structured, large samples, measurement, quantitative, but can use qualitative	Methods chosen must fit the subject matter, quantitative or qualitative	Small samples, in depth investigations, qualitative	Mixed or multiple method designs, quantitative and qualitative

Source: Adapted from Saunders *et al.* (2009)

Due to the interpretive framework based on the adopted pragmatism approach, this study focused on the outcomes of the research, that is cross culture compatible leadership strategies or success factors for IJVs (D.Vivek & Glenn Richey, 2013). In this study, the researcher adopted the pragmatism worldview as various methods (structured questionnaire and semi-structured interviews) of data collection and analysis to best answer the research questions (Chilisa & Kawulich, 2012). The researcher paid attention to conducting research that best addressed the research problem and focused on the practical implications of the research (Biesta, 2010). The chosen paradigm provides an opportunity for multiple methods, different worldviews and different assumptions as well as different forms of data collection and analysis (Creswell, 2013). No one paradigm or theoretical

framework is 'correct' and it is the researcher's choice to determine his / her own paradigmatic view, for example this study paradigm was complemented by the Interpretivism / constructivism, humanism and positivism paradigms beliefs and design (Chilisa & Kawulich, 2012).

4.4.1 Philosophical underpinnings of this study

This study's main question being: "***What are the cross-cultural compatible leadership strategies within Botswana Manufacturing IJVs with partners from the emerging markets which fall under the BRICS economies?***" indicates that leadership in cross cultured IJVs operate in complex environments that need to be researched within a pragmatism paradigm by seeking for deeper meaning and concepts embedded in social, historical, political and other contexts (D.Vivek & Glenn Richey, 2013). A pragmatic paradigm is a philosophical framework that is not committed to any one system of philosophy and reality; hence researchers using this worldview are bound to apply multiple methods in data collection and analysis (Venkatesh *et al.*, 2016). Pragmatism is the "engagement in philosophical activity that should be done to address problems, not to build systems" (Biesta, 2010:97). It is informed by many ideas as it is concerned with application of "what works" and it uses different knowledge claims and values (Lenzholzer, Duchhart & Koh, 2013). The pragmatic paradigm is "a new name for old ways of thinking". It is the revival of a tradition that saw theory as a useful instrument in a higher philosophical practice (Shusterman, 2016).

4.4.2 Justification of the selected paradigm for this study

Both qualitative and quantitative methods may be used appropriately with any research paradigm (Guba & Lincoln, 1994). Based on the literature, it is evident that IJVs encounter diverse challenges leading to their 50-70% failure rates (Ard-Pieter de Man *et al.*, 2009; Ozorhon *et al.*, 2010; Naicker & Saungweme, 2009; Jamali & Keshishian, 2009). The pragmatic paradigm places "the research problem" as central and applies all approaches to understanding and solving the problem (Creswell, 2013). This research intends to address these challenges faced by the IJVs operating in Botswana. The pragmatism paradigm was found to be ideal, since the ultimate results of the study should recommend "what works" — the cross culture compatible leadership in IJVs (Lenzholzer *et al.*, 2013). As a philosophical underpinning for mixed

methods studies this approach addressed the importance of focusing attention on the research problem and then using pluralist approaches to derive knowledge about the problem (Creswell, 2013).

This study therefore applied the mixed method as informed by the research questions supported by the adopted paradigm from data collection through to data analysis. The mixed method was adopted as it is a widely adopted triangulation approach where one set of data is used to corroborate the findings from another (Panda & Gupta, 2013). In this study, concurrent triangulation was conducted where the findings of a quantitative method were verified by a qualitative personal semi-structured face to face interview (Venkatesh *et al.*, 2013; Venkatesh *et al.*, 2016).

4.5 Research approach

Since pragmatism perspective considers practical consequences to be an integral component of meaning and truth, it supports the use of both quantitative and qualitative approaches (mixed methods) (Venkatesh *et al.*, 2016). It has been observed that alternative combinations of knowledge claims, the strategies and the methods contribute to a research approach options available: quantitative, qualitative or mixed (Creswell, 2013). Interesting to note is that mixed methods have mostly used the dialectic alternative paradigms; pragmatism and critical realism and complementary strengths stances (the use of multiple paradigms) (Venkatesh *et al.*, 2016). Commonly applied research approaches include: quantitative, qualitative and mixed approaches (Creswell, 2013; Rubin & Babbie, 2016; Biesta, 2010; Venkatesh *et al.*, 2013; Venkatesh *et al.*, 2016); deductive and inductive (Saunders *et al.*, 2009). Research approach, knowledge claim, strategy of inquiry and methods have a sequential relationship, as shown in Table 4.2.

Table 4.2: Relationship between research approach, knowledge claim, strategy of inquiry and method

Research Approach	Knowledge claim	Strategy of inquiry	Methods
Quantitative	Post-positivist assumptions	Experimental designs	Measuring attitudes, rating behaviour.
Qualitative	Constructivist assumptions	Ethnographic designs	Field observations
Qualitative	Emancipatory	Narrative designs	Open ended interviews
Mixed Methods	Pragmatic assumptions	Mixed methods	Closed ended measures, open ended observations

Source: Adapted from Creswell (2013)

4.5.1 Common research approaches in business management studies

The impact of business management research depends upon the appropriateness and rigor of the research approaches chosen (Scandura & Williams, 2000). There are three broad approaches in Business Management research, namely quantitative (deduction), induction (qualitative) and mixed methods approaches (Le, 2015). Business management researchers use of a variety of methods for example (inductive and/or deductive) to examine a topic might result in a more robust and generalisable set of findings (higher external validity) (Scandura & Williams, 2000).

4.5.1.1 Inductive approach

A qualitative approach in the majority of cases employs non-numerical data, often words, leading to a more inductive approach, theory development as opposed to theory testing (Bryman & Bell, 2015; Saunders & Bezzina, 2015). The result of induction analysis would be the formulation of a theory and theory formulation would follow data analysis (Le, 2015).

4.5.1.2 Deductive approach

The quantitative approach emphasises measurement and quantification of data, as it mostly applies a deductive approach to the testing of theories (Bryman & Bell, 2015; Saunders & Bezzina, 2015). Regarding the deductive approach, Saunders *et al.* (2013) mentioned that: a). there is the search to explain causal relationships between variables; b). to test hypothesis the researcher utilises another characteristic, the collection of quantitative data; c). there should be controls to allow the testing of hypotheses with a control group; d). research would use highly structured methodology to facilitate replication; e). to pursue the principle of scientific rigour, deduction dictates that the researcher should be independent of what is being observed; f). concepts need to be operationalized in a way that enables facts to be measured quantitatively; g). the principle of reductionism is followed, that the problem as a whole is better understood if it is reduced to the simplest possible elements; h). in order to be able to generalise statistically about regulations in human social behaviour, it is necessary to select a sample of sufficient numerical size.

4.5.1.3 Mixed methods approach

Another view presented by Creswell (2013) is that a framework is needed to combine the elements of philosophical ideas, strategies and methods into three approaches (Qualitative, Quantitative and Mixed) to research. A mixed research approach is where the researcher mixes and combines quantitative and qualitative research techniques or methods, approaches, concepts and language into a single study (Panda & Gupta, 2013; Creswell, 2013; Leech & Onwuegbuzie, 2009). Mixed methods research represents research that involves collecting, analysing and interpreting quantitative and qualitative data in a single study or in a series of studies that investigate the same underlying phenomenon (Leech & Onwuegbuzie, 2009). By combining quantitative and qualitative approaches into mixed methods research there is the potential to address both exploratory and confirmatory questions within the same research inquiry (Venkalesh, Brown & Bala, 2013). Once a method utilises both quantitative and qualitative methods, the study is either using a fully mixed design or a partially mixed design as shown on Table 4.3 below (Leech & Onwuegbuzie, 2009). Leech and Onwuegbuzie (2009) mention that mixed methods designs can be represented as a function of three dimensions:

- level of mixing (partially versus fully mixed)
- time orientation (concurrent versus sequential)
- emphasis of approaches (equal status versus dominant)

Fully mixed methods involves using both qualitative and quantitative research within one or more, or across the research objective formulation, type of data and operations, type of analysis and/or type of inference components (Leech & Onwuegbuzie, 2009). With Partially mixed methods, both quantitative and qualitative elements are conducted either concurrently or sequentially in their entirety before being mixed at the data interpretation stage (Leech & Onwuegbuzie, 2009).

Table 4.3: Typology of mixed research

	MIXING DIMENSION	TIME DIMENSION	EMPHASIS DIMENSION	MIXED METHODS STATUS
		Concurrent	Equal status	Fully mixed concurrent equal status
	Fully Mixed		Dominant status	Fully mixed concurrent dominant status
		Sequential	Equal status	Fully mixed sequential equal status
			Dominant status	Fully mixed sequential dominant status
Mixed Methods				
		Concurrent	Equal status	Partially mixed concurrent equal status
	Partially Mixed		Dominant status	Partially mixed concurrent dominant status
		Sequential	Equal status	Partially mixed sequential equal status
			Dominant status	Partially mixed sequential dominant status

Adapted from: Leech and Onwuegbuzie (2009:269)

Mixed methods approach has been termed the third methodological movement (paradigm), with quantitative and qualitative representing the first and second movements (paradigm) (Venkatesh, 2013). Alternatively mixed methods designs can be

divided into two main strands or phases: mixed methods monostrand designs and mixed methods designs (multistrand) (Venkatesh, Brown & Sullivan, 2016). A mixed methods strand / phase has three stages: i. Conceptualization (theoretical foundations, purpose and research methods); ii. Experiential (data collection and analysis) and iii. Inferential (data interpretation, and application) (Tashakkori & Teddlie, 2010); Venkatesh *et al.*, 2016) A monostrand study involves only a single phase of the conceptualization-experiential-inferential process, yet it consists of both quantitative and qualitative approaches (Venkatesh *et al.*, 2016). A multistrand design contains at least two research strands in which quantitative and qualitative approaches could be mixed in or across conceptualization-experiential-inferential stages (Venkatesh *et al.*, 2016).

Mixed methods sampling strategies for both sequential and concurrent sampling designs can be categorised into: i. identical samples (the same sample members participate in both quantitative and qualitative phases of the investigation); ii. parallel samples (samples for quantitative and qualitative components of the study are different but drawn from the same people); iii. nested samples (sample members selected for one phase of the study represent a subset of those participants chosen for the other component of the study; and iv. multilevel sample (involves using two or more sets of samples obtained from different levels of study) (Venkatesh *et al.*, 2016).

There are three paradigmatic stances rooted in the mixed methods contrasting philosophical assumptions: i. Dialectical pluralism that stands at the nexus of the constructivist and post positivist paradigms; ii. Pragmatic paradigm; iii. The transformative paradigms (Biesta, 2010).

4.5.2 Research approach for this study

This study approach is basically a combined deductive and inductive (Le, 2015), or is classified as a mixed approach (Creswell, 2013, Panda & Gupta, 2013; Venkatesh *et al.*, 2016; Venkatesh *et al.*, 2013). Mixed methods use both quantitative and qualitative data collection techniques and analysis procedures at the same time (concurrent) or one after the other (sequential), but when analysing the data quantitative data is analysed quantitatively and qualitative data is analysed qualitatively (Saunders *et al.*, 2009). Based on the research paradigm adopted in this research, the partially mixed

concurrent dominant status approach, in which both quantitative and qualitative elements were used, was conducted concurrently in their entirety before being mixed at the data interpretation stage (Leech & Onwuegbuzie, 2009). However in this study, quantitative data was analysed in Chapter 5 before the qualitative data in Chapter 6. Data collected using a structured questionnaire comprised of cultural dimensions, artefacts, norms, values and leadership qualities and styles was analysed using computer software SPSS version 2016. Data obtained from the in-depth semi-structured interviews was processed and analysed through the grounded theory approach.

Despite the growing acknowledgement that mixed methods can be useful to better understand complex organisational cultures, there are few examples of studies that combine quantitative and qualitative methods in a single study (Agbenyiga, 2011). As mixed methods are viewed to be valuable in this study, it was realized that the two approaches, namely quantitative and qualitative will compensate each other for the shortcomings of the other (Bartholomew & Brown, 2012). Embracing mixed methods provide researchers with the chance to explore subtlety and uniqueness in leadership (Bartholomew & Brown, 2012) and help to reveal aspects related to norms, values and general cultural behaviours (Kobernyuk, Stiles & Ellson, 2014). Researchers should align themselves to the integration of quantitative and qualitative methodologies as that yields rigor to studies and could help future researchers to adopt similar approaches to study leadership cross-cultural related international contexts (Bartholomew & Brown, 2012). Constructing quantitative measures with an inclusion of informative qualitative components allows for generalization to the wider target population (Bartholomew & Brown, 2012). Mixed methods research falls on a continuum from not mixed (mono-method) to fully mixed methods (Leech & Onwuegbuzie, 2009). After selecting the research paradigm, approach and strategy, researchers have options of choices from mono method, mixed method and multi method (Saunders *et al.*, 2009)

In this study, the research questions were addressed by the relevant mixed method approaches that also determined the data collection and analysis techniques applied as shown in Table 4.4.

Table 4.1: Research questions, approaches and data collection methods

Research Question	Method approaches	Data Analysis
What are the cross cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing?	Deductive and Inductive: Literature study, Survey (structured questionnaire) verified by a semi-structured Interview.	Data from literature & quantitative (questionnaire) verified by the interview.
How do cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJVs?	Deductive and Inductive: Literature study, survey (structured questionnaire) verified by a semi-structured Interview.	Data from literature & quantitative (questionnaire) verified by the interview
What are the cross-cultural compatible leadership strategies for IJVs within Botswana Manufacturing sustainability?	Deductive and Inductive: Literature study, survey (structured questionnaire) verified by a semi-structured Interview.	Data from literature & quantitative (questionnaire) verified by the Interview

Source: Researcher's own design

4.5.3 Justification of the approach used in this study

Interplay between paradigms and the application of multiple research methods could help open the way toward mid-ranges process-based theories that might then lead to more dynamic, as well as robust models for understanding the interaction between global leaders, foreign managers and host country employees (Birkinshaw, 2011). Mixed methods provide an opportunity to develop novel theoretical perspectives by combining strengths of quantitative and qualitative approaches in research (Venkatesh *et al.*, 2016). Scholars have suggested three advantages of mixed methods approach as including: i. it enables researchers to simultaneously address confirmatory and

exploratory research questions, thereby having the opportunity to evaluate and generate theory simultaneously; ii. The method enables researchers to provide stronger inferences than a single method or worldview; iii. It also provides an opportunity for the researcher to produce a greater assortment of divergent and or complementary views (Venkatesh *et al.*, 2016). According to Venkatesh *et al.* (2016); Venkatesh *et al.* (2013) the purpose of mixed methods can be divided into seven categories: i. Complementary (they enhance a complementary view about the same phenomena or relationships); ii. Completeness (to gain a complete picture of a phenomenon); iii. Developmental (such that questions from one strand is used to develop hypotheses to be tested by the researcher); iv. Expansion (to explain or expand on the understanding obtained in a previous study); v. Corroboration / confirmation or triangulation (to assess the credibility of inferences obtained from one approach; vi. Compensation (assists in eliminating potential design weaknesses of one approach by using the other); vii. Diversity (mixed methods assists in providing a divergent view of the same phenomenon (Venkatesh *et al.*, 2013).

Mixed methods are advantageous when carrying out leadership in a cross-cultural organisation research, for example: i) in their study Bartholomew and Brown (2012) mentioned that mixed methods are an integral means to ask complex culturally psychological questions without imposing bias; ii) the qualitative and quantitative methods will complement each other if employed systematically, as the approach allows for triangulation, which helps reduce bias and increases validity (Panda & Gupta, 2013); iii) through use of triangulation methods Shim and Steers (2012) mentioned that researchers believe that results from the research will be sound and thorough; iv) employing a mixed methods approach in organisational analysis yields findings that are more insightful, meaningful and grounded, compared to had the study been conducted using unitary research method quantitative (QUAN) or qualitative (QUAL) (Panda & Gupta, 2013), v) Creswell (2003) also revealed that a mixed method approach is useful to capture the best of both quantitative and qualitative research; and vi) a mixed method finding is more relevant, contextual and holistic (Panda & Gupta, 2013) as the approach is the best suited in applied settings where it is necessary to draw on multiple data sources to understand complex phenomena; and vii) constructing quantitative measures with an inclusion of informative qualitative components allows for generalization to the wider target population (Bartholomew & Brown, 2012).

Although the mixed method is considered disadvantageous in terms of time, skill and effort needed for the researcher, it has a broader focus than a single method design as it gathers more information in different modes about a phenomenon and is necessary in uncovering the “why” part of an organisational phenomenon (Panda & Gupta, 2013). The underlying logic of triangulation requires independence of methods through data analysis and interpretation (Saunders *et al.*, 2009; Panda & Gupta, 2013).

4.5.4 Previous studies that utilised the mixed approach

Management literature has evidence that many researchers, for example Qureshi and Collazos (2011); Boh, De-Haan and Strom (2012); Bartholomew and Brown (2012); Agbenyiga (2011); Panda and Gupta (2013); Kobernyuk *et al.* (2014); Shim and Steers (2012) have justified the application of mixed methods in cross-cultural leadership studies. Also there is a convincing application of mixed methods in cultural related research, for example Boateng (2009); Onwuegbuzie, Bustamante and Nelson (2010); Mertens (2014); Preacher, Zyphur and Zhang (2010) and Burchinal, Skinner and Reznick (2010) are among scholars who did research in cultural specific research. Researchers should align themselves to the integration of quantitative and qualitative methodologies as that yields rigor to studies and could help future researchers adopting similar approaches to study culture related international contexts (Bartholomew & Brown, 2012).

4.6 Research strategy

Saunders *et al.* (2009) research onion's third layer is comprised of research strategies, namely survey, experiment, case study, action research, grounded theory, ethnography, and archival research. Creswell (2013) also considers experiment, surveys, narrative studies, grounded theories, ethnographic procedures and case studies as research strategies. Some academics for example Chow and Yau (2010) consider research strategies as the research design. Research design is a general plan of how the researcher will go about assessing the research questions (Saunders, 2009). Individual researchers have a freedom of choice, they are free to choose the methods, techniques and procedures of research that best meet their needs and purposes (Creswell, 2013)

4.6.1 Research strategies in business management

Creswell (2013) contributes that qualitative research strategies in Business Management include:

- Ethnographies in which the researcher studies an intact cultural group in a natural setting over a prolonged period of time by collecting, primarily observational data.
- Grounded theory in which the researcher attempts to derive a general, abstract theory of a process, action or interaction grounded in the views of participants in a study.
- Case studies in which the researcher explores in depth a program, an event or an activity, a process, or one or more individuals. The case(s) could be an individual, an organisation, a program and has to be bounded by time and activity in which a researcher collects detailed information using a variety of data collection procedures over a sustained period of time.
- Phenomenological research in which the researcher identifies the “essence” of human experience concerning a phenomenon as described by participants in a study, understanding the “lived experiences” marks phenomenology as a philosophy as well as a method.
- Narrative research is a form of inquiry in which the researcher studies the lives of individuals and asks one or more individuals to provide stories about their lives.
- A mixed method is a multi-method approach through mixing quantitative and qualitative methods Saunders *et al.* (2009) identify research strategies as including experimental studies, survey, case studies, action research, grounded theory, ethnographies and archival research.

4.6.2 Research strategy for this study

The strategy adopted in this study was a survey method. Although a survey method is commonly associated with quantitative research, this study was of a mixed nature aimed at attaining the extent of anticipated rigor. This study began with a broad survey in order to generalize results to a population and then focused on a second phase, a detailed qualitative, semi-structured interview to collect detailed in depth data from participants (Creswell, 2013). A survey is a system for collecting valid information from or about people to describe, compare and explain their knowledge, attitudes and behaviour (Fink, 2010).

A survey consists of interrelated activities starting with defining precise survey objectives, choosing respondents, preparing a reliable and valid survey instrument, testing the survey with respondents and conducting all activities in an ethical manner (Fink, 2010). The survey strategy is associated with the deductive approach (Saunders *et al.*, 2009).

4.6.3 Justification of the selected strategy in this study

Surveys are a popular and common strategy in business and management research and is most frequently used to answer who, what, where, how much and how many questions (Saunders *et al.*, 2009). According to Saunders *et al.* (2009) benefits of surveys are that:

- They allow collection of a large amount of data from a sizeable population in a highly economic way.
- The use of questionnaire and data is standardized allowing easy comparison,
- They are perceived as authoritative by people in general and are both comparatively easy to explain and to understand.
- They can be used to collect quantitative data which can be analysed quantitatively using descriptive and inferential statistics.
- They can be used to suggest possible reasons for particular relationships between variables and to produce models of the relationships.
- They give the researcher control over the research process and through use of a sample, it is possible to generate findings that are representative of the whole population at a lower cost.

4.6.4 Previous studies that utilised the survey strategy

A survey strategy is usually associated with the deductive or quantitative approach, hence its wide application by the positivism oriented researchers. Also, survey strategy tends to be used for exploratory and descriptive research (Saunders *et al.*, 2009), the majority of cross culture and leadership researchers seem to have favoured the survey strategy for example Panda and Gupta (2013); Agbenyiga (2011); Dorfman *et al.* (2012); Kobernyuk *et al.* (2014); Georgieva *et al.* (2012) are among the majority who have applied the survey strategy in their studies.

4.7 Population and sampling

4.7.1 Study population

A study population is a group or collection of individuals or objects that a researcher is interested in as the main focus to be generalised (Rubin & Babbie, 2016). It can also be referred to as “a collection of all possible values that exist for the random variables under study” (Wegner, 2015:5).

4.7.2 Population for this study

According to the Botswana Ministry of Trade and Industry data base, there were a total of 114 manufacturing IJVs registered at the time of the study. All the IJVs with partners from emerging economies were 54. This research focused on 48 of the IJVs with partners from emerging economies countries that agreed to participate in the research, since six of the IJVs in the data base refused to participate in this study during the consent seeking process. The reasons why they refused to participate included the following: some organisation representatives said that they were no longer in a JV relationship with Botswana Development Corporation (BDC), some argued that they were too busy to participate and others were simply unwilling to participate. As a result 48 (44%) IJVs have partners from three of the emerging economies countries: India, China and South Africa. Forty eight (48) JVs with partners from three of the emerging economies countries formed the population of this study which subsequently became the sample, since all the IJVs were involved in data collection. It follows therefore that in this study data was gathered from all IJVs that agreed to participate in the study. The participating IJVs were spread across Botswana’s cities, towns and villages.

Botswana IJVs with partners from emerging economies countries were geographically distributed as shown on Table 4.5 below and Figure 4.3 below.

Table 4.5: Geographical Distribution of Manufacturing IJV's in Botswana

Place	No of IJVs
Lobatse	2
Gaborone	34
Mahalapye & Palapye	4
Selibe Phikwe ,Tonota ,Tati siding	3
Francistown	5
Total	48

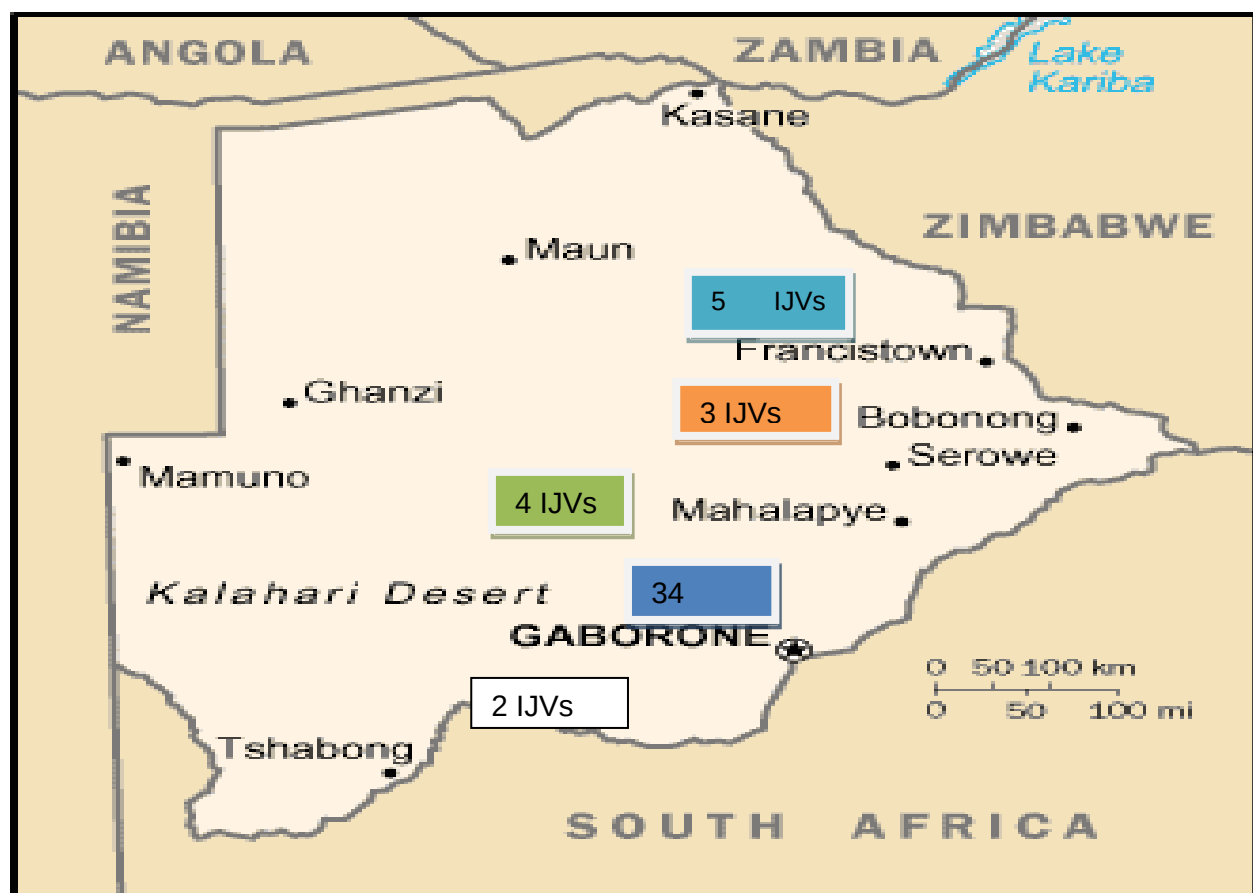


Figure 4.3: Geographical Distribution of Manufacturing IJV's in Botswana

4.7.3 Study Sample

A sample is a portion or subset of a larger group called a population and surveys often use samples rather than populations (Fink, 2010). The best sample is representative or a model of the population (Fink, 2010). A sample is representative of the population if important characteristics (for example age, gender, race, level of education) are distributed similarly in both groups (Fink, 2010). Sampling methods commonly applied

in business research are divided into two main categories namely Probability and Non-probability (Bryman & Bell, 2015; Fink, 2010; Saunders *et al.*, 2009; Creswell, 2013). Probability sampling provides a statistical basis for saying that a sample is representative of the study as target population has a known, non- zero probability of being included in the sample (Bryman & Bell, 2015). Non probability sampling is when samples are gathered in a process that does not give all the individuals in the population equal chances of being selected (Fink, 2010).

Since this study was premised on the mixed methods approach, sampling procedures were divided into three stages including cluster sampling, convenience sampling and purposive sampling, as shown on Table 4.6 below.

Table 4.6: Study Multi-Stage Sampling Method

Stage :1	Cluster sampling	Divided population into clusters of specific business lines
Stage 2	Convenience sampling (quantitative-questionnaire)	Average of 4 managers from the 48 IJVs (total 192) were requested to fill in questionnaire
Stage 3	Purposive sampling (qualitative- interviews)	7 Participants were selected basing on IJVs partner distribution and preparedness by the IJVs managers to participate in interviews, 1 manager was from BDC one of the funding organisation managers.

Distribution on the IJVs was used in the determination of the sample size for both questionnaire and interview data collection. Of the sample size of 48 IJVs, the construction and related industries had the majority 30(63%) of IJVs, 120 of the managers (63%) were selected to participate in the questionnaire data collection, while 3(38%) were purposively selected to participate in the interviews. Food, packaging and milling industry had 9(19%) IJVs, 36(19%) of the managers were selected for questionnaire data collection, while 2(25%) were purposively selected to participate in the interviews. Other industries had 9(19%) IJVs, 36(19%) of the managers were selected for questionnaire data collection, while 2(25%) were purposively selected to participate in the interviews. 1(13%) interview participant was a Botswana Development Corporation (BDC), the funding organisation officer.

4.7.3.1 Sampling of questionnaire respondents for this study

A total of 192 questionnaires were distributed to respondents from all the 48 IJVs with partners from emerging markets (*See Figure 4.4 below*). Participants were drawn from the strategic, functional and operational leadership levels. The distribution of questionnaires was also proportionate to the IJVs locations distribution. Gaborone, Botswana capital city and the surrounding area (Tlokweng, Mogoditshane, Pakalane), had the majority of 33(69%) of the manufacturing IJVs, hence 132(69%) of the questionnaires were administered in Gaborone as shown on Figure 4.4. Towards attaining a representative sample for all Botswana IJVs, questionnaires were distributed to Francistown (20), Tati Siding, Tonota and Selebi Phikwe (16), Mahalapye and Palapye (8) and Lobatse (8).



Figure 4.4: Geographical distributions of questionnaires

4.7.3.2 Sampling of interview participants for this study

A purposive sampling method was applied when the researcher selected participating organisations. Purposive or judgmental sampling enables the researcher to use his / her judgment to select participants who will best provide responses that will address the research questions and objectives (Saunders *et al.*, 2009). Saunders *et al.* (2009:239) further mentioned that “Purposive sampling may be adopted by researchers adopting the grounded theory strategy”. The purposive sampling strategy adopted in this study is the heterogeneous or maximum variation sampling which enabled the researcher to collect data to describe and explain the key themes that can be observed (Saunders *et al.*, 2009). The final number of respondents (8) as shown on Figure 4.5 below was arrived at from the consent seeking stage through all stages, for example constant comparative analysis, until there was theoretical saturation. Theoretical saturation is a stage when there is no more additional data to be found by the researcher (Onwuegbuzie, Dickinson, Leech & Zoran, 2009). As the researcher did interviews from December 2014 to April 2015, and reached a stage where similar findings were

emerging over and over again, the researcher became empirically confident that the category was saturated. The geographical distribution of interview participants is shown in Figure 4.5 below.



Figure 4.5: Geographical distributions of interview participants

4.8 Data collection methods and instruments

Saunders *et al.* (2009) research onion's 6th layer concerns techniques and procedures, mainly involving data collection and analysis methods. There are several data collection methods that can be used in Business Management research. During the data collection process, the researcher adapted Panda *et al.* (2009) following entry into organization (site of study) requirements:

The researcher:

- became familiar with the IJVs in the manufacturing location and identified the gatekeepers and contact persons (who provided and facilitated access for the researcher) and informants (potential respondents);
- built personal credibility and developed a trusting and personalized relationship from consent seeking to post data collection follow up;
- built and leveraged a mutual working relationship with IJVs gatekeepers and contact persons in the IJVs;

- strategized the data collection process to ensure that the organisation was accessed / entered a minimum number of times;
- remained patient (although very tiring with several repeat calls or visits) and focused throughout the data collection process ;f. remained sensitive, ethical and intuitive; and
- maintained a high degree of objectivity and rationality throughout the data collection process.

4.8.1 Quantitative primary data collection for this study

In a study by Hong and WM Chan (2014), it was found that research methods mostly employed in IJVs studies are questionnaire surveys, literature review and interview. The quantitative primary data collection process in this study relied on a structured questionnaire (See Appendix 1). The self-administered structured questionnaire was used to collect data after a pilot test and validation processes were applied. A list of IJVs in Botswana with partners who either originated or who were still citizens of emerging economy countries was availed through the Botswana Ministry of Trade and Industry data base as of 2013. Questionnaire administration was done from October 2014 to April 2015.

The survey allowed the researcher to cover a wider geographical area, covering all major Botswana cities, towns and big villages as shown on Figure 4.5 above. In addition, the survey method allowed respondents to fill in the questionnaire at their own pace, and allowed the researcher to uphold anonymity and confidentiality, since there was no control over the response rate (Ozorhon *et al.*, 2011). The researcher was cognizant that some respondents may request other people to complete the questionnaire, and necessary precautions were taken as the researcher entered into agreements with respective respondents before completion. This study fared reasonably well with 140 questionnaires from all the 48 IJVs, with an average of 4 managers, thereby having a population of 192 managers, and this was in conformance with Sample Size Calculator that recommended a sample size (n) of 127 for a population size (N) of 190 (Krejcie & Morgan,1970).

The structured questionnaire comprise the Likert - type scale in which “1” represented “Strongly disagree” and “5” represented “Strongly agree” (Lee *et al.*, 2014). This questionnaire comprises six sections:

Section A: Demographic Information questionnaire data. This questionnaire was developed by the researcher after considering the necessary variables related to IJVs’ leaders. This questionnaire was comprised of six items: age, gender, highest qualifications, work experience (years), nationality and management level.

Section B: The GLOBE Dimensions of Culture Questionnaire (House, Hanges, Javidan, Dorfman & Gupta, 2004) were used to measure vigour (4 items: uncertainty avoidance; 4 items: power distance; 3 items: collectivism (Institutional); 3 items assertiveness; 6 items: future orientation; 3 items: collectivism(In-group); 3 items: gender egalitarianism; 2 items: performance orientation; 3 items: humane orientation and 3 items Individualism). The GLOBE dimensions of the culture questionnaire have been extensively used worldwide see (Khalil, 2011; Zhao, Shen & Collier, 2014). Rigorous statistical procedures to verify that the scales are agreeable, one-dimensional and reliable to ensure cross cultural differences as the reliability of the scales designed to measure cultural dimensions had an average internal consistency reliability of 0.84; average inter rater reliability =0.95 (Javidan, House, Dorfman, Hanges & De Luque, 2006).

Section C: Building Self Confidence Questionnaire (Management and Training Leadership, 2013) was adapted to suit IJVs related to following leadership qualities (2 items: self-confidence; 2 items: emotional intelligence; 2 items: positive attitude; 2 items: visionary; 2 items: motivational; 2 items: managing performance; 3 items: being supportive).The reliability of this instrument measured by the Cronbach alpha is .4 for this study. The low reliability level was possibly due to the diversity of cultures from which the instrument was initially meant compared to the leadership qualities measured by this study.

Section D: All leadership styles questionnaires (Multifactor Leadership Questionnaire, Global leadership life inventory and LMX questionnaire) have overall Cronbach alpha reliability of .84. Multifactor Leadership Questionnaire (MLQ) (Transformational, Transactional and Authentic leadership styles) (Bass & Avolio, 2004) were used to

measure vigour (5 items: transformational leadership style; 2 items: transactional leadership style; 7 items: authentic leadership style). MLQ reliability coefficient of the scales ranged from 0.69 to 0.87 see (Jung, Chow & Wu, 2003; Chan & Chan, 2005; Xu, Wubbena & Stewart, 2016); the Global leadership life inventory was adapted to measure (5 items global leadership style), with Cronbach alpha ranged from .76 and .92 (Kets de Vries, Vrignaud & Florent-Treacy, 2004); LMX questionnaire (Graen & Uhl-Bien, 1995) were used to measure (5 items: LMX);

Sections E, F & G: Cultural Values, Artefacts and Norms (Hogan & Coote, 2014). The average value of the standardised parameter estimates were .68 cultural values; .78 cultural norms; .78 artefacts. The evidence supported the validity and reliability of the composite measures (Hogan & Coote, 2014)

When compiling the questionnaire it was observed that: i) IJVs' leadership can influence organisational culture effectiveness through observable experiences, personality, values, and leadership style and qualities (Wang *et al.*, 2012); and ii) it was further observed by Wang *et al.* (2012) that there is a need for direct comparisons regarding the differences of leaders across cultures or nations in terms of observable experiences, personality, leadership style and behaviour. While national cultures played a role in differentiating organisations, leadership differences have a more pronounced effect on organisational behaviours and subsequent performance (Shim & Steers, 2012). Culture can serve as either an antecedent or moderator to influence different aspects of executive leaders conceptualizing leadership across cultures (Wang *et al.*, 2012). To enhance rigor in research, Wang *et al.* (2012) observe that researchers might use cultural dimensions (See Section B of the questionnaire) rather than nations as antecedents or moderator of an investigation involving JVs in which top management team includes members from different cultures.

4.8.2 Qualitative primary data collection for this study

In this study, qualitative data collection was done through semi-structured interviews (See Appendix 2) conducted with each of the 7 participants who were drawn from the selected IJVs (IJVs) and one IJVs funding organisation in Botswana. In order to conduct a study, aimed at adding value to the body of knowledge concerning cross-cultural leadership challenges in Botswana IJVs in Manufacturing, the researcher involved managers that are strategic, functional and operational of the selected IJVs.

The researcher needed to select the most appropriate sampling elements to enable him / herself to address the research questions and objectives (Saunders *et al.*, 2009). Ten IJVs were approached to inquiring about their willingness to participate in the data collection process and ten agreed to participate in the interview from which eight were interviewed. The summary of the sample group that participated in the interviews is shown on Table 4.7 below.

Table 4.7: Summary of sample group and interviews

Interview	Age and gender	Age	Participant Nationality	IJV Partner	Date	Duration
Interview 1	Female	25	Motswana	Indian	9 Dec 2014	40 mins
Interview 2	Male	50	Motswana	South African	9 Dec 2014	45 mins
Interview 3	Male	32	Zimbabwean	Indian	12 Dec 2014	41 mins
Interview 4	Female	37	Motswana	South African	13 Dec 2014	42 mins
Interview 5	Male	35	Motswana	IJVs Funding Organisation	2 Dec 2014	43 mins
Interview 6	Male	34	Chinese	Chinese	10 Feb 2015	50 mins
Interview 7	Male	42	Motswana	South African	10 April 2015	38 mins
Interview 8	Male	42	Indian	Indian	14 April 2015	42 mins

An interview is a two-way conversation in which the interviewer asks the participant questions to collect data and to learn about the ideas, beliefs, views, opinions and behaviours of the participant (Doody & Noonan, 2013). Interviews generate deeply contextual accounts of participants' experiences and their interpretations of them (Schultze & Avital, 2011). Interviews are in the majority of cases used to gather detailed qualitative descriptions about people and other things of interest to the researcher (Panda & Gupta, 2013). It is in this regard that this study appreciated the advantages of interviews (See *Table 4.9*). Interviews provide rich data that gives a

broader picture of cross-cultural leadership of IJVs (Saunders *et al.*, 2009). There is a range of interview formats from which a researcher can choose from. One typology that is commonly used to categorise interviews is related to the level of formality and structure, for example structured, semi-structured and unstructured or in-depth interviews (Saunders *et al.*, 2009).

The most common type of interviews used in this qualitative research was a semi-structured interview (Halloway & Wheeler, 2010). Semi structured interviews are based on pre-set themes and questions (Doody & Noonan, 2013). These forms of interviews could be viewed as a combination of both the structured and the unstructured interviews, in that they involve standardized questions, a characteristic of the structured approach, as well as a less informal way of questioning which relates to the unstructured interview setting (Panda & Gupta, 2013).

Some of the main characteristics of semi-structured interviews as provided by Saunders *et al.* (2009) are:

- The researcher will have a list of themes and questions to be covered.
- The interviewer may omit some of the questions in some interviews.
- The order of questions may be varied depending on the flow of the conversation.
- Additional questions may be required to explore the research questions and objectives.

4.8.3 Conducting interviews for this study

Out of the eight (8) interviews, one participant was an officer from Botswana Development Corporation (an organisation that has been funding Botswana joint ventures). Appointments were made with respective participants before the interviews. As an introduction to the interviews, matters of anonymity, confidentiality and voluntary participation were shared with each participant. An interview guide (See Appendix 2) was developed to collect similar types of data from all participants and to create a sense of order (Halloway & Wheeler, 2010). Questions were divided into five sections: Bio-data, Cultural dimensions, Leadership qualities (intangibles), Leadership styles, Cultural norms, values and artefacts. The site of the interview is an important consideration and may affect data collection. Interviews were held with the selected

sample, based on the nature of the business line of the IJV with partners from emerging economies as shown on Figure 4.5 and Table 4.8.

Interviews should always be conducted at a time and place that is convenient for the participant, in a comfortable setting that is safe and free from interruptions (Doody & Noonan, 2013). Interviews that take place in the participant's workplace or home may be more relaxed and place the participant in some position of control (Halloway & Wheeler, 2010). All interviews were therefore held at venues convenient to the participants. The researcher opted to give a copy of the interview guide to participants before the interviews (Smith, Flowers & Larkin, 2009).

Although the researcher was guided by the interview schedule, there were opportunities for new concepts to arise during the interview that they may not have been initially considered (Doody & Noonan, 2013). The open nature of the questions encouraged depth and vitality which helped new concepts to emerge; thus increasing the validity of the study, by producing rich data for analysis. The researcher probed to clarify a participant's responses to questions using focused follow-up questions (Smith *et al.*, 2009).

When conducting the interview:

- the researcher first explained the type of interview to be conducted, its nature and the general format (Doody & Noonan, 2013);
- the researcher further explained that there were no wrong or right answers (Doody & Noonan, 2013);
- participants were informed that they could take their time in thinking and talking through the interview (Smith *et al.*, 2009);
- participants were encouraged to wait until the end of the interview before asking questions (Smith *et al.*, 2009);
- participants were advised as to how long the interview was going to take (Doody & Noonan, 2013); and
- the researcher acknowledged participants' effort at the end of the interview sessions, and informed them of the possibility of calling again to seek more clarifications if necessary.

4.9 Data analysis

4.9.1 Quantitative data analysis for this study

Quantitative data analyses were done with SPSS 23 (SPSS, 2016) and included three phases: demographics, correlation analyses and hypotheses testing. Descriptive statistics (i.e. means; frequencies) were used to analyse demographic data following the questionnaire sequence: Age, Gender, Level of Education, Work experience, Nationality and Level in the organisation. Correlation analyses were done to determine the relationships between Pearson product-moment correlation coefficient was used to specify the relationship between: leadership qualities and cultural values; leadership qualities and cultural norms; leadership qualities and cultural dimensions; leadership qualities and cultural artefacts; leadership styles and cultural values; leadership styles and cultural norms; leadership styles and dimensions of culture; leadership styles and cultural artefacts. A cut-off point of 0,30 (medium effect, Cohen, 1988) was set for the practical significance of correlation coefficients.

4.9.2 Qualitative data analysis for this study

Qualitative research is concerned with the meaning people attach to things in their lives, it is inductive since researchers develop concepts, insights and understandings from patterns of change of data rather than collecting data to assess preconceived models, hypothesis or theories (Taylor, 2015). In qualitative research, the researcher looks at the settings of people holistically, as groups of people are not reduced to variables, but are viewed as a whole; all perspectives are worth studying (Taylor, 2015). Qualitative research relies on methods that help researchers explore a new perspective on something unknown or to obtain a new understanding of some rich field of knowledge (Wang, Hong, Chen & Jiang, 2011). Qualitative research can be applied to human behaviour, cultural situations and social status (Myers, 2009). In adopting the qualitative analysis approach, this study opted for the grounded theory to explore and capture the important concepts and cross-cultural leadership challenges in IJVs.

This study adopted the grounded theory principles after considering its strengths, as the theory marries two contrasting and competing traditions, positivism and pragmatism (Charmaz, 2014). Grounded theory not only has been known for its rigor and usefulness, but also for its positivistic assumptions and it has gained acceptance from

quantitative researchers who sometimes adopt it in projects that use mixed methods (Charmaz, 2011). By adopting grounded theory principles in the method of analysis, the researcher could direct, manage and streamline his data collection and moreover, construct an original analysis of the data (Charmaz, 2014).

4.9.2.1 Grounded theory method and principles

Considering the fact that grounded theory can complement other approaches to data analysis, this study used its principles to verify study results derived from the quantitative data analyses and to expand the theoretical construct through exploring deeper. Grounded theory is a systematic qualitative research methodology, emphasizing the generation of theory from the research process (Charmaz, 2014). Grounded theory is “a qualitative strategy of inquiry in which the researcher derives a general, abstract theory of process, action, or interaction grounded in the views of participants in a study” (Creswell, 2009:13). This approach consists of systematic, yet flexible guidelines for collecting and analysing qualitative data to construct theories “grounded” in the data themselves (Vassilakaki & Johnson, 2015).

Most grounded theories are substantive theories because they address delimited problems in specific substantive areas such as cross-cultural leadership challenges in IJVs (Charmaz, 2014). Grounded theorists take various philosophical and methodological positions that influence the implementation of a set of essential grounding theory methods (Birks & Mills, 2010). When basing research on grounded theory, researchers remain open to what happens in the study interview statements so that he / she might learn about the research participants lives (Charmaz, 2014; Birks & Mills, 2010). Researchers construct their grounded theories through their past and present involvements and interactions with people, perspectives and research practices (Birks & Mills, 2010).

This study considered this approach as it provides guiding principles that fosters seeing the researcher’s data in fresh ways and exploring one’s ideas about the data from early analytic writing (Vassilakaki & Johnson, 2015). On another note, an emergent grounded theory method is viewed by Charmaz (2014); Bryant & Charmaz (2010, 2011) as inductive, indeterminate, and open ended and its main characteristics are that:

- it begins with empirical world and builds on inductive understanding of it as events unfold and knowledge accrues;
- it is used to study research problems that arise in the empirical world and can pursue unanticipated directions of inquiry; and
- it is well suited for studying uncharted, contingent, or dynamic phenomena

According to Charmaz (2014); Glaser and Strauss (1967); Glaser (1978); Strauss (1987) the defining components of grounded theory practice are: i) simultaneous involvement in data collection and analysis; ii) constructing analytic codes and categories from data and not from preconceived logically deduced hypotheses; iii) using the constant comparative methods, which involves making comparisons during each stage of analysis; iv) advancing theory development during each step of data collection and analysis; v) memo writing to elaborate categories, specifying their properties, defining relationships between categories and identifying gaps; vi) sampling aimed towards theory construction as opposed to population representativeness; and vi) conducting the literature review after developing an independent analysis. It was within this purview that this study is not based on “pure grounded theory”, but rather, adopted the grounded theory principles, as the process provides a methodology about sequential steps that are easy to follow and that facilitate useful observation of the content included in research projects (Myers, 2009; Vassilakaki & Johnson, 2015). Researchers apply grounded theory as it offers a useful method for gaining an understanding of the context of the user experience when researching (Vassilakaki & Johnson, 2015). Myers (2009) mentions that grounded theory is rooted in systematic data collection and analysis that serves to identify the mode and the principles operating inside content data so that researchers can correctly infer conclusions.

This study adhered to the abductive reasoning that occurred at all stages of analysis, and made connections between concepts that had previously not been associated with one another (Birks & Mills, 2010). In this study, the researcher studied the data gathered from the transcripts and separated, sorted and synthesized the data through qualitative coding.

4.9.2.1.1 Coding terminologies

Different terminologies are used when coding qualitative data (Birks & Mills, 2010) for example outlined the various coding terminologies that are in use as shown in table 4.8 below.

Table 4.8: Coding terminologies

Author	Codes	Categories	Properties dimensions	Core category	Theoretical Abstraction
Glaser & Strauss (1967)	Coding incidents	Categories	Properties	Systematic substantive	Common Sociological
Glaser (1978)	Open coding that moves to selective coding of incidents once the core variable is identified	Categories which are interchangeably referred to as concepts	Properties and typologies	Theory core variable that explains a basic social process	Perspective theoretical codes
Strauss (1987)	Coding paradigm conditions, interactions, strategies, tactics & consequences. Open, axial and selective coding	Categories	Properties and dimensions	Core category	
Strauss & Corbin (1990)	Coding paradigm: causes context, action / interaction & consequences: open, axial & selective coding	Categories & sub-categories	Properties and dimensions	Core category is a central phenomenon	Storyline & the conditional matrix
Strauss & Corbin (1998)	Coding paradigm: causes context, action / interaction & consequences: open, axial & selective coding	Categories & sub-categories	Properties, dimensions & coding for process	Central category	Storyline & the conditional consequential matrix
Clarke (2005)	Codes	Categories	Seeking variation in the situation of enquiry through situational maps,	Multiple possible social processes &	Situational maps, social worlds/arena maps &

			social worlds/arena, maps & positional maps	sub- processes	positional discourse maps & associated analysis
Charmaz (2006)	Initial, Focused and axial coding	Categories	Properties	Theoretical concepts	Theoretical codes

Source: Adapted from Birks and Mills (2010)

In relation to qualitative data analysis Myers (2009) contributed four major coding procedures (See Figure 4.7), namely micro analysis open coding, axial coding, and selective coding that can be followed by a researcher.

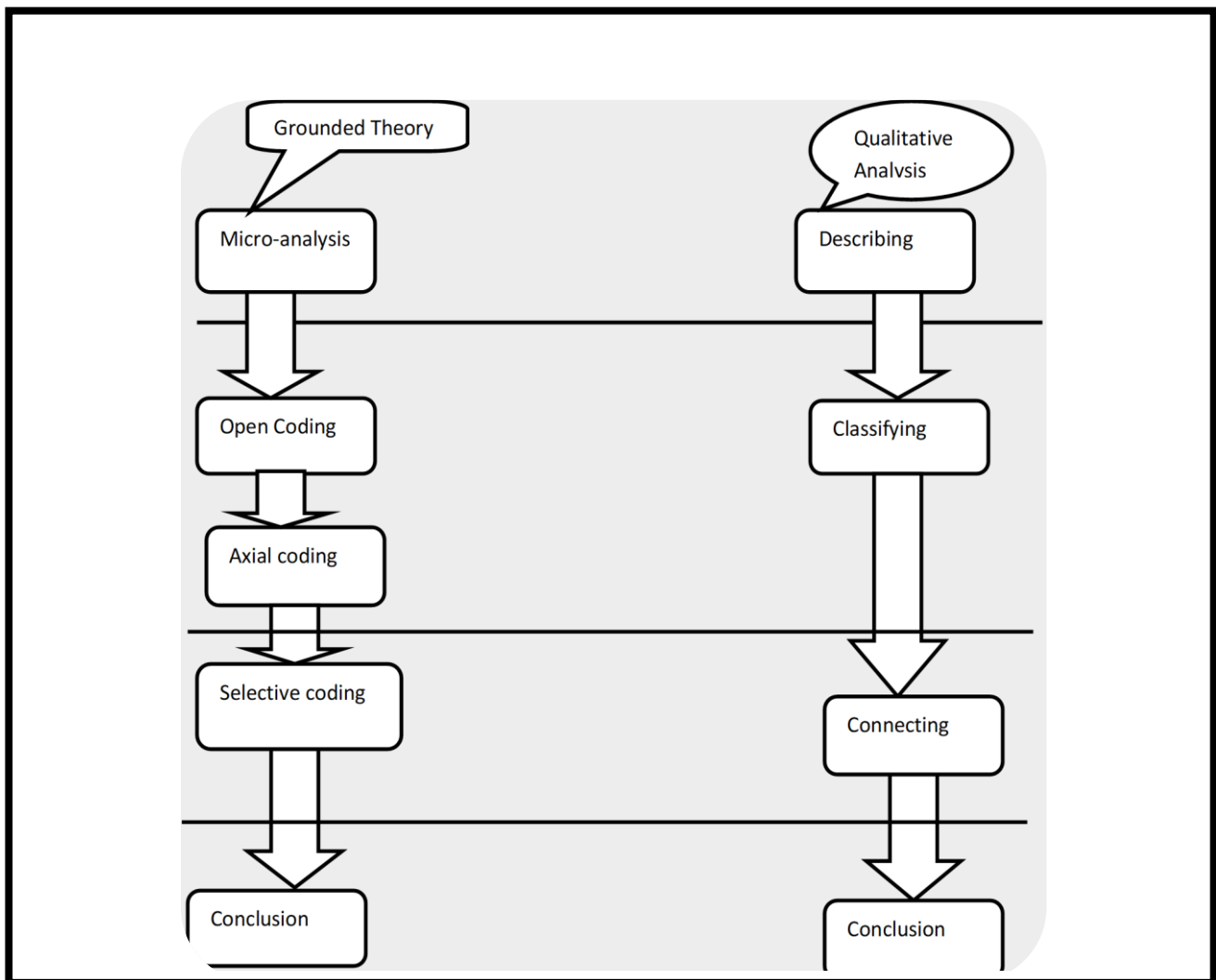


Figure 4.6 Grounded theory stages through qualitative data analysis

Source: Researcher's own construction

Open coding involves breaking down sentences into concepts. “Codes” are assigned to concepts, which are then organized into categories based on the relationships described by participants (Vassilakaki & Johnson, 2015). Initial or open coding is the first step of data analysis (Birks & Mills, 2010). Also open coding can be viewed as a way of identifying important words or groups of words in the data and then labelling them accordingly (Birks & Mills, 2010). On another note Holloway (2008); Birks and Mills (2010) mentioned that in vivo codes are when the important words or groups of words (usually verbatim quotes from participants) are used as the label in which categories are groups of related codes. Groups of codes representing a higher level concept form a category, and quite often the label assigned to a code is elevated to become the name of a category (Birks & Mills, 2010). Substantive codes are taken from the language of the data and generally assume the form of either gerunds and / or in vivo codes (Birks & Mills, 2010). Charmaz (2006) and Birks and Mills (2010) argue for the use of gerunds (verbs used as nouns that always finish with “ing”) when coding as a way to identify process in data as well as focusing on the participants’ participation.

4.10 Validity, reliability and data trustworthiness

4.10.1 Validity and reliability of quantitative data

Validity refers to the legitimacy of the findings and how accurately the findings represent the truth in the objective world (Bryman & Bell, 2015). There are three broad types of validity in quantitative research namely, measurement validity (content and construct validity); ii) design validity (internal and external validity); and iii) inferential validity (statistical conclusion validity) (Bryman & Bell, 2015; Saunders *et al.*, 2009). In a pilot study done from the 1st to the 24th September, 2014 on three (3) IJVs, fifteen (15) questionnaires were distributed for the managers to complete and ten (10) (66%) were ready for collection within the timeframe. This enabled content validity. To enhance face and content validity, an effort was made to ensure that each question in the questionnaire and interview guide had a logical link with the research questions and each aspect had similar and adequate representation in the questions or items. Cronbach coefficients are shown in chapter five which confirmed the reliability and validity of the study instrument being above 0.7. The Cronbach alpha values were determined in order to indicate the internal validity and reliability (Taras, Roney & Steel, 2009).

External validity was upheld through collection of contact details of respondents, for example email addresses and / or telephone / cell numbers. This was to necessitate follow up efforts such as delayed responses or clarifications if necessary.

4.10.2 Trustworthiness of qualitative data

In an effort to enhance data trustworthiness, Guba and Lincoln (1985) substituted reliability and validity in the quantitative approach with the parallel concept of “trustworthiness” in the qualitative approach. This concept contained the following four aspects: credibility, transferability, dependability, and confirmability (Jansen, 2010; Li, 2010; Holliday, 2010).

4.10.2.1 Credibility

Ensuring credibility is one of most important factors in establishing trustworthiness (Guba & Lincoln, 1985). This study adopted a number of activities to enhance credibility namely: triangulation, member checking (this was done during interviews) and the design of transparent processes for coding (for the interview) (Guba & Lincoln, 1985). Also to enhance the credibility of this study, the researcher verified the data obtained by prolonging the engagement and having casual conversations with the participants after the interviews (Maree, 2010).

4.10.2.2 Transferability

Guba and Lincoln (1985) suggest that it is the responsibility of the researcher to ensure that sufficient contextual information about the fieldwork sites is provided to enable the reader to make such a transfer. Participants’ words that were quoted in the study were given careful consideration in view of the importance of maintaining participants’ confidentiality and anonymity. Transferability was ensured through using thick descriptions in the study, in other words by providing as much detail as possible to enable another researcher to replicate the study (Maree, 2010). It is important for the researcher to determine at the beginning of the research process how to verify the data. During the entire study, the researcher made an attempt to ensure that the interpretations of the results obtained were congruent with reality (Maree, 2010)

The following interview protocol (Table 4.9) was developed to enhance the transferability of the data collection procedure. The interview protocol is comprised of questions asked during the primary data collection process (interview). The protocol questions were for the researcher as a guide during the interview process. The outlined questions acted as prompts for the researcher to draw targeted information to be collected.

Table 4.9: Interview Protocol

Research Questions	Survey Questions	Relationship measured
- What are the cross cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing? -How do cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJVs?	Dimensions of Culture How do you view the nature of this organisation culture in relation to: a) Job requirements and instructions b) Rules and regulations on employees c) Leaders and Subordinates working relations d) How power is used throughout all management levels e) Individual versus team work efforts f) Tell me more about how you maintain the business performance g) How do you plan for the future, what are you intending to do ? and h) How do you go about it ?	These were identified through the coding of interviews transcripts:. Open Coding Axial Coding Selective Coding
What are the cross cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing? How do cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJV	Leadership Qualities and Styles	
	a) What leadership qualities do the current leaders in this firm have that makes it continue to perform well in the current challenging market?	These were identified through the coding of interviews transcripts:.
	b) Are there any qualities that are shown that might be hampering the firm? Explain	Open Coding
	c) What are the qualities you would consider ideal for leaders to be successful when operating in a foreign country?	Axial Coding
	d) What leadership styles would enhance leaders'	Selective

	performance in a cross-cultural environment?	Coding
	e) What should JVs look at when hiring their management?	
How do cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJV	Cultural Norms, values and artefacts	
	How would you rate your organisation communication effectiveness within the organisation and with external stakeholders?	These were identified through the coding of interview transcripts: Open Coding Axial Coding Selective Coding
	What are the things that are valued most in your organisation?	
	Do you have any stories and / or rituals in the organisation, if so can you briefly share them with me?	
	Do you have a strategic plan and / or “motto” or other employee unifying ceremonies?	
	What would you recommend to be the strategies for JVs to live longer and be successful?	
	Any other comment regarding cross-cultural environment within which JVs are facing challenges and their future?	

The administration of the interview protocol on Table 4.9 was guided by the field procedure protocol as shown on Table 4.10.

Table 4.10: Protocol for the Field Procedure

The Researcher: a) Identified who was to be interviewed? b) Identified possible informants from the IJVs. c) Obtained access to the research site. d) Have adequate resources such as time, travelling (fuel or cash), paper etc. e) Made a schedule of the required data collection activities and provisions and contingencies. f) Carried out the interviews (member checking was done throughout the process). g) Supported verbal information with visual evidence where possible e.g. availability of vision, mission, values, and objectives displayed in the organisation.

4.10.2.3 Dependability

Research findings should be dependable that is, the extent to which research findings can be replicated with similar subjects in a similar context (Guba & Lincoln, 1985).

Developing an interview guide required planning for any difficulties that may arise (Smith, Flowers & Larkin, 2009). An important step was to discuss the interview guide with a potential participant, co-researcher or promoter (Smith *et al.*, 2009) and in this study; the researcher submitted his proposed interview guide to the study promoter where several adjustments were made. Following theoretical sampling procedures, where data from prior interviews guided the researcher about whom to interview or what to observe next, follow-ups were added aimed at seeking clarifications. The use of interviews helped the researcher to gather valid and reliable data relevant to the research questions and objectives (Saunders *et al.*, 2009).

4.10.2.4 Confirmability

This study used both a questionnaire and an interview in order to increase the reliability of the findings. This study further applied the audit trail by Carcary (2009) in which the researcher traced through the logic and determined whether the study's findings may be relied upon as a platform for further enquiry.

4.11 Ethical issues

Ethical considerations were a priority in this study. A high degree of ethical behaviour was considered and implemented to enhance protection of all stakeholders concerned. This study required researcher interaction with a number of individuals and organisations and if not ethically executed, the researcher may have ended up intruding on the privacy of individuals or organisations. Rajeev (2012) defines ethics as the norms or standards of behaviour that guide moral choices about our behaviour and our relationship with others. In this study, several activities were pursued to enhance the highest possible degree of ethical conduct, for example, negotiating for organisational access and ethical conduct with participating IJVs.

4.11.1 Negotiating access and ethics in this study

Collecting data from the field in person is both emotionally painful and time-consuming and gaining entry into research sites is always fraught with uncertainty (Panda & Gupta, 2013). Table 4.11 shows the procedures to seek ethical clearance and gain approval to gain access to Botswana IJVs.

Table 4.11: Ethical Clearance Procedures

Ethical Activity	Researcher activities	Outcome
1.Ethical clearance with Botswana Government	1. Applied for a research permit from Botswana Ministry of Trade and Industry. Permit was granted (Appendix 4) 2. Applied for a Research permit from Botswana Government Ministry of Local Government (Appendix 5)	Granted on 10 March, 2014 Granted on 17 September, 2014
2. Consent seeking from the Botswana JVs in manufacturing	Consent seeking done to JVs	Done with IJVs gatekeepers and management see consent seeking letter in (Appendix 6)
3. Ethical clearance with NWU	Ethical clearance and all requirements submitted to the NWU ethics committee	Approved on 06/08/2014 (See Appendix 7)
4. Gaining entry strategy to JVs premises	Researcher adopted Panda and Gupta (2013) Gaining entry strategies: -Researcher familiarized with the organisations physical sites and identified gatekeepers -Researcher built personal credibility and developed trusting personalized relationship Built a network with some informants and gatekeepers to influence data collection process (March to November, 2014) -As demonstrated during pilot study, strategized the data collection process with minimum number of access / entry into the organisations -Be patient and focused (exhibited during pilot study till data collection stage) - Researcher was then ready for the unexpected (e.g. non response, delayed response, unusable questionnaires etc) - Researcher was aware of the etiquette expected	Done

4.12 Chapter summary

This chapter provided the study paradigm, approach and methods adopted in this study. Due to the nature of the failure rate of challenges faced by IJVs, the research indicated that there is a real challenge in these organisations. An attempt to address such a challenge was better addressed through application of the pragmatism paradigm. The pragmatism paradigm was adopted to apply respective methods to address the challenges. Following the ideals of selected research methods, the researcher chose a mixed methods approach, survey strategy, a structured questionnaire and a semi structured interview were used to best address the research objectives and questions. An earlier pilot study confirmed the reliability of the questionnaire used since it had an average Cronbach alpha value of 0.765. Data collection was concurrent, hence a questionnaire was distributed and the interview participants were identified during the process. Of great value was the fact that this chapter provided detail on the countrywide population and a sample frame from which data was drawn. Ethical considerations were a priority in this study as indicated in this chapter, all stakeholders of concern were catered for. Gaining entry strategies to the IJVs enhanced the data collection process as a working relationship had already been established with the IJVs personnel. The next chapter 5 will provide the study results and findings based on quantitative analysis.

CHAPTER 5: RESEARCH RESULTS AND FINDINGS-QUANTITATIVE ANALYSIS

5.1 Introduction

Chapter five describes the procedures followed in the data analysis and the results. Study results presented in this chapter, have been measured against the literature review in Chapters 2 and 3. This empirical study focused on the leadership qualities and styles that influence the organisational culture of IJVs. Since this study was premised on a concurrent mixed method approach, this chapter will provide the quantitative analyses results.

The quantitative analyses are comprised of three phases namely:

Phase 1: Demographics

Phase 2: Analyses of Measuring Instruments

Phase 3: Testing of Hypotheses leadership styles and leadership qualities; leadership qualities and cultural values; leadership qualities and cultural norms; leadership qualities and cultural dimensions; leadership qualities and cultural artefacts; leadership styles and cultural values; leadership styles and cultural norms; leadership styles and cultural dimensions; leadership styles and cultural artefacts.

5.2 Phase 1: Sample demographics

Biographical information for all respondents was captured through Section A of the structured questionnaire (See Appendix 1). This study biography was captured in the order of age, gender, highest educational level, work experience (in years), nationality, areas of speciality and management levels of respondents.

5.2.1 Frequency distribution for age

Age was required in Section A, first question (See Appendix 1), and the results obtained on respondents age classifications are shown on Tables 5.1a and 5.1b and Figure 5.1. The respondents (IJVs managers) are mainly classified into two categories; Batswana and Other. The latter group referring to expatriates. This study defines

expatriates as employees sent from their home country to work in a foreign country for an extended period of more than six months (Bird & Mendenhall, 2016). This question provides insight into the age distribution of the IJVs' management. IJVs' leadership quality and style is influenced by the age distribution of the leaders (Buck *et al.*, 2010).

The results of the age distribution data indicate that most Botswana IJVs (54.4%) leaders are between 31-35 years, and also between 41-50 years with 28(27%) respondents in each age group, while the majority (66.6%) of expatriate leaders (other) are within the 36-40 years and 50 years and older age groups. There are no expatriate managers below 31 years of age as in the case of Botswana managers.

Table 5.1a: Distribution for age

	Botswana	Other
20-30 years	13.6	
31-35 years	27.2	10.0
36-40 years	22.3	33.3
41-50 years	27.2	23.3
50 years and older	8.7	33.3

Table 5.1b: Frequency distribution for age- Botswana and other (expatriates)

		Botswana			Other		
		Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Valid	20-30 years	14	13.6	13.7			
	31-35 years	28	27.2	27.5	3	10.0	10.0
	36-40 years	23	22.3	22.5	10	33.3	33.3
	41-50 years	28	27.2	27.5	7	23.3	23.3
	50 years and older	9	8.7	8.8	10	33.3	33.3
	Total	102	99.0	100.0	30	100.0	100.0
Missing	System	1	1.0				
Total		103	100.0				

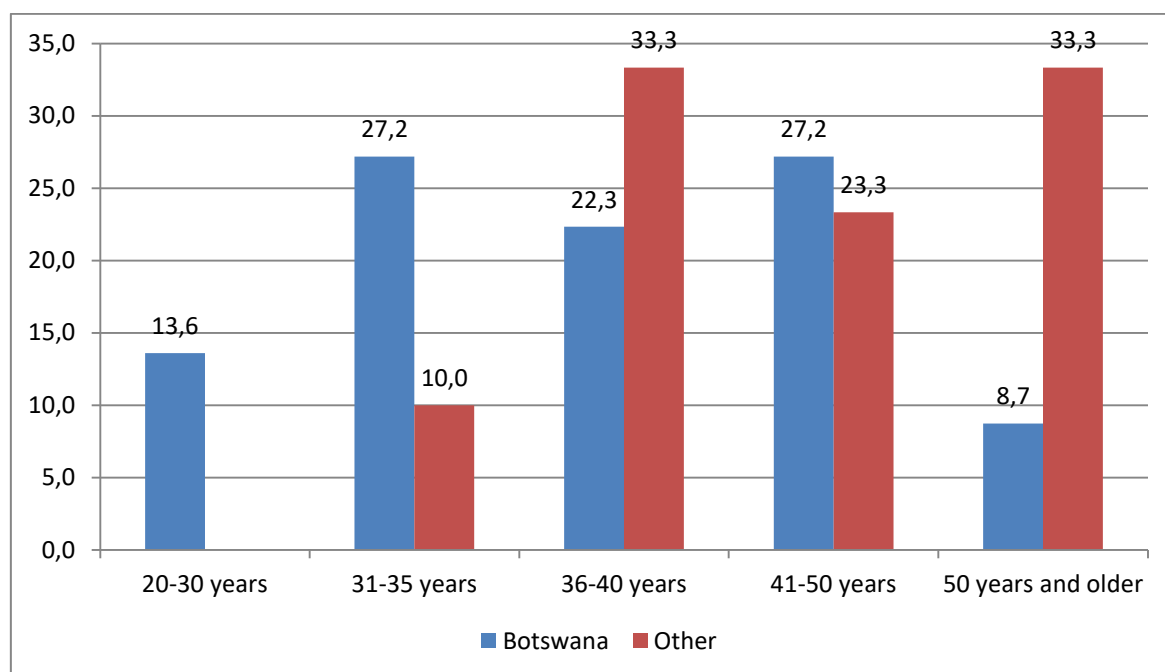


Figure 5.1: Frequency distribution for age

5.2.1.1 Analysis of frequency distribution for age

- The youngest age group is for Botswana: 20-30 years (13.6 %), while the youngest age range for expatriates (other) is 31-35 years (10%).
- The majority (66.6%) of expatriates are of the ages ranges 36-40 and 50 years and older.
- Most (66.6%) IJVs expatriate managers are more mature - above 31 years of age.
- In most cases age can be associated with experience, and this could point to the fact that most expatriates working in these IJVs have gained enough experience to justify their appointments. Since almost all the expatriates occupy strategic posts, their age could be linked to the continued existence of the IJVs in Botswana.

5.2.2 Frequency distribution for gender

The purpose of Section A (question two) of the questionnaire (See Appendix 1) was to determine the number of male and female employees occupying managerial posts in Botswana IJVs. This question required respondents to provide their gender category. The results obtained are shown on Tables 5.2a and 5.2b and Figure 5.2. The primary focus of this study was in manufacturing JVs, and gender distribution would assist to determine how the IJVs human capital is distributed in terms of gender.

Table 5.2a: Frequency distribution for gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	104	74.3	79.4	79.4
	Female	27	19.3	20.6	100.0
	Total	131	93.6	100.0	
Missing	System	9	6.4		
Total		140	100.0		

**Table 5.2b: Frequency distribution for gender -
Botswana and other (expatriates)**

		Botswana			Other		
		Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Valid	Male	73	70.9	76.0	26	86.7	92.9
	Female	23	22.3	24.0	2	6.7	7.1
	Total	96	93.2	100.0	28	93.3	100.0
Missing	System	7	6.8		2	6.7	
Total		103	100.0		30	100.0	

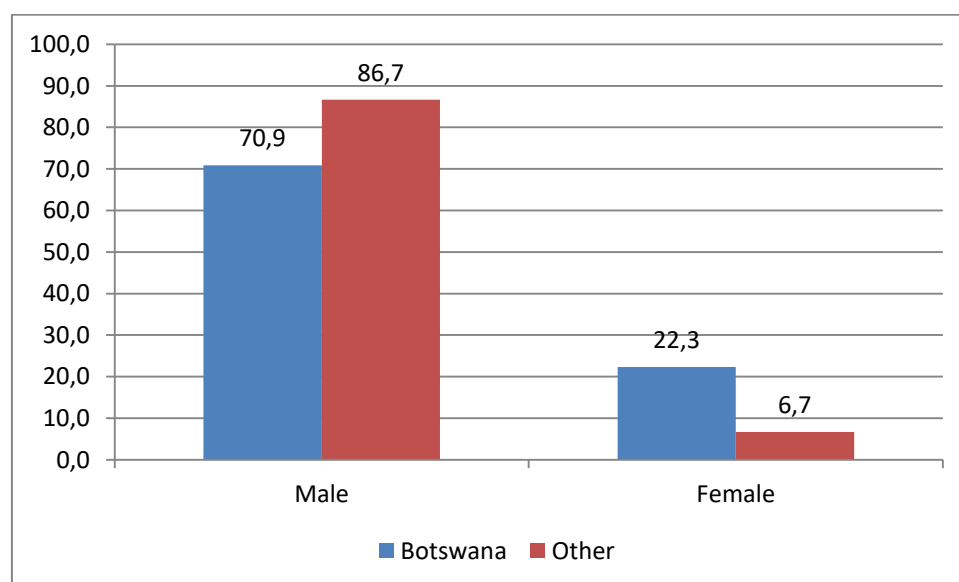


Figure 5.2: Frequency distribution for gender

5.2.2.1 Analysis of frequency distribution for gender

- There are more male IJVs' leaders for both Botswana (70.9%) and expatriates (other) (86.7%), compared to females Botswana (22.3%) and expatriates (other) (6.7%).
- IJVs gender distribution, dominated by males is consistent with most manufacturing organisations as there is need for more physical involvement in most manufacturing businesses. Botswana IJVs' business lines include construction / cement related products, food products, dairy and packaging, milling, industrial rubber, chemical and textile production, and printing, of which almost all of these business lines require physical involvement and men are usually more comfortable with such work.

5.2.3. Frequency distribution for educational qualifications

The purpose of Section A (question three) of the questionnaire (See Appendix 1) was to determine the highest academic qualifications of the IJVs managers in Botswana. This question required respondents to provide their highest academic qualification, and the results obtained are shown on Tables 5.3a and 5.3b and Figure 5.3. IJVs' managers' educational level contributes to IJVs' leadership effectiveness.

Table 5.3a: Frequency distribution for educational qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate Diploma	49	35.0	37.1	37.1
	Bachelor's Degree	27	19.3	20.5	57.6
	Master's	1	.7	.8	58.3
	Certificate of Secondary	55	39.3	41.7	100.0
	Total	132	94.3	100.0	
Missing	System	8	5.7		
Total		140	100.0		

Table 5.3b: Frequency distribution for educational qualifications - Botswana and other (expatriates)

		Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Valid	Undergraduate Diploma	33	32.0	34.4	14	46.7	48.3
	Bachelor's Degree	12	11.7	12.5	13	43.3	44.8
	Certificate of Secondary	51	49.5	53.1	1	3.3	3.4
	Master's Degree				1	3.3	3.4
	Total	96	93.2	100.0	29	96.7	100.0
Missing	System	7	6.8		1	3.3	
Total		103	100.0		30	100.0	

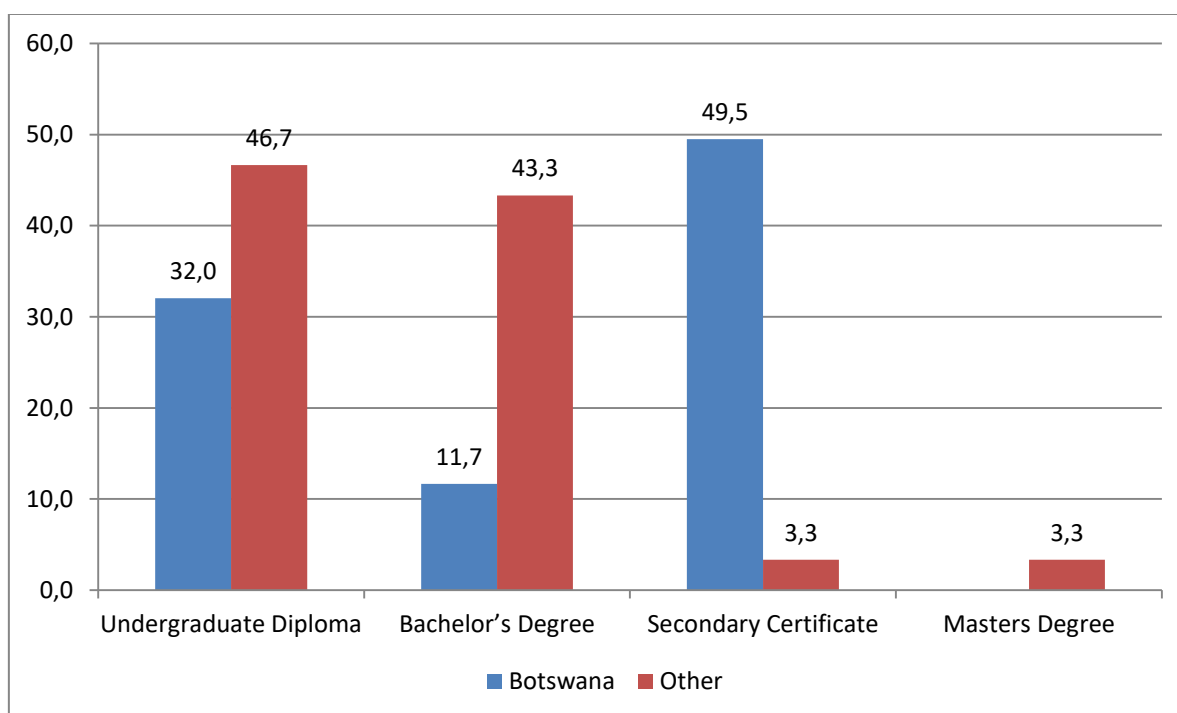


Figure 12.3: Frequency distribution for educational qualifications

5.2.3.1 Analysis of frequency distribution for educational qualifications

- The majority (49.5%) of Botswana IJVs managers are secondary certificate holders, 32 % are diploma holders, and only 11.7% bachelor's degree.
- The majority (46.7%) of expatriates (other) leaders have a diploma, 43.3% hold university degrees, and only 3.3% of secondary certificate
- The only master's degree holder (3.3 %) is an expatriate.
- 93.3% of expatriate leaders are at least diploma holders hence the justification for them to occupy leadership responsibilities.
- 81.5% of Botswana have qualifications below a bachelor's degree and this could mean that most people become managers due to experience gained or due to in-house skills development.

5.2.4 Frequency distribution for years of work experience

The purpose of Section A (question four) of the questionnaire (See Appendix 1) was to determine the work experience distribution of the IJVs managers in Botswana. Work experience has relations with organisational sustainability. Question 4, required respondents to provide their work experience, and the results obtained are shown on Tables 5.4a and 5.4b and Figure 5.4. Work experience levels contribute to IJVs' effective leadership. Only Botswana managers constituting 9.7% have work experience of less than 5 years. Most Botswana managers have 11-15 years of experience. Expatriate managers are in the majority with experience ranges of over 16 years.

Table 5.4a: Frequency distribution for years of work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5	11	7.9	8.0	8.0
	5.-10	23	16.4	16.7	24.6
	11.-15	58	41.4	42.0	66.7
	16-20	31	22.1	22.5	89.1
	More than 20 years	15	10.7	10.9	100.0
	Total	138	98.6	100.0	
Missing	System	2	1.4		
Total		140	100.0		

Table 5.4b: Frequency distribution for years of work experience - Botswana and other (expatriates)

		Botswana			Other		
		Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Valid	Less than 5	10	9.7	9.9			
	5.-10	13	12.6	12.9	9	30.0	30.0
	11.-15	46	44.7	45.5	8	26.7	26.7
	16-20	21	20.4	20.8	9	30.0	30.0
	More than 20 years	11	10.7	10.9	4	13.3	13.3
	Total	101	98.1	100.0	30	100.0	100.0
Missing	System	2	1.9				
Total		103	100.0				

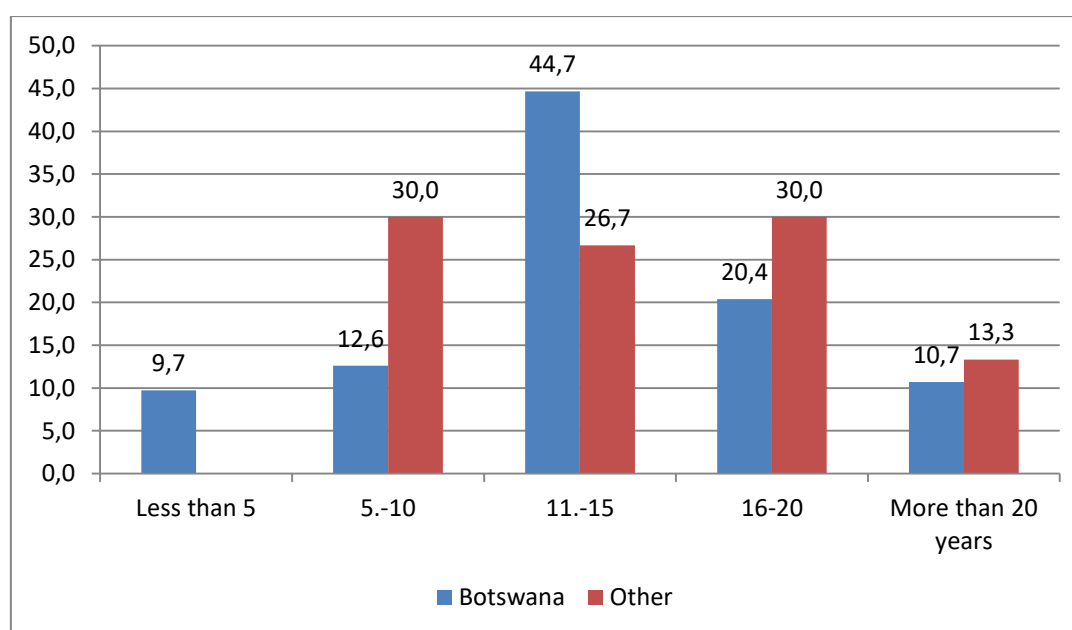


Figure 5.4: Frequency distribution for years of work experience

5.2.4.1 Analysis of frequency distribution for years of work experience

- 9.7% Botswana have less than 5 years of experience, and no expatriates (other) managers have less than 5 years of experience.
- 44.7% of Botswana managers have 11 to 15 years of experience.
- 10.7% Botswana and 13.3% expatriates (other) have more than 20 years of experience. All expatriates have more than 5 years of experience, and this is

consistent with the age distribution in these IJVs as all expatriate managers are more than 31 years of age.

5.2.5 Frequency distribution for nationalities

The purpose of Section A (question six) of the questionnaire (See Appendix 1) was to determine the nationality distribution of the IJVs managers in Botswana. Since the focus of this study was on IJVs in Botswana Manufacturing with partners from countries with emerging economies, nationality is a major determinant of the leadership composition of these organisations. This question required respondents to provide their nationality, and the results obtained are shown on Table 5.5 .This question presents the nationality distribution of managers in Botswana Manufacturing IJVs. Being IJVs, with partners from emerging economies countries, the nationality distribution assists in presenting the exact nationality composition or management distribution.

Table 5.5: Frequency distribution for nationalities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Batswana	103	73.6	77.4	77.4
	Other	30	21.4	22.6	100.0
	Total	133	95.0	100.0	
Missing	System	7	5.0		
Total		140	100.0		

5.2.5.1 Analysis of frequency distribution for nationalities

- Batswana leaders are in the majority at 103(73.6%) while 30(21.4%) are expatriates (other) leaders.
- The majority (73.6%) of IJVs' leaders are Batswana which is consistent with the Botswana Government drive for localization (most posts, especially at management level should be occupied by Batswana). There is a potential for these organisations to continue operating without expatriate managers as already they are the majority in the management posts.

5.2.6 Frequency distributions for management levels

The purpose of Section A (question 7) of the questionnaire (See Appendix 1) was to determine the management levels of the IJVs managers in Botswana who participated in this study. This question will provide an indication of managers occupying management levels in the IJVs. Tables 5.6a and 5.6b and Figure 5.5 provide the results obtained for management levels.

Table 5.6a: Frequency distribution for management levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Supervisory	107	76.4	76.4	76.4
	Middle Management	21	15.0	15.0	91.4
	Senior Management	12	8.6	8.6	100.0
	Total	140	100.0	100.0	

Table 5.6b: Frequency distribution for management levels - Botswana and other (expatriates)

		Botswana			Other		
		Frequency	Percent	Valid Percent	Frequency	Percent	Valid Percent
Valid	Supervisory	88	85.4	85.4	12	40.0	40.0
	Middle Management	11	10.7	10.7	10	33.3	33.3
	Senior Management	4	3.9	3.9	8	26.7	26.7
	Total	103	100.0	100.0	30	100.0	100.0

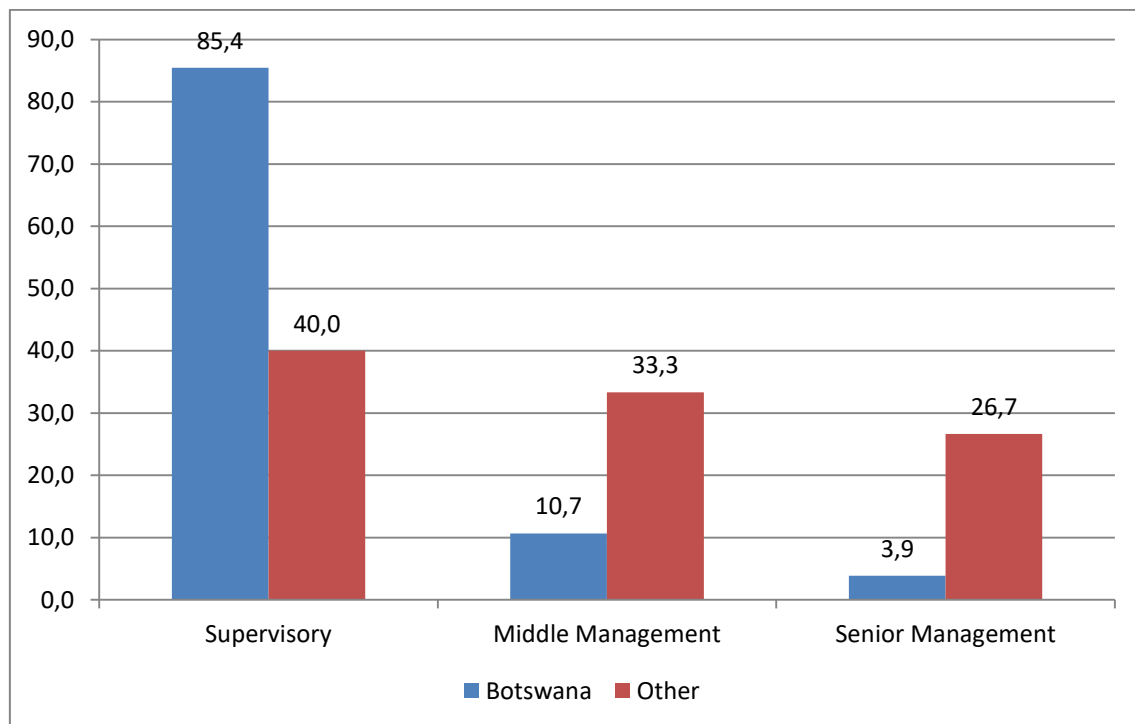


Figure 5.5: Frequency distribution for management levels

5.2.6.1 Analysis of frequency distribution for management levels

- Batswana comprise the majority of leaders (85%) at supervisory level
- The expatriate (other) managers are in the majority at middle (33.3%) and senior management level (26.7%) positions.
- The fact that most (85%) of Batswana occupy supervisory levels is justified by the fact that the majority of them have less than 15 years of experience and they have less than diploma qualifications. This shows the influence of foreign partners in the recruitment and selection of strategic personnel of these IJVs. Senior managers are engaged more from expatriates to set the strategic direction of the IJVs, which are mainly foreign driven.

5.2.7 Phase 2: scale reliability analysis

5.2.7.1 Reliability of quantitative measures

The reliabilities of the overall measure and items are reported in the Table 5.7 below.

Table 5.7: Cronbach alpha coefficients

Measurement	Previous studies	Current study
Cross –culture and IJVs	Alpha = .78 (Owe <i>et al.</i> , 2013)	Alpha = .94
	Alpha= .92 (Mahdi & Almisafir,2013)	

5.2.7.2 Scale reliability of the instruments

Scale reliability of the instruments used in this research was tested using SPSS 22. The reliability of the measuring instrument was assessed with the help of Cronbach Alpha Coefficients. All the 135 items/ indicators which formed the six constructs (cultural dimensions, leadership qualities, leadership styles, cultural values, cultural norms and cultural artefacts) confirmed internal consistency reliability as measured by an average Cronbach alpha of 0.79. The instrument internal consistency reliability is consistent with other studies done for example Taras and Steel (2006) had an average internal consistency of 0.72 ranging from 0.41 to 0.82 and Taras *et al.*(2009) average internal consistency was 0.72 ranging from 0.41 to 0.94.

5.3 Phase 3: Testing of hypotheses

The next phase reports on the results of the hypotheses. The hypotheses are displayed in the Figure 5.6 below.

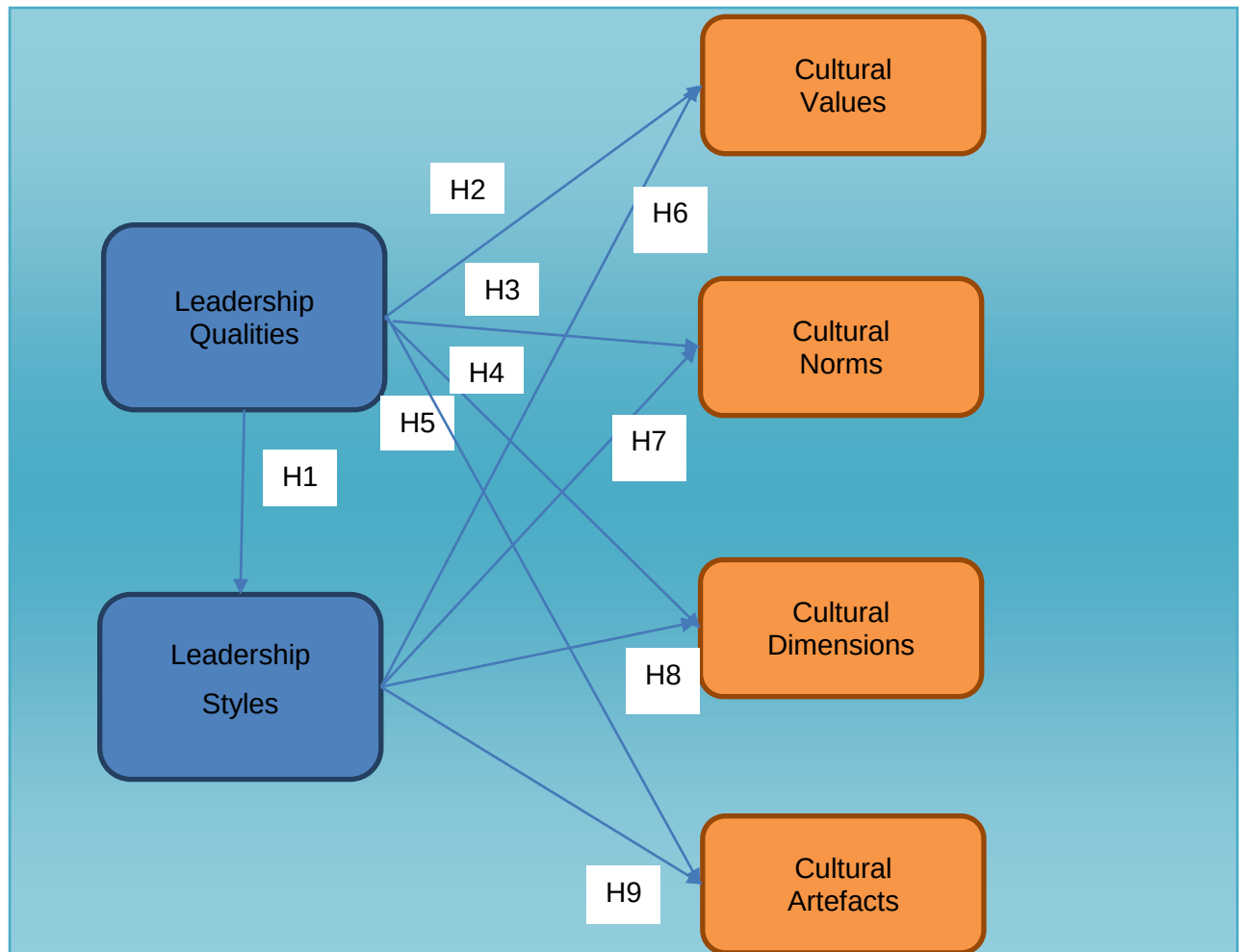


Figure 5.6 Hypotheses model

Source: Researcher's own Construction

The results of the hypotheses are reported in the next section.

5.3.1 IJVs' leaders' leadership qualities and leadership styles

The results of the correlation analyses between overall leadership qualities and leadership qualities are reported in Table 5.8 below.

H1: There is a significant positive relationship between leadership qualities and leadership styles

Table 5.8 Correlation between IJVs' leaders' leadership qualities and leadership styles (overall)

	Leadership qualities	Transformational leadership	Transactional leadership	LMX leadership	Global leadership	Authentic leadership
Leadership qualities	1					
Transformational leadership	,057	1				
Transactional leadership	.266**	,127	1			
LMX leadership	.236**	.503**	,163	1		
Global leadership	,084	.281**	,021	.388**	1	
Authentic leadership	,102	.383**	,102	.485**	.429**	1

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in Table 5.8 show the following:

- Leadership qualities is significantly positively related to transactional and LMX leadership styles.
- Transformational leadership is significantly positive related to LMX leadership (large effect) and authentic leadership (medium effect) and significantly related to global leadership.
- LMX leadership is practically significantly related to global and authentic leadership (both medium effects)
- Global Leadership is significantly positive related to authentic leadership (medium effect).

The results above show a significant positive relationship between leadership styles and leadership qualities, thereby partially supporting Hypothesis 1.

5.3.2 IJVs' leaders' leadership qualities and cultural values

The results of the correlation analyses between overall leadership qualities and cultural values are reported in Table 5.9 below.

H 2: There is a significant positive relationship between leadership qualities and cultural values.

The results show a significant positive relationship between cultural values and Botswana IJVs' leaders' leadership qualities.

- Openness, internal communication, competence and professionalism, and risk taking are significantly positively related to IJVs' leaders' leadership qualities (all medium effects).
- Success and inter-functional cooperation are significantly positively related to IJVs' leaders' leadership qualities (both large effects).

The results above show a significant positive relationship between leadership qualities and cultural values, thereby supporting Hypothesis 2.

Table 5.9: Correlation between IJVs' leaders' leadership qualities and cultural values (overall)

	Leadership Qualities	Success	Openness	Internal Communication	Competence & Professionalism	Inter-Functional Corporation	Risk Taking
Leadership Qualities	1						
Success	.568**	1					
Openness	.362**	.429**	1				
Internal Communication	.446**	.466**	.780**	1			
Competence and professionalism	.435**	.573**	.424**	.614**	1		
Inter-functional cooperation	.501**	.384**	.188*	.326**	.709**	1	
Risk Taking	.449**	.435**	.585**	.677**	.468**	.437**	1

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results of the intergroup correlation analyses between leadership qualities and cultural values are reported in Table 5. 10 below.

Table 5.10: Correlation Analyses between IJVs' leaders' leadership qualities and cultural values (inter-group)

	Batswana	Expatriates (Other)
	Leadership Qualities	Leadership Qualities
Success	.645**	.317
	.000	.088
	103	30
Openness	.434**	.032
	.000	.867
	103	30
Competence and professionalism	.519**	.229
	.000	.224
	103	30
Internal communication	.436**	.421*
	.000	.020
	103	30
Inter-functional cooperation	.520**	.555**
	.000	.001
	103	30
Risk taking	.483**	.380*
	.000	.038
	103	30

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.10 show that for:

Batswana IJVs leaders leadership qualities:

- Openness, internal communication and risk taking are significantly positively related to Batswana IJVs' leaders' leadership qualities (all medium effects).
- Success, competence and professionalism and inter-functional cooperation are significantly positively related to Batswana IJVs' leaders' leadership qualities (both large effects).

Expatriate (other) IJVs' leaders' leadership qualities:

- Internal communication and risk taking are significantly positively related to expatriate IJVs' leaders' leadership qualities (both medium effects).

- Inter-functional cooperation is significantly positively related to expatriate IJVs' leaders' leadership qualities (large effect).

Cross-cultural IJVs' leaders' leadership qualities

- Internal communication, risk taking and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities.

The results above show a significant positive relationship between leadership qualities and cultural values, thereby supporting Hypothesis 2.

5.3.3 IJVs' leaders' leadership qualities and cultural norms (inter-group)

The results of the correlation analyses between leadership qualities and cultural norms are reported in Table 5.11 below. H 3: There is a significant positive relationship between leadership qualities and cultural norms

Table 5.11: Correlation analyses between IJVs' leaders' leadership qualities and cultural norms

	Batswana	Expatriates (Other)
	Leadership Qualities	Leadership Qualities
Success	.447**	.360
	.000	.051
	103	30
Openness and Flexibility	.421**	.615**
	.000	.000
	103	30
Internal Communication	.558**	.675**
	.000	.000
	103	30
Competence and Professionalism	.464**	.656**
	.000	.000
	103	30
Inter-functional cooperation	.378**	.366*
	.000	.046
	103	30
Responsibility of employees	.376**	.442*
	.000	.014
	103	30

Appreciation of employees	.445**	.387*
	.000	.035
	103	30
Risk Taking	.557**	.455*
	.000	.012
	103	30

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.11 show that for:

Batswana IJVs' leaders' leadership qualities:

- Success, openness and flexibility, competence and professionalism, inter-functional cooperation, responsibility of employees and appreciation of employees are significantly positively related to Batswana IJVs' leaders' leadership qualities (all medium effects).
- Internal communication and risk taking are significantly positively related to Batswana IJVs' leaders' leadership qualities (both large effects).

Expatriate (other) IJVs' leaders' leadership qualities

- Inter-functional cooperation, responsibility of employees, appreciation of employees and risk taking are significantly positively related to expatriate IJVs' leaders' leadership qualities (all medium effects).
- Openness and flexibility, internal communication and competence and professionalism are significantly positively related to expatriate IJVs' leaders' leadership qualities (all large effects).

Cross-cultural IJVs' leaders' leadership Qualities

- Openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities

The results above show a significant positive relationship between leadership qualities and cultural norms, thereby supporting Hypothesis 3.

5.3.4 IJVs' leaders' leadership qualities and dimensions of culture (inter-group).

The results of the correlation analyses between IJVs' leaders' leadership qualities and cultural norms are reported in Table 5.12 below.

H 4: There is a significant positive relationship between leadership qualities and cultural dimensions

Table 5.12: Correlation analyses between IJVs' leaders' leadership qualities and dimensions of culture

	Batswana	Expatriates (Other)
	Leadership Qualities	Leadership Qualities
Uncertainty avoidance	.378**	.228
	.000	.226
Power distance	-.100	.020
	.317	.914
Collectivism: institutional	.229*	.158
	.020	.406
Assertiveness	.398**	.423*
	.000	.020
Future orientation	.048	-.103
	.632	.589
Collectivism: in group	.425**	.503**
	.000	.005
Gender egalitarianism	-.367**	-.112
	.000	.556
Performance orientation	.523**	.517**
	.000	.003
Humane orientation	.426**	.319
	.000	.086
Individualism	.184	.137
	.062	.470

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.12 show that for:

Batswana IJVs' leaders' leadership qualities:

- Collectivism institutional is significantly positively related to Batswana IJVs' leaders' leadership qualities (small effect).
- Uncertainty avoidance, assertiveness, collectivism in-group, gender egalitarianism and humane orientation are significantly positively related to Batswana IJVs' leaders' leadership qualities (all medium effects).
- Performance orientation is significantly positively related to Batswana IJVs' leaders' leadership qualities (large effect).

Expatriate (other) IJVs' leaders' leadership qualities:

- Assertiveness is significantly positively related to expatriate IJVs' leaders' leadership qualities (medium effect).
- Collectivism in-group and performance orientation are significantly positively related to expatriate IJVs' leaders' leadership qualities (both large effects).

Cross-cultural IJVs' leaders' leadership qualities

- Assertiveness, collectivism in-group and performance orientation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities.

The results above show a significant positive relationship between leadership qualities and cultural dimensions, thereby supporting Hypothesis 4.

5.3.5 IJVs' leaders' leadership qualities and cultural artefacts (inter-group)

The results of the correlation analyses between IJVs' leaders' leadership qualities and cultural artefacts are reported in Table 5.13 below.

H 5: There is a significant positive relationship between leadership qualities and cultural artefacts.

Table 5.13: Correlation analyses between IJVs' leaders' leadership qualities and cultural artefacts.

	Batswana	Expatriates (Other)
	Leadership Qualities	Leadership Qualities
Stories	.176	.193
	.075	.307
Physical Arrangement	.587**	.169
	.000	.372
Rituals	.586**	.353
	.000	.056
Flexibility	.506**	.379*
	.000	.039
Responsibility	.577**	.241
	.000	.199
**. Correlation is significant at the 0.01 level (2-tailed).		

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.13 show that for:

Batswana IJVs' leaders' leadership qualities:

- Physical arrangement, rituals, flexibility and responsibility are significantly positively related to Batswana IJVs' leaders' leadership qualities (all large effects).

Expatriate (other) IJVs' leaders leadership qualities:

- Only flexibility is significantly positively related to expatriate IJVs' leaders' leadership Qualities (medium effect).

Cross-cultural IJVs' leaders' leadership qualities and cultural artefacts

- Only flexibility is significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities.

Based on the above results a significant positive relationship exists between leadership qualities and cultural artefacts thereby supporting Hypothesis 5.

5.3.6 IJVs' leaders' leadership styles and cultural values

The results of the correlation analyses between IJVs' leaders' leadership styles and cultural values are reported in Table 5.14 below.

H 6: There is a significant positive relationship between leadership styles and cultural values.

Table 5.14: Correlation analyses between IJVs' leaders' leadership styles and cultural values (overall)

	Success	Openness	Internal Communication	Competence & professionalism	Inter-functional Cooperation	Risk Taking
Transformational	.306** .000 140	.140 .099 140	.270** .001 140	.401** .000 140	.445** .000 140	.357** .000 140
Transactional	.241** .004 140	.182* .031 140	.208* .014 140	.247** .003 140	.168* .048 140	.135 .111 140
LMX	.125 .140 140	.263** .002 140	.243** .004 140	.072 .398 140	-.009 .914 140	.188* .026 140
Global	.318** .000 140	.171* .043 140	.261** .002 140	.293** .000 140	.376** .000 140	.272** .001 140
Authentic	.470** .000 140	.236** .005 140	.407** .000 140	.373** .000 140	.355** .000 140	.373** .000 140

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.14 show that:

- A transactional leadership style is significantly positively related to success (small

effect), while transformational, global and authentic leadership styles are significantly positively related to success (all medium effects)

- Transactional, LMX, global and authentic leadership styles are significantly positively related to openness (all small effects)
- Transformational, transactional, LMX and global leadership styles are significantly positively related to internal communication (all small effects). Authentic leadership style is significantly positively related to internal communication (medium effect).
- Transactional and global leadership styles are significantly positively related to competence and professionalism (both small effects). Transformational and authentic leadership styles are significantly positively related to competence and professionalism (both medium effects).
- Transactional leadership style is significantly positively related to inter-functional cooperation (small effect). Transformational, global and authentic leadership styles are significantly positively related to inter-functional cooperation (all medium effects).
- LMX and global leadership styles are significantly positively related to risk taking (both small effect). Transformational and authentic leadership styles are significantly positively related to internal communication (both medium effects).

Based on the above results, a significant positive relationship exists between leadership styles and cultural values, thereby supporting Hypothesis 6.

5.3.7 Leadership styles and cultural values (inter-group)

The results of the correlation analyses between leadership styles and cultural values inter-group are reported in Table 5.15 below.

Table 5.15: Correlation analyses between IJVs' leaders' leadership styles and cultural values (inter-group)

	Batswana					Expatriates (Other)				
	Transformational	Transactional	LMX	Global	Authentic	Transformational	Transactional	LMX	Global	Authentic
Success	.328**	.260**	.222'	.331**	.496**	.178	.219	-.345	.178	.342
	.001	.008	.024	.001	.000	.347	.244	.062	.348	.064
Openness	.131	.139	.280**	.237'	.262**	.015	.312	.198	-.151	.066

	.187	.161	.004	.016	.007	.936	.093	.295	.427	.728
Internal communication	.255**	.187	.177	.322**	.438**	.182	.292	.285	.029	.293
	.009	.058	.074	.001	.000	.334	.117	.127	.880	.116
Competence & professionalism	.364**	.260**	.048	.260**	.376**	.529**	.227	.038	.405*	.241
	.000	.008	.627	.008	.000	.003	.227	.842	.026	.199
Inter-functional Cooperation	.399**	.111	-.022	.341**	.376**	.657**	.344	.033	.514*	.259
	.000	.263	.828	.000	.000	.000	.062	.863	.004	.167
Risk taking	.379**	.127	.135	.222*	.295**	.248	.153	.316	.362*	.645**
	.000	.203	.173	.024	.002	.186	.421	.089	.049	.000

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.15 show that:

Batswana IJVs' leaders' leadership styles:

- Internal communication is significantly positively related to transformational leadership style (small effect). Success, competence and professionalism, inter-functional cooperation and risk taking are significantly positively related to transformational leadership style (all medium effects).
- Success, competence and professionalism are significantly positively related to transactional leadership style (both small effects).
- Success and openness are significantly positively related to LMX leadership style (both small effects).
- Openness, competence and professionalism and risk taking are significantly positively related to global leadership style (all small effects). Success, internal communication and inter-functional cooperation are significantly positively related to global leadership style (all medium effects).
- Openness and risk taking are significantly positively related to authentic leadership style (both small effects). Success, internal communication, competence and professionalism and inter-functional cooperation are significantly positively related to authentic leadership style (all medium effects).

Expatriate (other) IJVs' leaders' leadership Styles:

- Competence, professionalism and inter-functional cooperation are significantly positively related to transformational leadership style (both medium effects).
- Competence and professionalism and risk taking are significantly positively related to global leadership style (both medium effects). Inter-functional cooperation is significantly positively related to global leadership style (large effect).
- Risk taking is significantly positively related to authentic leadership style (large effect).

Cross-cultural IJVs' leaders' leadership styles

- Competence, professionalism and inter-functional cooperation are significantly positively related to transformational leadership style for both Botswana and expatriate IJVs' leaders.
- Competence, professionalism, inter-functional cooperation and risk taking are significantly positively related to global leadership style for both Botswana and expatriate leaders
- Risk taking is significantly positively related to authentic leadership style for both Botswana and expatriate leaders.

Based on the above results a significant positive relationship exists between leadership styles and cultural values, supporting Hypothesis 6.

5.3.8 IJVs' leaders' leadership styles and cultural norms (overall)

The results of the correlation analyses between IJVs' leaders' leadership styles and cultural norms are reported in Table 5.16 below.

H 7: There is a significant positive relationship between leadership styles and cultural norms.

Table 5.16: Correlation Analyses between IJVs' leaders' leadership Styles and Cultural Norms

Cultural Norms	Leadership Styles				
	Transformational	Transactional	LMX	Global	Authentic
Success orientation	.250** .003 140	.112 .187 140	-.053 .531 140	.262** .002 140	.286** .001 140
Openness	.263** .002 140	.134 .114 140	.057 .505 140	.399** .000 140	.422** .000 140
Internal communication	.303** .000 140	-.038 .656 140	-.029 .734 140	.372** .000 140	.315** .000 140
Competence and professionalism	.276** .001 140	-.019 .822 140	.050 .557 140	.370** .000 140	.317** .000 140
Inter-Functional cooperation	.198* .019 140	.004 .959 140	-.076 .373 140	.309** .000 140	.174* .040 140
Responsibility of employees	.179* .034 140	-.007 .933 140	.008 .930 140	.203* .016 140	.185* .028 140
Appreciation of employees	.091 .287 140	.039 .650 140	.083 .330 140	.237** .005 140	.243** .004 140
Risk taking	.223** .008 140	.114 .180 140	.126 .138 140	.213* .012 140	.290** .001 140

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.16 show that:

- Success, openness, competence and professionalism, inter-functional cooperation, responsibility of employees and risk taking are significantly positively related to transformational leadership style (all small effects). Internal communication is significantly positively related to transformational leadership style (medium effect).

- Success, responsibility of employees, appreciation of employees and risk taking are significantly positively related to global leadership style (all small effects). Openness, internal communication, competence and professionalism and inter-functional cooperation are significantly positively related to global leadership style (all medium effects).
- Success, inter-functional cooperation, responsibility of employees, appreciation of employees and risk taking are significantly positively related to authentic leadership style (all small effects). openness, internal communication and competence and professionalism are significantly positively related to authentic leadership style (all medium effects).

Based on the above results, a significant positive relationship is confirmed to exist between leadership styles and cultural norms, supporting Hypothesis 7.

5.3.9 IJVs' leaders' leadership styles and cultural dimensions

The results of the correlation analyses between IJVs' leaders' leadership styles and dimensions of culture are reported in Table 5.17 below.

H 8: There is a significant positive relationship between leadership styles and cultural dimensions.

Table 5.17: Correlation Analyses between IJVs' leaders' leadership Styles and Cultural dimensions

Cultural dimensions	Leadership Styles				
	Transformational	Transactional	LMX	Global	Authentic
Uncertainty avoidance	.466** .000 140	.353** .000 140	.044 .602 140	.223** .008 140	.285** .001 140
Power distance	.180* .033 140	.343** .000 140	.067 .431 140	.083 .332 140	.144 .089 140
Collectivism institutional	.134 .113 140	-.034 .690 140	-.091 .283 140	.263** .002 140	.186* .028 140

Assertiveness	.235** .005 140	-.096 .259 140	-.079 .355 140	.310** .000 140	.205* .015 140
Future orientation	.221** .009 140	.195* .021 140	.004 .960 140	.072 .398 140	.140 .098 140
Collectivism in-group	.413** .000 140	.131 .124 140	.256** .002 140	.342** .000 140	.469** .000 140
Gender egalitarianism	-.210* .013 140	-.111 .192 140	.101 .234 140	-.138 .105 140	-.184* .030 140
Performance orientation	.277** .001 140	.145 .087 140	.128 .131 140	.289** .001 140	.254** .002 140
Humane orientation	.246** .003 140	.042 .620 140	-.063 .463 140	.366** .000 140	.223** .008 140
Individualism	.165 .051 140	.129 .130 140	.209* .013 140	.027 .755 140	.052 .543 140

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.17 show that:

- Power distance, assertiveness, future orientation, performance orientation and humane orientation dimensions are significantly positively related to transformational leadership style (all small effects). Gender egalitarianism is significantly negatively related to transformational leadership style (small effect). Uncertainty avoidance and collectivism in-group dimensions are significantly positively related to transformational leadership style (medium effect)
- Future Orientation is significantly positively related to Transactional Leadership Style (small effect). Uncertainty avoidance and power distance dimensions are significantly positively related to transactional leadership style (both medium effects).
- Collectivism In-group and individualism are significantly positively related to LMX leadership style (both small effects).

- Uncertainty avoidance, collectivism institutional and performance orientation dimensions are significantly positively related to global leadership style (all small effects). Assertiveness, collectivism institutional and humane orientation dimensions are significantly positively related to global leadership style (all medium effects).
- Uncertainty avoidance, collectivism institutional, assertiveness, performance orientation and humane orientation dimensions are significantly positively related to authentic leadership style (all small effects), while collectivism In-group is significantly positively related to authentic leadership style (medium effect). Gender egalitarianism is significantly negatively related to authentic leadership style (small effect).

Based on the above results a significant positive relationship is confirmed to exist between leadership styles and cultural dimensions, supporting Hypothesis 8.

5.3.10 IJVs' leaders' leadership styles and cultural artefacts

The results of the correlation analyses between leadership styles and cultural artefacts are reported in Table 5.18 below.

H 9: There is a significant positive relationship between leadership styles and cultural artefacts.

Table 5.18: Correlation analyses between IJVs' leaders' leadership styles and cultural artefacts

Leadership Styles	Cultural Artefacts				
	Stories	Physical arrangement	Rituals	Flexibility	Responsibility
Transformational	.169* .046 140	.209* .013 140	.317** .000 140	.254** .002 140	.185* .028 140
Transactional	.196*	.173*	.268**	.162	.098

	.020 140	.041 140	.001 140	.057 140	.248 140
LMX	.152 .073 140	.018 .832 140	.148 .081 140	.043 .616 140	-.073 .389 140
Global	.024 .775 140	.155 .068 140	.197* .020 140	.164 .053 140	.232** .006 140
Authentic	.159 .061 140	.332** .000 140	.335** .000 140	.270** .001 140	.307** .000 140

* Statistically significant: $p < 0,01$

+ Practically significant correlation (medium effect): $r > 0,30$

++ Practically significant correlation (large effect): $r > 0,50$

The results in the Table 5.18 show that:

- Transformational and transactional leadership styles are significantly positively related to stories (both small effects).
- Transformational and transactional leadership styles are significantly positively related to physical environment (both small effects). Authentic leadership style is significantly positively related to physical environment (medium effect)
- Transactional and global leadership styles are significantly positively related to rituals (both small effects). Transformational and authentic leadership styles are significantly positively related to rituals (both medium effects).
- Transformational and authentic leadership styles are significantly positively related to flexibility (both small effects).
- Transformational and global leadership styles are significantly positively related to responsibility (both small effects), and authentic leadership style is significantly positively related to flexibility (medium effect).

Based on the above results, a significant positive relationship is confirmed to exist between leadership styles and cultural artefacts, supporting Hypothesis 9.

5.4 Chapter summary

Chapter 5 provided an in-depth analysis of the study data collected through quantitative approaches. Rigorous effort provided the foundation for all the analytic processes and approaches applied in this study. Quality control approaches aimed at maximizing the validity and reliability of the intended output were applied. This chapter focused mainly on the statistical mechanisms aimed at enhancing the quality of data. Analysed data provided meaningful and surprising results regarding the leadership of IJVs in Botswana Manufacturing. The results demonstrated an understanding of the relationship between leadership qualities and styles and IJVs leadership cultural values, dimensions, norms and artefacts that promote success. Considering that all the IJVs have been operating for more than five years, one would conclude that their businesses are successful, while their leadership qualities and styles were not uniform, hence the establishment of cross-culture compatibility of leadership qualities and leadership styles that are assumed to be propelling the success of these organisations. The main reference point for cross verification and contextualization of the analysis was mainly based on the extant literature. In chapter 6: Research results and findings-qualitative analysis are meant to verify the quantitative data and results obtained in the study. Verification of quantitative results would enhance the reliability of the study's results and make it generalisable.

CHAPTER 6: RESEARCH RESULTS AND FINDINGS-QUALITATIVE ANALYSIS

6.1 Introduction

This chapter presents the results and findings from the qualitative data analysis on the data collected through semi-structured interviews. Grounded theory approach and principles guided the collection and transcribing of the qualitative data. This chapter brings a version of analysis meant to verify research results obtained through quantitative analysis in chapter 5, as well as contribute new knowledge in order to expand and build theory. After following the grounded theory principles (open, axial and selective coding process), this chapter will provide the six data families arrived at, namely: leadership and decision making, communication, values, planning, knowledge management and employee welfare. Finally the chapter describes the 17 themes that emerged from the six data families.

Figure 6.1 describes the qualitative data analysis process that was adopted in this study:

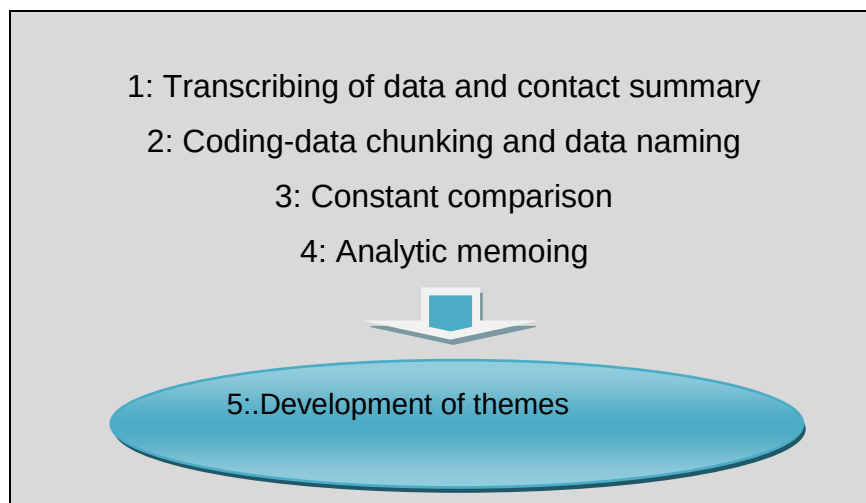


Figure 6.1: Qualitative data analysis process

Source: Researcher's own construction

6.2 Transcribing of data

Data collected from face-to-face interviews with eight (8) participants were transcribed verbatim. After proceeding with the protocol analysis, the micro-analysis and analysis through grounded theory by coding data collected on cross-cultural leadership success factors on IJVs was done. Note taking during the interview was expanded on with other

interviewing activities such as listening, probing and asking questions. Regardless of the type of data generated or collected, the process of analysis is the same in that data is initially analysed for incidents, an umbrella term for recurring actions, characteristics, experiences, phases, explanations or images (Birks & Mills, 2010). Reading field or interview notes results in the researcher identifying concepts that underlie incidents in the data and it is these concepts to which a code can be applied (Vassilakaki & Johnson, 2015). Codes are a form of shorthand that researchers repeatedly use to identify conceptual recurrences and similarities in the pattern of participants experiences (Charmaz, 2014). Figure 6.2 is a copy of the screenshot showing Participant 1's interview transcription.

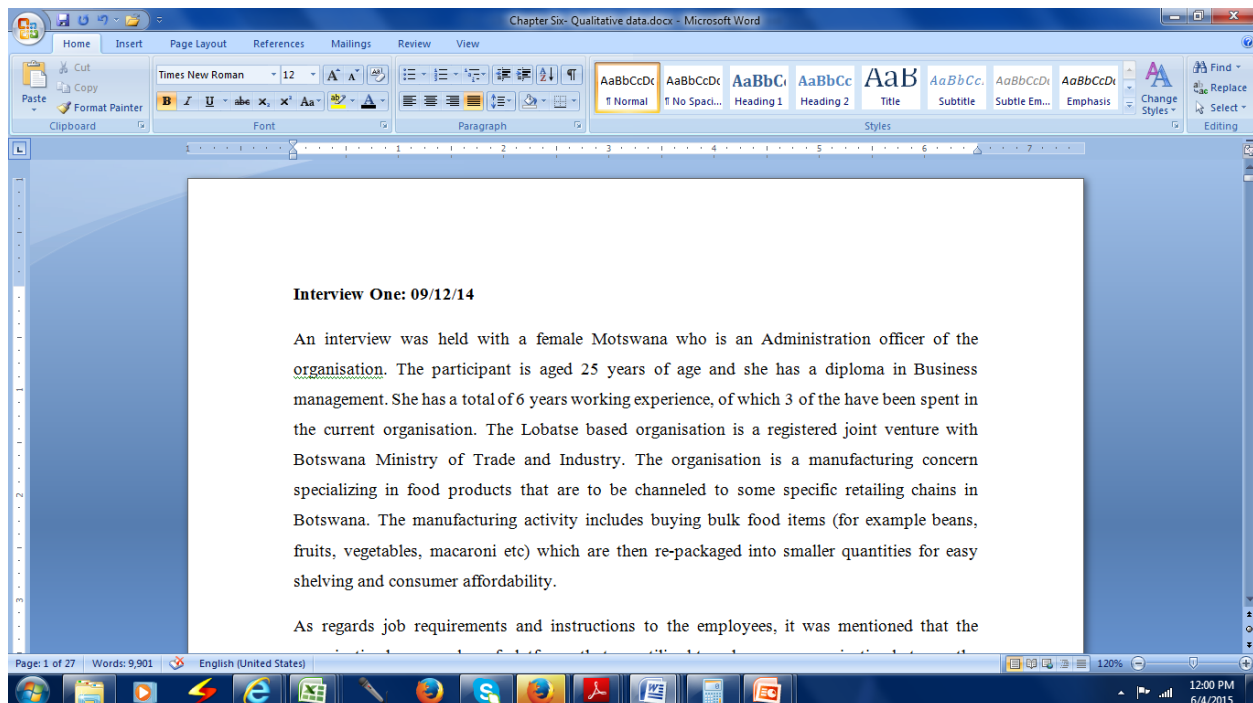


Figure 6.2: Interview transcription snapshot

Source: Researcher's own construction

6.3 Coding

Coding means that labels are attached to segments of data that depict what each segment is about (Charmaz, 2010). Coding distils data, sorts them and assists the researcher in making comparisons with other segments of data (Charmaz, 2014; Bryant & Charmaz, 2011).

The researcher adopted grounded theory principles when analysing the data. The three phases include: Open coding (to allow for the emergence of the core concepts and

their properties); Axial coding (to allow for the identification of the process in the data and consequently user's actions and interactions, conditions and consequences that were core to the process); and Selective coding (to allow for the integration of data and discovery) (Vassilakaki & Johnson, 2015, Charmaz, 2014). In all three phases, the process of constant comparison was used in an attempt to compare participants' contributions with a view to finding similarities and differences (Vassilakaki & Johnson, 2015).

6.3.1 Data coding plan

Grounded theory is described as inductive (achieved through successive comparative analysis) as it is a process of building theory from data (Birks & Mills, 2010). A code in qualitative inquiry is most often a word or short phrase that symbolically assigns a summative, salient, and / or evocative attribute to a segment of language based or visual data (Strauss, 1987). The code planning process followed in this study is illustrated in Figure 6.3 below.

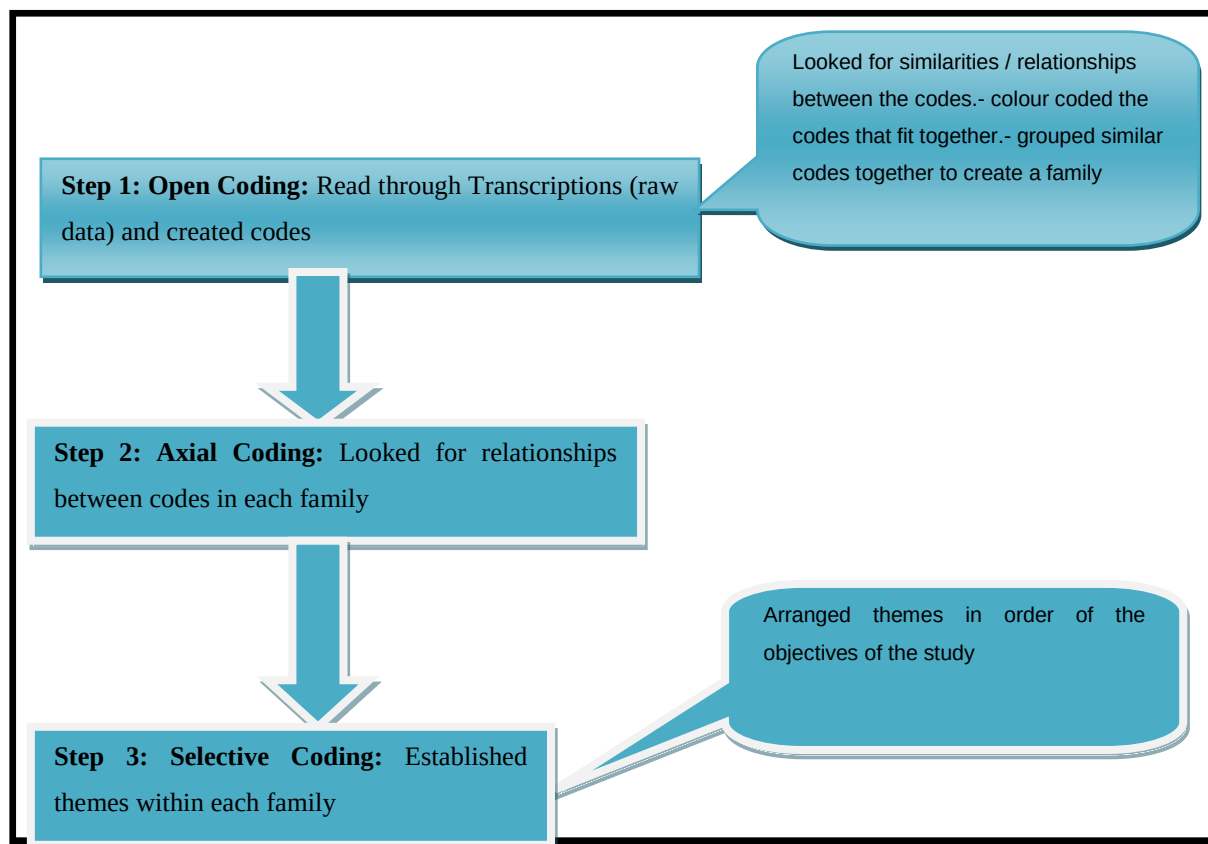


Figure 6.3: Code planning process

Source: Researcher's own construction

Each of the steps depicted in Figure 6.3 above will be discussed on Table 6.1 below showing how the coding process was done. The Researcher provided some screen shots to enhance the study credibility and trustworthiness.

Table 6.1: Open, axial and selective coding

	Open coding	Axial coding	Selective coding
Aims of the Method	Researcher identified discrete concepts which are the basic units of grounded analysis	Generated tentative statements of relationships between phenomena	Integrated and developed the grounded theory
Features of Analysis	1) Interview transcripts: a sentence, a paragraph, an interview; 2) a field notes; and observations	The condition that gave rise to the “phenomenon” and the “context” in which the concept is embedded.	Various categories integrated to form “grounded theory”
Coding process	Process involved labelling, categorizing, naming categories, dimensionalisation codes from the process became properties of categories	Related categories with sub-categories (links of dimensional level between concepts in the research situation)	Identified “core category” i.e central phenomenon that represents the main theme of the research finding as “intersection” and among all the important categories in the research
Analysis tools	“Fracturing” (Micro-analysis) taking data apart and examining the discrete parts for differences and similarities. Constant comparisons method: method of analysis where incidents were compared in terms of properties and dimensions	“Paradigm” a phenomenon was analysed in terms of its context, conditions and consequences. “Condition relationship Guide” asking and answering relational questions about the categories to relate structure to process. “Contradictions” between reality and hypotheses to refine the description of categories	“Paradigm Model” reflective coding matrix: a relational hierarchy for contextualizing the core category which includes “properties”, “processes”; “context” and “modes for understanding the consequences”. -The matrix is the contingent relationship established by the conditional relationship guide.

Adapted from: Daengbuppha, Hemmington and Wilkes (2006:378)

6.3.2 Open coding

In this study, open coding was done through analysing the data sentence by sentence. An illustration of this open coding can be seen in Figure 6.4 below:

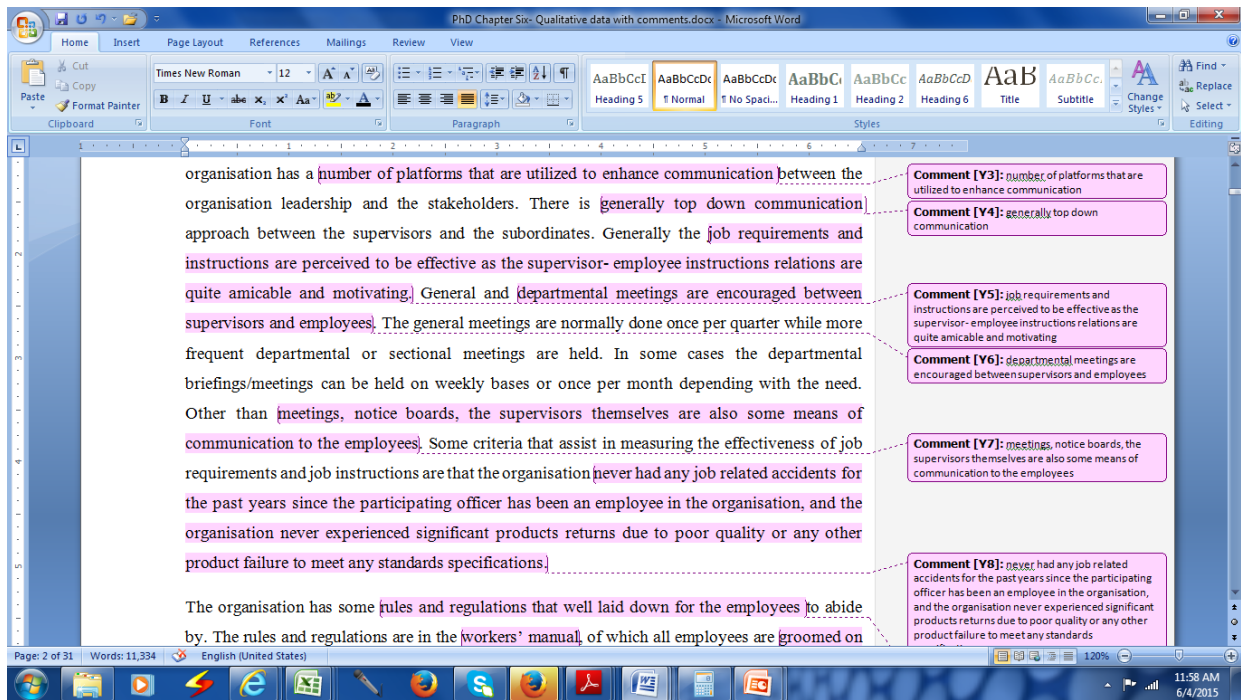


Figure 6.4: Open coding process of data

Source: Researcher's own construction

After analysing the entire set of interview transcripts, the codes were captured on an Excel spreadsheet. See the screenshot of the code sheet in Figure 6.5

	Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6
1	Indian-Morwana leadership positions	South African based parent company	Indian and Botswana partners	South African and Botswana partners	Managers requisite knowledge and experience	Botswana and Chinese partners
2	number of platforms that are utilized to enhance communication	headed by all Botswana	mandatory that instructions and job requirements are well articulated	supervisor to give proper instructions	debt financing	Botswana and Chinese partners
3	generally top down communication	Job requirements and instructions mainly originate from the South African	instructions are given by the immediate supervisors	instructions written inform of handouts or files	Expatriates leaders perform better	lack of English competences
4	supervisor- employee instructions relations are quite amicable and motivating	Job instructions are finally communicated to the production employees by the respective supervisors.	Care there is a loan facility in case of emergencies	no return jobs and no accidents	need to have some leadership control	few meetings, mostly done via
5	departmental meetings are encouraged	Team work and synergism	Management encourages open communication	retaining its customer reputation.	IVs Foreign partners employ their own leaders	Chinese top managers
6	meetings, notice boards, the supervisors	Work environment-healthy relations	most decisions are done by among the Indians top managers	job instructions enhance the organization performance	Need experienced and qualified managers	Instructions and job requirements
7	job related accidents	zero accidents or near misses for the past five years.	encouragement of team work	employees are inducted by their respective supervisors	instill team work.	Rules and regulations
8	never experienced significant products returns	long term plans in consultation with middle managers	Performance review are usually done at section, departmental and shift levels	in- house and off the job training	Qualified with appropriate skills	Power is mainly at the top
9	rules and regulations that well laid down	organization has rules and regulations	Performance has been quality based	sociable working environment	long term vision for the organization	Top down decisions
10	Employees groomed on these rules and regulations	committed adherence to the rules and regulations	quality assurance systems within the value chain	performance evaluations	Value their employees	Team work building effort
11	efforts to provide a good working environment	has repeat customers	systems meant to enhance customer satisfaction	supervisors who respect employees are bound to be more powerful	Training and development.	Work as sub-systems
12	supervisors and employees do not have an idea as to where some decisions are made	able to value and prioritize customer satisfaction through employees' motivation.	on the job training	knowledgeable and are very competent	Research and apply modern business systems	Significant recognition
13	Vell laid down power distribution	90% of the total establishment are multi-skilled	there is a vision, mission and objectives	success was as a result of good leadership and team work spirit	Departments are sub-systems	High product and service quality
14	organization values teamwork as opposed to individualism	Every production employee is trained to use diverse types of machines	top down communication	Team work yields better results, synergism	Legal and managerial guidance	Financial stability
15	maintain effective and efficient production and distribution	leadership recognize hardworking	employee orientation leadership style	Value- employees and customers come first"	Groom their children(leaders)	Weekly targets/plans
16	there is need to support employees who wish to develop themselves	Leaders in foreign countries should understand employees norms, values and beliefs	Decision making mainly done by top management	flexible and accommodating leadership,	Ensure business sustainability	Managers are energetic
17	top managers are Indians	Since its inception in 1965, the organization has enhanced product quality, staff morale thereby guaranteeing customer satisfaction.	requisite skills and experience.	employee and customer come first" concept,	Proper feasibility studies	Managers are willing to learn
18	Formal communication/structured	variety of meetings at sectional, departmental and	leaders be appointed on merit only	good product quality	Offer attractive incentives	Internal communication
19			governments should assist in the formation of joint	recruitment and selection of qualified and		

Figure 6.5: The code sheet

Source: Researcher's own construction

As can be seen in Figure 6.5, the codes were indicated separately under each participant in the code sheet. Following the coding plan in Figure 6.5 above, the researcher continuously studied the codes, as guided by the research objectives and paradigm, to establish which concepts were emerging from the data. As seen on Figure 6.6 below, the codes were then colour coded according to their relationship.

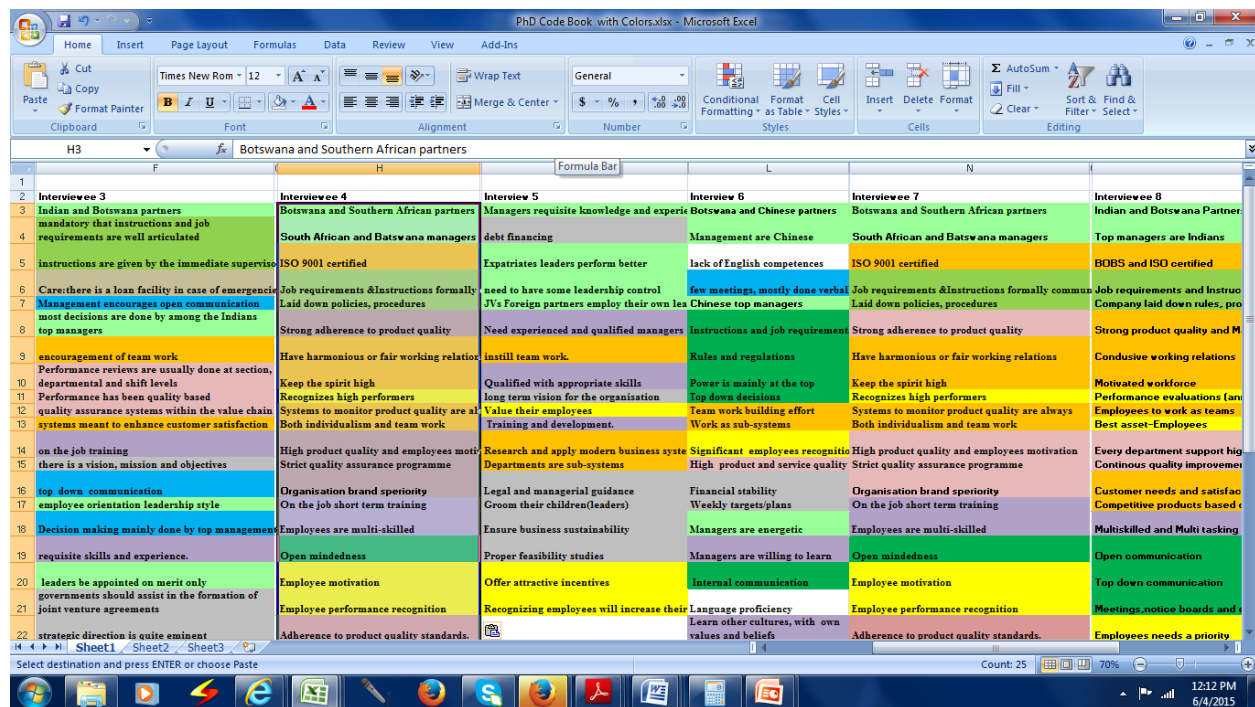


Figure 6.6: Colour coding process

Source: Researcher's own construction

Different tabs for each colour were created and grouped according to colour, as shown on the Table 6.2 below. The codes were grouped according to colour as they represented 'families'. A collective name was given to each tab that identified each family of codes as shown on Table 6.3 below.

Table 6.2: Families colour

Colour	Family
Yellow	Leadership practice
Blue	Communication
Gold	Values and norms
Grey	Planning
Purple	Knowledge management
Coffee	Employees morale

Source: Researcher's own construction

Codes depicted with particular colours signifying “families” are shown on Figure 6.7 below.

	B	C	D	E	F
1			Families		
2					
3	Leadership	Communication	Employees Morale	Values	Planning
4	South African and Botswana partners	number of platforms that are utilized to enhance communication	offer soft personal loans to the workers	organisation values teamwork as opposed to individualism	Employees always receive salaries on time. Financial
5	supervisors and employees do not have an idea as to where some decisions are made	generally top down communication	Care: offers free tea and free lunch for all the employees	maintain effective and efficient production and distribution	strategic plan that comprises mission, values and strategic objectives.
6	Well laid down power distribution	departmental meetings are encouraged	always organizes Christmas parties for its employees	Team work and synergism	long term plans in consultation with middle managers
7	top managers are Indians	meetings, notice boards, the supervisors	Christmas party, worker of the year, department of the year awards	No repeat customers	there is need of informed by the partners
8	South African based parent company	Formal communication/structured variety of meetings at sectional, departmental and general staff meetings	Care: tea breaks as they are provided with tea and some bread.	able to value and prioritize customer satisfaction through employees' motivation.	vision and mission statement mainly displayed at the administration office.
9	headed by all Botswana		Care: employees' wellness and welfare	encouragement of team work	Employees are involved in making
10	leadership recognize hardworking. Leaders in foreign countries should understand employees norms, values and	communication systems	Care: to join some pension programs, funeral plans and medical aid schemes	employee and customer come first" concept,	governments should assist formation of joint venture agreements

Figure 6.7: Families of related codes

Source: Researcher's own construction

6.3.3 Axial coding

Axial coding involved specifying the context of categories such as their dimensions and properties (for example when, how and under what conditions phenomenon may occur) and identifying how categories are related (Vassilakaki & Johnson, 2015). The coding process attempted to answer questions such as “how” and “why”, which allows relationships to emerge (Charmaz, 2014). In coding in-process, axial coding aims to relate actions and interactions over time as a response to a problem or issue with conditions and consequences (Vassilakaki & Johnson, 2015). Axial coding involves selecting one of the categories created in open coding and positioning it within a theoretical model, in other words, axial coding is the process of grouping and categorizing related codes and seeking relationships between these categories (Creswell, 2009).

6.3.4 Selective coding

During selective coding the data which had been broken down and compared during open coding and axial coding were reassembled and refined and compared again

(Vassilakaki & Johnson, 2015). Selective coding involves writing the final themes of the data set (Charmaraz, 2014) In this step the researcher aimed to present a pattern of related themes (Creswell, 2009). Figure 6.8 shows some of the themes that emerged from the leadership and communication families.

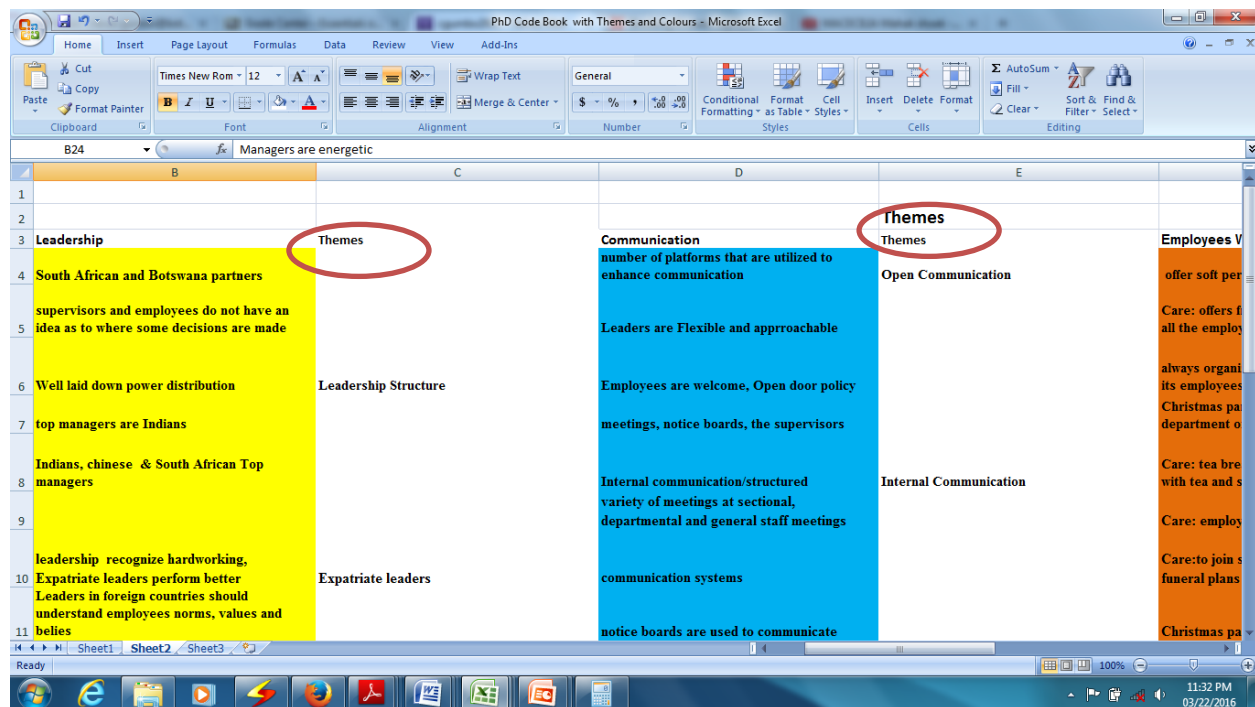


Figure 13.8: Some themes that emerged

Source: Researcher's own construction

Lastly the researcher entered all the themes that had emerged from the different families on a separate spreadsheet, which was labelled 'Themes'. In Table 6.3 below, is the outline of families and the 17 themes that emerged, with evidence quotes as derived from transcriptions.

Table 6.3: Cross-cultural leadership strategies families and themes that emerged

Core codes / families	Axial coding	Selective coding
Leadership practice	- Well laid down power distribution	Sustainable leadership structure and practice
	- good manners, humility, compassion, welcoming(<i>Botho</i>)	
	Employees groomed on rules and regulations	
	--Adherence to the laws, local authorities and	

	standards	
	-Inspirational -Entertain new ideas -Adaptability -Proactive - Lead with vision	
	-leadership trust -Sustainability strategies	
	- Well qualified, overseas experiences, flexible and adaptable	Expatriate managers
	-Expatriate leaders' respect equality rather than cultural superiority.	
	-Understand and adjust to domestic cultural norms, and values , very flexible	
	-respect, and observance of traditional values, Integrity	
	-leaders be appointed on merit only	
	- Able to communicate in either English or Setswana, proficiency	
	-Decisions by top managers	Decision making
	- Transparent decisions	
	- Ability to take the right risks , - make difficult decisions - Share collective organizational consciousness	
	-Informed decisions by the top management	
	-Employees participate in decision making	
	-Based on the strategic direction of the IJVs	
Communication	- Internal communication	Internal Communication
	-Departmental and general staff meetings	
	- Good listening skills	
	-Top-down and bottom up	

	communication	
	-Language facilitates communication	
	-Meetings, notice boards, the supervisors	
	-Number of platforms that are utilized to enhance communication	
	-Communication also done informally	Informal communication
	- At times no scheduled meetings and platforms for communication	
	-All employees have access to information	
	-Effective communication with customers, and other stakeholders.	Open Communication
	-Transparent relations	
	-Information sharing	
	- Open mindedness	
Values and norms	-Teamwork as opposed to individualism	Teamwork
	- Collectivism and synergism	
	--Transparency in team work	
	- Enhanced cohesiveness	
	- Enhanced work relations and productivity, relate well with people from other cultures (<i>Botho</i>)	
	- Results oriented, focus on long-term results, customer driven products	Results Oriented
	-Employees' motivation.	Employee Focused
	-Employees come first	
	- Employees' wellness and welfare	
	- Attractive incentives, good working conditions	

	-Effective and efficient distribution	Systemic Quality Management (SQM)
	- Departments are sub-systems	
	- Modern business systems, continuous quality improvement	
	-Health and safety, no accidents or near misses	
	-In-bound, process and out-bound quality systems	
	-Production based on customer needs	Customer focus
	-Customer satisfaction, Customer come first	
	Repeat loyal customers	
	-We are who we are because of our customers	
Planning	-Strategic plan that comprises vision, mission, values and strategic objectives.	Strategic Planning
	-Long term plans in consultation with middle managers	
	- Lead with vision	
	-Formation of JV agreements	
	- Strategic direction is quite eminent	
	-Financial stability	Financial Planning
	-Salaries paid on time	
	-Debt financing	
	-Healthy working capital	
Knowledge management	- Multi-skilled trained	On the Job and Off the job Training
	-Employees acquire skills and knowledge from expatriates	
	- Robust staff development	
	- In-house and off the job training	
	-Training and development.	
	- Learn the perspectives,	

	tasks, trends of other cultures,	
	-Support employees	
	- Qualified with appropriate skills	
	-Academic advancement	Academic training and Competence development
	-Basic academic foundation	
	-Requisite skills and experience.	
Employees morale	-Good working environment	Employees Welfare
	-Sociable working environment	
	-Increased employees morale	
	-Offer attractive incentives	
	-Harmonious or fair working relations	
	-Keep the spirit high	
	-Lead with heart	
	-Soft personal loans	
	- Tea breaks, and lunch	
	-Pension programs, funeral plans and medical aid schemes	
	- Christmas parties, groceries etc, share success with the team	Rituals and Stories
	-Worker of the year award best department of the year award	
	-Performance awards, work related ceremonies	
	-Founder gained his experience from Zimbabwe where he worked in the same business line that he developed here.	

6.4 Chapter summary

Chapter 6 has provided an in-depth analysis of the study data collected through qualitative approaches in an effort to establish success factors brought about the

compatibility of IJVs' leadership strategies. Rigorous efforts have provided a basis for verification of the results and findings arrived at in Chapter 5. Six families of common leadership strategies among IJVs with diverse cultural backgrounds were established through the analytic processes and approaches applied in this study. Thematic outcomes that promote IJVs' success are: leadership practices, communication, values and norms, planning, knowledge management and employees' morale. Quality control approaches aimed at maximizing the validity and reliability of the intended output were implemented. Qualitative mechanisms aimed at enhancing the quality of data were adopted. Analysed data provided meaningful findings regarding cross-cultural leadership success factors for IJVs in Botswana Manufacturing. This chapter's findings provided support for results and findings in chapter 5. There is no doubt that this chapter's findings strengthened the study's results and will go a long way to contribute to the body of knowledge. All IJVs reported that their businesses were successful, while their leadership qualities and styles were not uniform, hence the establishment of some combination of qualities and leadership styles that are assumed to be propelling the success of these organisations.

In an effort to consolidate chapters 5 and 6, the next chapter 7 will provide an in-depth discussion of the results and findings obtained in this study. Since the primary driving motive for this study was to offer an academic contribution to existing academic body of knowledge, the next chapter will provide a synthesis of data collected and analysed..

CHAPTER 7: DISCUSSION OF RESULTS AND FINDINGS

7.1 Introduction

The two previous chapters, Chapter 5 and 6 provided a detailed analysis of the results from quantitative data and qualitative data. Both result chapters were structured based on the research questions that were outlined in Chapter 1. These results and findings provided a foundation to assess cross-cultural compatible leadership strategies within IJVs. This chapter is intended to clarify and outline the empirical evidence that justifies the significance of the study.

7.2 Research results and findings overview

The aim of this research was to investigate and explore cross-cultural compatible leadership strategies in IJVs within Botswana Manufacturing. In exploring the IJVs' cross-cultural leadership strategies, new insights were gained as leadership qualities and styles related to IJVs organisational culture were established. New knowledge on cross-cultural leadership within IJVs is of fundamental importance as partnerships and collaborations have taken a centre stage in promoting developing nations' manufacturing sector (Beamish & Lupton, 2016). Success of IJVs in manufacturing is associated with a nation's increased economic activity as regards employment, increased goods and services and a general uplifting of the standards of living of citizens (Gerbasi & Latusek, 2015). Cross-cultural leadership effectiveness plays a significant role in the success of these organisations, hence its importance (Rohlfers & Zhang, 2016). Leadership has a significant positive effect on IJVs' sustainability as it has the potential to create a favourable and collaborative environment and a drive towards investment on human capital (Tomšič *et al.*, 2015). To achieve the primary objective of this study, thereby contributing knowledge to the sustenance of IJVs in Botswana, a hypotheses testing, aimed at establishing the relationship between leadership qualities and styles within the IJVs' cultural dimensions, norms, values and artefacts, was applied.

7.2.1 Summary and discussion of key findings

In this chapter, the discussion of the results and findings is based on a number of key findings shown in Table 7.1 below.

Table 7.1: Summary of key findings relating to Biographic characteristics of the sample

Age	- The majority (54.4 %) Batswana IJVs' leaders are within the 31-35 years, and 41-50 age groups, while most (66.6%) expatriate leaders are within the 36-40 years, and the 50 years and older age range. A younger, more educated crop of leaders with more change oriented values and practice initiatives have the potential to direct an IJV to success and sustenance (Kobernyuk <i>et al.</i>, 2014). - There are no expatriate managers below 31 years of age as the case with Batswana managers.
Gender	There are more male IJVs' leaders for both Batswana (70.9%) and the expatriate (other) group (86.7%), compared to female Batswana (22.3%) and other group (6.7%).
Qualifications	- The majority (49.5%) of Batswana IJVs managers are secondary certificate holders, 32 % diploma holders, and only 11.7% Bachelor's degree. 93.3% of expatriate leaders are at least diploma holders hence the justification for them to occupy leadership positions
Years of Experience	9.7% Batswana have less than 5 years of experience, and no expatriates (other) managers have less than 5 years of experience. - Most (44.7%) of Batswana managers have 11 to 15 years of experience. - Most (60%) expatriate managers have 5-10 years (30%) and 16-20 years (30%). 10.7% Batswana and 13.3% expatriates (other) have more than 20 years of experience.
Leadership Position	Batswana leaders are the majority 103 (73.6%) while 30 (21.4%) are expatriates (other) leaders.
Job level	- Batswana are the majority (85%) at supervisory level constituting. - The expatriate (other) IJVs managers are the majority at middle (33.3%) and senior management level (26.7%) positions.

Table 7.2: Summary of key findings relating to Hypotheses testing

IJVs' leaders' leadership qualities and cultural values (overall)	There is a significant positive relationship between Botswana IJVs' leaders' leadership qualities and cultural values.
IJVs' leaders' leadership qualities and cultural values (inter-group)	- Success, competence and professionalism and inter-functional cooperation openness, internal communication and risk taking are significantly positively related to Batswana IJVs' leaders' leadership qualities. - Internal communication, risk taking, inter-functional cooperation are significantly positively related to expatriate IJVs' leaders' leadership qualities.
	Cross-cultural IJVs' leaders' leadership Qualities and Cultural values Internal communication, risk taking and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders'

	leadership qualities Based on the above results it is confirmed that a significant positive relationship exist between leadership qualities and cultural values, thereby supporting Hypothesis 2
IJVs' leaders' leadership qualities and cultural norms (inter-group)	• Success, openness and flexibility, competence and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees, internal communication and risk taking are significantly positively related to Batswana IJVs' leaders' leadership qualities. • Inter-functional cooperation, responsibility of employees, appreciation of employees, openness and flexibility, internal communication, competence and professionalism and risk taking are significantly positively related to expatriate IJVs' leaders' leadership Qualities
	Cross-cultural IJVs' leaders' leadership Qualities and Cultural norms • Openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities. Based on the above results a significant positive relationship exists between leadership qualities and cultural norms are confirmed, supporting Hypothesis 3.
IJVs' leaders' leadership qualities and cultural dimensions	• Collectivism institutional is significantly positively related to Batswana IJVs' leaders' leadership qualities (small effect). • Uncertainty avoidance, assertiveness, collectivism in-group, gender egalitarianism and humane orientation are significantly positively related to Batswana IJVs' leaders' leadership qualities (all medium effects). • Performance orientation is significantly positively related to Batswana IJVs' leaders' leadership qualities (large effect) • Assertiveness is significantly positively related to expatriate IJVs' leaders' leadership qualities (medium effect). • Collectivism in-group and performance orientation are significantly positively related to expatriate IJVs' leaders' leadership qualities (both large effects).
	Cross-cultural IJVs' leaders' leadership Qualities and cultural dimensions • Assertiveness, collectivism in-group and performance orientation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities Based on the above results a significant positive relationship exists between leadership qualities and cultural dimensions, which support Hypothesis 4.
IJVs' leaders' leadership qualities and cultural artefacts.	• Physical arrangement, rituals, flexibility and responsibility are significantly positively related to Batswana IJVs' leaders' leadership qualities (all large effects). • Only flexibility is significantly positively related to expatriate IJVs' leaders' leadership qualities (medium effect).
	Cross-cultural IJVs' leaders leadership Qualities Physical arrangement, rituals, flexibility and responsibility are significantly positively related to Batswana IJVs' leaders' leadership qualities while only

	flexibility is significantly positively related to both Batswana and expatriate leaders Based on the above results, a significant positive relationship exists between leadership qualities and cultural artefacts, which support Hypothesis 5.
IJVs' leaders' leadership styles and cultural values (overall)	• Transactional leadership style is significantly positively related to success (small effect), while transformational, global and authentic leadership styles are significantly positively related to success (all medium effects). • Transactional, LMX, global and authentic leadership styles are significantly positively related to openness and flexibility (all small effects). • Transformational, transactional, LMX and global leadership styles are significantly positively related to internal communication (all small effects). Authentic leadership style is significantly positively related to internal communication (medium effect). • Transactional and global leadership styles are significantly positively related to competence and professionalism (both small effects). Transformational and authentic leadership styles are significantly positively related to competence and professionalism (both medium effects). • Transactional leadership style is significantly positively related to inter-functional cooperation (small effect). Transformational, global and authentic leadership styles are significantly positively related to inter-functional cooperation (all medium effects). • LMX and global leadership styles are significantly positively related to risk taking (both small effect). Transformational and authentic leadership styles are significantly positively related to risk taking (both medium effects). Based on the above results it is confirmed that a significant positive relationship exists between leadership styles and cultural values, supporting Hypothesis 6.
IJVs' leaders' leadership styles and cultural values (Inter-group)	Batswana IJVs' leaders' Leadership Styles: • Internal communication is significantly positively related to transformational leadership style (small effect). Success, competence and professionalism, inter-functional cooperation and risk taking are significantly positively related to transformational leadership style (all medium effects). • Success and competence and professionalism are significantly positively related to transactional leadership style (both small effects). • Success and openness are significantly positively related to LMX leadership style (both small effects). • Openness, competence and professionalism and risk taking are significantly positively related to global leadership style (all small effects). Success, internal communication and inter-functional cooperation are significantly positively related to global leadership style (all medium effects). • Openness and risk taking are significantly positively related to authentic leadership style (both small effects). Success, internal communication, competence and professionalism and inter-functional cooperation are significantly positively related to authentic leadership style (all medium effects). Expatriate IJVs' leaders' leadership Styles: • Competence and professionalism and inter-functional cooperation are significantly positively related to transformational leadership style (both medium effects). • Competence and professionalism and risk taking are significantly positively

	related to global leadership style (both medium effects). Inter-functional cooperation is significantly positively related to global leadership style (large effect). • Risk Taking is significantly positively related to authentic leadership style (large effect). Based on the above results it is confirmed that a significant positive relationship exists between leadership styles and cultural values, supporting Hypothesis 6.
IJVs' leaders' leadership styles and cultural norms	• Success, openness and flexibility, competence and professionalism, inter-functional cooperation, responsibility of employees and risk taking are significantly positively related to transformational leadership style (all small effects). Internal communication is significantly positively related to transformational leadership style (medium effect). • Success, responsibility of employees, appreciation of employees and risk taking are significantly positively related to global leadership style (all small effects). Openness, internal communication, competence and professionalism and inter-functional cooperation are significantly positively related to global leadership style (all medium effects). • Success, inter-functional cooperation, responsibility of employees, appreciation of employees and risk taking are significantly positively related to authentic leadership style (all small effects). Openness, internal communication and competence and professionalism are significantly positively related to authentic leadership style (all medium effects). Based on the above results a significant positive relationship exists between leadership styles and cultural norms, supporting Hypothesis 7.
IJVs' leaders' leadership styles and cultural dimensions	• Power distance, assertiveness, future orientation, performance orientation and humane orientation dimensions are significantly positively related to transformational leadership style (all small effects). Gender egalitarianism is significantly negatively related to transformational leadership style (small effect). Uncertainty avoidance and collectivism in-group dimensions are significantly positively related to transformational leadership style (medium effect) • Future orientation is significantly positively related to transactional leadership style (small effect). Uncertainty avoidance and power distance dimensions are significantly positively related to transactional leadership style (both medium effects). • Collectivism in-group and individualism are significantly positively related to LMX leadership style (both small effects). • Uncertainty avoidance, collectivism institutional and performance orientation dimensions are significantly positively related to global leadership style (all small effects). Assertiveness, collectivism in-group and humane orientation dimensions are significantly positively related to global leadership style (all medium effects). • Uncertainty avoidance, collectivism institutional, assertiveness, performance orientation and humane orientation dimensions are significantly positively related to authentic leadership style (all small effects), while collectivism in-group is significantly positively related to authentic leadership style (medium effect). Gender egalitarianism is significantly negatively related to authentic leadership style (small effect). However transformational and global leadership styles have negative relationship with gender egalitarianism could entail that these two leadership styles could have some negative relationship for example gender discrimination in these IJVs in manufacturing.

	Based on the above results a significant positive relationship exists between leadership styles and cultural dimensions, supporting Hypothesis 8.
IJVs' leaders' leadership styles and cultural artefacts	• Transformational and transactional leadership styles are significantly positively related to stories (both small effects). • Transformational and transactional leadership styles are significantly positively related to physical environment (both small effects). Authentic leadership style is significantly positively related to physical environment (medium effect) • Transactional and global leadership styles are significantly positively related to rituals (both small effects). Transformational and authentic leadership styles are significantly positively related to rituals (both medium effects). • Transformational and authentic leadership styles are significantly positively related to flexibility (both small effects). • Transformational and global leadership styles are significantly positively related to responsibility (both small effects), and authentic leadership style is significantly positively related to responsibility (medium effect). Based on the above results a significant positive relationship is confirmed to exist between leadership styles and cultural artefacts, supporting Hypothesis 9.

7.3 Emerging themes and findings from literature

Since this study was premised on the concurrent mixed method approach, the qualitative analysis is meant to verify results arrived at from the quantitative analysis. In the following sections the key research findings of this study will be discussed in order to verify the results against a milieu of existing literature that is, previous pertinent research results, findings and conclusions. Findings that have established support for both the literature and quantitative data in that IJVs cross-cultural leadership is to a greater extent based on the IJVs cultural values, norms and artefacts as shown on Figure 7.1 below.

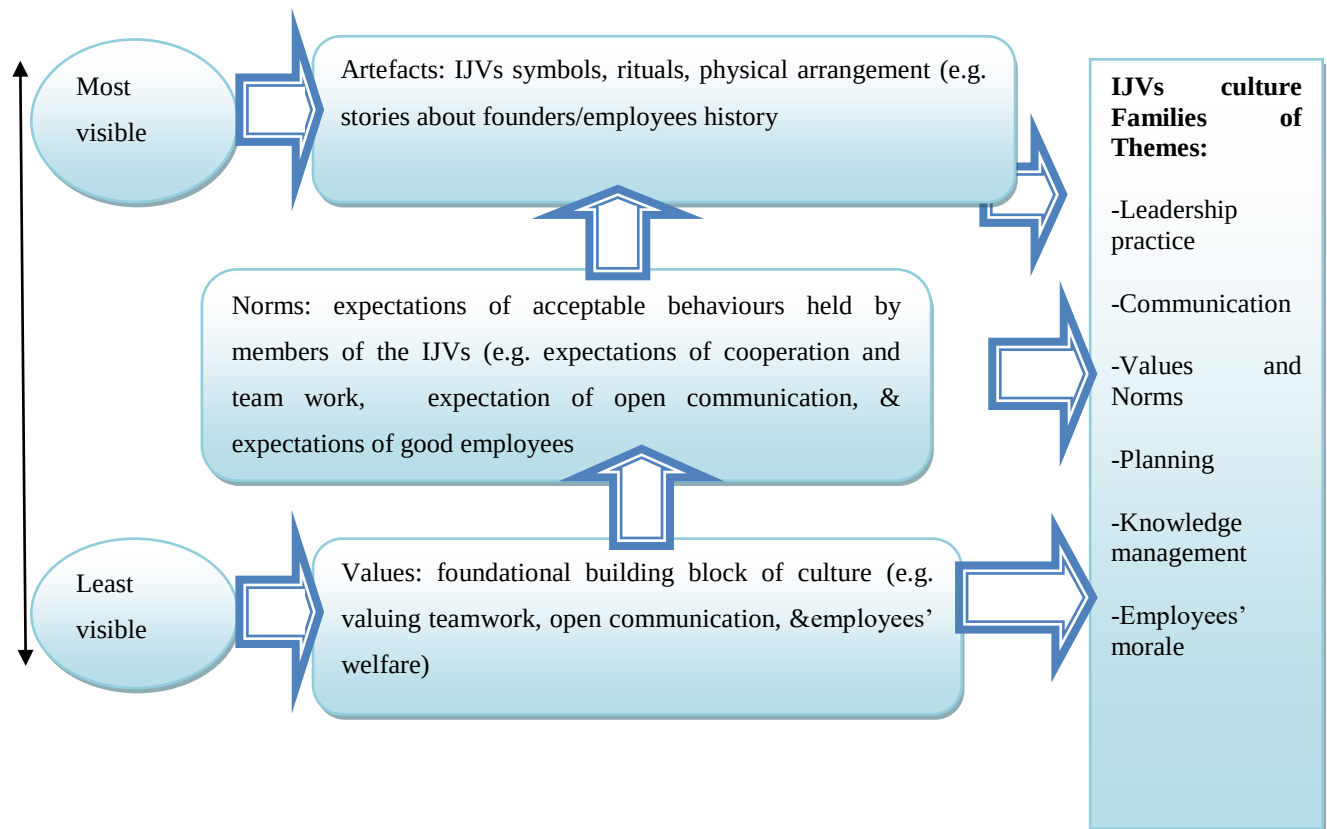


Figure 7.1: Cultural values, norms and artefacts in relation to IJVs culture families of themes.
Source: Researcher's own construction

Findings that emerged from the qualitative data analysis show that IJVs' leaders confirmed the quantitative hypothesized relationships that significant positive relationships exist between leadership qualities and styles with cultural values, norms, artefacts and dimensions. This study's quantitative results found that openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation were the cultural norms found to be significantly positively related to both Botswana and expatriate IJVs' leaders (cross cultural) leadership qualities. It follows therefore that for most Botswana IJVs, cultural differences with adaptive or flexible leadership, Flexhumility (Hofstede *et al.*, 2010) provide the ideal environment for their success (Beamish & Lupton, 2009).

Quantitative results further found that transformational, global and authentic (TAG) leadership styles are found to be significantly related to IJVs' cultural values, norms,

dimensions and artefacts, signifying that sustainability of Botswana IJVs is mostly influenced by transformational authentic and global (TAG) leadership styles. Characteristics for effective IJVs' leadership, as mentioned by participants, included good manners, humility, compassion, respect, and observance of traditional values. Also, participants described the foundations of their competitiveness as being based on the need to learn the perspectives, tasks, and trends of other cultures, being able to communicate effectively with employees of different cultures, and an appreciation for the need to treat employees as equals, as opposed to being superior (Wherry, 2012). It is within this conviction that IJVs' leaders provided rich and informed data from which 6 families of themes: Leadership, Communication, Values, Planning, Knowledge management and Employees morale emerged. To arrive at success factors in order to build up a family during interviews, the researcher considered at least 50% of the participants mentioning the same success factor.

Following is a discussion of each of the sub-themes that emerged from the above families.

7.3.1 Leadership practice

Leadership commitment to the operations and trust from both partners is essential factors to sustain IJV performance (Larimo & Nguyen, 2015). All participants justified the need for leadership efficacy as the primary performance enabler for IJVs' sustainability. Analysis of qualitative data was comprised of processes and procedures in which the researcher moved from the collected interview data into some form of explanation, understanding or integration of how IJVs in cross cultural relationship sustainability can be enhanced (Panda & Gupta, 2013). Research participants mentioned that an IJV leadership structure aimed at ensuring sustainability and efficacy should be a priority among IJVs' leaders and employees (Baumgartner, 2009). Over and above the IJV leadership structure, expatriate leaders and decision making themes emerged as other cross-culture characteristics, combinations or themes providing a fertile ground for IJVs sustainability. It was from both quantitative and qualitative data analysis that this researcher was convinced that national cultural dimensions, supervisor's nationality, and expatriate leaders' proficiency were some of the complementary basis for Botswana IJVs success (Froese & Peltokorpi, 2011).

7.3.1.1 Leadership practice for sustainability

In an effort to enhance IJVs competence and professionalism, quantitative analysis found that: transactional, global, transformational and authentic leadership styles are significantly positively related to competence and professionalism. This was confirmed by participants who mentioned the main attributes for IJVs' leadership practice as including: well laid power distribution, work rules and regulations clearly spelt out, supervisors responsible for the induction and implementation of the stipulated tasks and supervisors being accountable for the work environment outcome. All the participants interviewed mentioned that for their entities to have been operating for more than ten years (as was the case with all of them), the main performance enablers have been the IJVs' leadership structure, trust between IJVs' players and leadership-employees compatibility (KPMG, 2009).

When IJVs have compatible or high fit leadership structures, corporate cultures, management styles, commitment and trust will increase resource sharing and communication between the parties involved (Vivek & Glenn Richey, 2013). Participants have observed that when employees trust leadership and believe that their supervisors are concerned with their interests, they will derive personal benefits from work and act to increase job satisfaction, hence a willingness to depend on the leader (Yang, 2014). Leadership trust helps minimize the sense of vulnerability as employees recognize their leader's honesty, competence and benevolence, thereby promoting healthy IJVs' leaders-employees compatibility or fit (Yang, 2014). This was confirmed by participants 1, 2 and 8 who mentioned that:

“There is generally top down transmission of work rules and regulations between the supervisors and the subordinates” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“Some of the factors that promoted our business existence are that job requirements and instructions mainly originate from the South African based parent company and they are communicated to Botswana outlet for implementation. Job instructions are finally communicated to the production employees by the respective supervisors” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“Well laid down power distribution is clear as for example first line supervisors are responsible for employees’ time management (start, finish, tea break, and lunch times) production targets” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

IJVs’ managers are convinced that hierarchical structures that describe leadership behaviours have the potential to influence the performance of a team, work unit, or organisation, are paramount (Yukl, 2012). The IJVs’ leaders’ orientations point to the fact that adhering to the guidelines for implementation of tasks and focus on the completion of tasks, guarantees continued existence of the organisation (Bahzar *et al.*, 2013).

7.3.1.2 Expatriate IJVs’ leaders

To confirm quantitative results that show that expatriate senior managers are the majority with middle management (33.3%) and top management level (26.7%) positions, the second leadership theme that emerged from the leadership family was expatriate IJVs’ leaders. The presence of expatriates in the IJVs’ middle and top management biased towards investors’ countries of origin, leads to greater decentralization, suggesting that the level of trust IJVs’ investors have for local staff is low (Singh, Wood, Darwish & Alharbi, 2016). Expatriate experience has a powerful transformative potential which entails contact with other cultures, disintegration, reintegration, autonomy and independence (Bird & Mendenhall, 2016). Among Botswana IJVs, there is evidence that partners conferred key positions on their own *“country boys”* to secure influence and transparency in the IJV (Westman & Thorgren, 2016). In entering into an IJV agreement, foreign and local investors are deemed to have created a stable foundation with cogent and comprehensible contracts (Westman & Thorgren, 2016). All but one IJV with leaders who participated in the interviews have expatriates top managers. IJVs are commonly known to have the potential to attract expatriate managers from investors / partners’ national culture (Teo, 2012), for example, Participant 5 mentioned that:

“Expatriates perform better and the supervisor-employees relations of IJVs with expatriate leaders are in most cases very conducive for production. Almost all foreign top managers are well qualified and they have the

required experience” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

Participants were of the view that expatriate leaders are: well qualified, experienced, flexible and adaptable, perform better, understand employees’ norms, values and beliefs, possess the required knowledge, are appointed on merit and the majority of them are very competent as described by several participants:

“All five managers [in our company] are Chinese, they are young , they are energetic, are willing to learn and to work even under harsh conditions like standing for long hours in the heat” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

“Top management is mostly reserved for the Indians, who are in majority of cases knowledgeable and competent” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience)

“While the Botswana outlet is managed by Batswana, the head office is based in South Africa and is headed by aggressive [assertive] and visionary South African corporate leaders. We base all our production from South Africa office and they communicate with us almost anytime, they are very flexible” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“Top management at corporate level is South Africans (white), very dynamic, innovative, and competent and results oriented. Our General Manager is the only one with a master’s degree, indicating how focused they are” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

Success of IJVs’ activities depends on how well leaders are able to adjust to the new environment where they have been transferred to, their ability to cooperate with employees from the partnering organisation, how well they are able to apply their competencies and knowledge, and their ability to learn new things (Koveshnikov *et al.*,

2013). All the expatriate managers have more than 5 years of experience, and their previous expatriation experience in IJVs has a positive and significant influence on their current cross-cultural assignment in Botswana as contributed by some of the participants that:

“Expatriate leaders who work in foreign countries are supposed to be well groomed in-terms of culture, language, norms and values of the domestic citizens” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

Foreign (expatriate) leaders should take into account the differences in values and managerial practices in IJVs (Kobernyuk *et al.*, 2014). The environment, in which IJVs operate, is characterized by several challenges as is the case with all other cross-cultural oriented organisations (Reus & Lamont, 2009). In relation to expatriate leadership in IJVs, some participants highlighted some challenges encountered by their organisations as:

“The only worrying observation is that some few of the expatriates of Indian origin are not as competent as the founders of this organisation. There are some indications that some of the Indian expatriates don’t have the requisite skills and experience” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“...some expatriates of Indian origin are not as competent as the founders of this organisation, a number of the Indian expatriates are trained by other managers for example Zimbabweans” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

IJVs with Chinese partners described language challenges. Language and cultural competencies are observed not to have an equal effect on employees’ intercultural communication since host country language skills are considered necessary for effective communication with employees (Peltokorpi, 2010). Participants mentioned that:

“All Chinese managers in the organisation have language challenges, some Batswana view the way they communicate as too aggressive and not polite” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

There is evidence that IJVs' leadership in Botswana Manufacturing are affected by the supervisor-employee cultural distance, supervisor's nationality, Botswana language proficiency, expatriate type and IJVs partner's nationality (Froese & Peltokorpi, 2011).

7.3.1.3 Decision making

Botswana IJVs managers subscribed to the pattern of transparent and ethical leader behaviour that encourages openness in sharing the information needed to make decisions while accepting followers' (Avolio *et al.*, 2009). Quantitative analysis established that internal communication, risk taking and Inter-functional cooperation were the desired values whereas openness and flexibility, competence and professionalism, and appreciation of employees were found to be some of the norms enhancing cross culture leadership compatibility in decision making processes. Generally all managers of IJVs with South African partners mentioned that their organisations are characterised by: transparent decision making process, employees participate in decision making and management encourages free and open contributions in decision making processes. IJVs' managers concurred with the assertion that, in situations where two organisations of different cultural backgrounds collaborate, the new organisational culture formed should be concerned with both sides and all organisational levels of leadership (Dong & Liu, 2010). This was supported by some participants who mentioned that:

“Employees are involved in decision making” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“The organisation has a well balanced decision making structure, clear distribution of responsibilities and most of first line supervisors and employees participate in decision making” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

Managers for IJVs with partners of Indian and Chinese origin were of the view that, cultural traits which affect individual performance in IJVs are strongly influenced by the family environment and the neighbourhood where managers grew up (Saez-Marti & Zenou, 2012). This was a confirmation of the quantitative results that collectivism in-group and performance orientation are significantly positively related to expatriate IJVs' leaders' leadership qualities. When societies have high levels of in-group collectivism, such as China and India, individuals tend to emphasise duties, obligations and relatedness to a tight group of family members, close friends and sometimes work teammates, called in-groups (Fitzsimmons & Stamper, 2014). It was in that respect that the Indian and Chinese partnered IJVs managers identified several challenges.

“The salary structure is not transparent, employees are not consulted or involved in salary issues and it's as if the decisions are always done by leadership families secretly or some selected network” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“The fact that all top managers are Indians is to some extent discouraging and most of the other managers feel isolated when most decisions are made, Indians have their own secret meetings where they deliberate strategies before coming to the organisation” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“Most decisions are done by among the Indians top managers; no Africans occupy some top management posts” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“According the employees representatives, the unfair labour practices are the major concerns that are denting the supposed good working relations between leaders and subordinates” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

It was IJVs' managers' view that expatriate managers (of Asian origin) expect to find some degree of cultural distance with local African employees, as opposed to employees from other Asian countries, hence the discrepancy in salary structures and

in decision making (Buck *et al.*, 2011). IJVs Batswana leaders concluded that Asian cultures (Chinese and Indian) are observed as highly collectivistic, with organisational relationships governed by high power distance, and this results in sharp disparities with the status of African employees and expatriate managers (Taras, Kirkman & Steel, 2010). However, this finding was not confirmed by the quantitative results as there was no relationship between power distance with both Batswana and expatriates.

7.3.2 Communication

For IJVs' leaders (being global leaders) to be effective there is need to develop communication competences that will enable them to articulate and implement their vision in a diverse workplace (Northouse, 2010). The relationships that bind individual and IJVs values to performance are justified by the level of trust that employees perceive in the organisation and the communication consideration and supervisors-employees interpersonal relationships (Edwards & Cable, 2009). Interview participants mentioned that IJVs' leaders are organisational employees who should be visionaries, should have excellent communication, be trustworthy, with integrity, and have character that others want to emulate (Gaiter, 2013). IJVs' leaders should have an impact through effective communication on their teams, board members, customers and shareholders (Davis *et al.*, 2010). Participants further acknowledged that the country's culture of IJVs' partners', impact on language used in correspondence, legislation and contracts during establishment and IJVs life cycle (Westman & Thorgren, 2016).

It was in this regard that during data analysis, the following themes (internal communication, informal communication, and open communication) emerged.

7.3.2.1 Internal communication

Quantitative results confirm that internal communication, openness and flexibility are significantly positively related to both Batswana and Expatriate IJVs' leaders' (cross culture leadership qualities. The results further confirmed that transformational, transactional, LMX, global and authentic leadership styles are significantly positively related to internal communication. Through the interview discussions, it was confirmed that all IJVs' managers use culture, language and power-based influence tactics to increase intercultural information flow among employees (Peltokorpi, 2010). It has been observed that IJV employee norms and values like open mindedness, internal

communication capabilities, emotional stability, cultural adjustment, and work adjustment or flexibility are positively related to performance (Peltokorpi & Froese, 2012). There are various internal and structured communications systems within the IJVs as mentioned by participants that:

“the organisation has a number of platforms that are utilized to enhance communication between the organisation leadership and the stakeholders”

(Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“Communication is done through meetings, meetings and at times circulars are sent to departments” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“We experience very effective and reliable formal communication with our South African based head office. After receipt of communication, we then use a number of platforms to transmit the messages through our employees’ structures” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“Generally the job performances are perceived to be effective as the supervisor- employee formal communication is always quite amicable and motivating. General and departmental meetings are encouraged between supervisors and employees” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Internal communication through meetings at departmental, sectional or general meetings are always held in our business” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience)

An interview participant, a manager of an IJV with an Indian partner, echoed sentiments which were contrary to the conclusion that there is sound formal communication in Botswana IJVs.

“There is generally a sound work atmosphere between the supervisors and the employees although there are general sentiments that there is more of top down approach and very little bottom up communication” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

A further challenge as regards internal communication was mentioned by a participant of an IJV with a Chinese partner.

“There are few meetings and very rarely are communications done in writing form, they are mostly verbal” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

With the assertion that differences in the proficiency in the work language may constitute a barrier for communication, as it can lead to misunderstandings or even harm coordination, interview participants reiterated the need for effective internal communication within the IJVs (Lauring & Selmer, 2010), as mentioned that:

“All Chinese managers in the organisation have language challenges, some Batswana view the way they communicate as too aggressive and not polite” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

7.3.2.2 Informal communication

To support quantitative results which showed flexibility as significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities, interview participants mentioned that there are several important skills needed for IJVs managers to communicate effectively, for example self-maintenance, social networking skills, interpersonal language, and communication skills (Wang *et al.*, 2014). Not all communication within organisations should be done formally, as mentioned by some participants that:

“Our employees take advantage of some informal communication as well for example during tea and lunch breaks, during some informal gatherings like at birth day parties”(Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

“The organisation has a staff canteen and several informal gatherings in which employees can share information for the betterment of the organisation”(Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

7.3.2.3 Open communication

For a healthy IJV work environment, the company culture should adapt healthy approaches like open communication, realistic discussion about the facts, and a more objective, rather than a subjective approach (Gao *et al.*, 2011). Effective communication with stakeholders, transparent work relations and information sharing were some aspects regarded by IJVs’ managers as paramount in promoting effective communication in the organisations they lead. Quantitative results found that transactional, LMX, global and authentic leadership styles are significantly positively related to openness as a leadership value. However, some of transformational and authentic leadership characteristics, for example demonstrating transparent and ethical leader behaviours, encouraging openness in sharing information, accepting followers’ inputs, were mentioned as ingredients for successful IJVs (Avolio *et al.*, 2009) as some participants revealed the following sentiments:

“..employees can approach their supervisors when need arise, and their input is always taken seriously” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“.Other than meetings, notice boards, the supervisors themselves are also some means of communication to the employees, we encourage open communication among our employees even direct to top management” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

Specific to IJVs with South Africans partners, they had the following to say:

“The organization promotes open communication and individual suggestions, new ideas on how to improve our activities are welcome”

(Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“We recommend free and open communication system as even visitors or other stakeholders are welcome” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“We encourage open communication among our employees and between employees and outsiders.” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

7.3.3 Values and norms

Quantitative results showed that IJVs’ leaders cross cultural values were found to be internal communication, risk taking and Inter-functional cooperation which then lead to the cultural norms of openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and Inter-functional cooperation. Since IJVs enter into collaborations in culturally different countries, they are associated with having an enriching effect on the application or use of existing integration capabilities which, in the majority of cases yields some values that form the rallying point for both managers and employees (Reus & Lamont, 2009). IJVs’ leaders are observed to be individuals who have exceptional values, communication skills, confidence, respect and effectively use their trust and influence to promote harmony and teamwork within the organisations in which they have leadership responsibilities (Gaiter, 2013).

For their continued existence, Botswana IJVs’ managers alluded to the fact that their organisations upheld certain values. Various leadership styles were evident among IJV managers, for example advocates of transformational leadership showed that they were mostly concerned with emotions, values, ethics, standards, and long-term goals (Northouse, 2010). Participants with some transactional leadership orientation exhibited two specific behaviours: i. Achievement (emphasized making specific values or patterns

of values salient for the follower to motivate him / her to action); ii. Self-concept (the leader activates specific identities to which followers can relate, creating a collective identity that the followers ultimately embrace as their own) (Avolio *et al.*, 2009). Under the values family, four themes emerged during data analysis, and are hereby presented in order of their popularity. This was measured by the number of participants mentioning the theme or a related aspect. All eight participants justified the need for teamwork, six supported the significance of a “results driven” approach, employees’ orientation and systemic quality management behaviours.

7.3.3.1 Teamwork

Quantitative results found that collectivism in-group and performance orientation, being the main dimensions that support team work, are significantly positively related to both Batswana and Expatriate IJVs’ leaders’ leadership qualities. As regards leadership styles, quantitative results showed that transformational, LMX, global and authentic leadership styles all have a significant positive relationship with collectivism in-group. Participants mentioned the need for team spirit and camaraderie or companionship among groups that are under his leadership. IJVs’ leaders are driven by the desire to focus on what is in the best interest of the group as a whole, rather than what only serves the individual (Whiltshire, 2012). Cultural diversity was seen to provide synergy effects and increase competitiveness, as multiple cultural influences might enrich the perspective of team member regarding work and life (Voss *et al.*, 2014). There was mention of the need for IJVs’ leaders to be more visionary and be able to instil a teamwork culture in other organisational employees from diverse cultures to achieve the best possible results for the IJV (Teo, 2012). To confirm both quantitative and literature results participants mentioned that:

“we advocate teamwork as opposed to individualism, we encourage team work among employees, there is good leadership and team spirit in our organisation” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience; Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience),

The use of language that emphasizes a “we” feeling between functional departments can be valuable (Engelen et al., 2014) for example following participants said:

“Every organisation department or section is encouraged to meet targets, attend to unit challenges (for example absenteeism, funerals, and sickness), and evaluate their performance as a team” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“..Work place is like a sports field or pitch, where all the employees are resembled to be sports players, all team players enter into a sports field with the sole goal of intending to win. All employees are nurtured to work as teams and that is a major requirement for the nature of production activities in the organisation” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“We advocate for teamwork hence performance reviews are usually done at section, departmental and shift levels” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“We are successful as a result of good leadership and team work spirit, team work yields better results” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Team work is a positive behaviour that should be encouraged in IJVs to enhance synergistic outcomes” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

“All tasks are done in teams, except if it is a one man job, and work these groupings are mainly supervised by Chinese supervisors” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

“We value both individualism and team work as some production activities are purely individually operated and as such targets are accorded to

individuals” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

7.3.3.2 Results orientation

Quantitative results showed that transformational, authentic and global (TAG) leadership styles have a significant positive correlation with performance orientation and success cultural dimensions. IJVs’ competitiveness and sustenance rely on approaches focused to attaining desirable and effective results for achieving positive outcomes in the IJVs (Wherry, 2012). Participants were of the view that levels of competitiveness and efficacy in IJVs are influenced by the contribution of staff in management, and the firms’ emphasis on results or procedures (Gómez-Miranda, Pérez-López, Argente-Linares & Rodríguez-Ariza, 2015). IJVs’ conducive work environment was described as having the potential to transform production systems into flexible ones as they demonstrate the potential to achieve competitive production results for manufacturing businesses (Birasnav, 2014b). IJVs have maintained their competitiveness as a result of management focussing attention more on results than procedures and by enhancing the involvement of the staff in the governance structure (Gomez-Miranda *et al.*, 2015). In support of the leadership qualities and styles driving Botswana IJVs success participants said:

“We always meet production targets as per customers’ orders with zero accidents or near misses for the past five years” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“Since employees participate in setting production targets and monitoring of the entire production process, we always make sure that targets are met and this has led us to maintain a good reputation as we have repeat customers from the international market” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

IJVs’ results were also enhanced by leadership characteristics of instilling idealized influence, inspirational motivation, intellectual stimulation and individualized

consideration for their employees (Neider & Schriesheim, 2011). The examples of assertions meant to inspire employees towards organisational results were echoed by:

“Motivation and inspirational strategies towards employees is a priority, it comes first; there are no resources that are as valuable as the human resource, desired results can only be attained through employees’ commitment” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Due to the global village effects, IJVs the need to continuously research and apply modern business systems and technologies such that they attain the desired outcomes” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

Expatriate IJVs’ leaders are in the majority of cases, results oriented and this is supported by the literature in which attitudes towards expatriates is mostly associated with the value of hard work and group orientation solidarity with others, a sense of belonging and avoiding confrontation in the work place (Tsang, 2011). This view was supported by participants who said:

“Chinese managers always show serious commitment to their work, work in the sun, they show that they are experienced and are ready to lead by example” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

7.3.3.3 Employees’ focus

Quantitative results posit that appreciation of employees and inter-functional cooperation cultural norms are significantly positively related to both Batswana and expatriate IJVs’ leaders (cross cultural) leadership qualities, whereas global and authentic leadership styles are significantly positively related to appreciation of employees. By prioritising employees’ concerns, IJVs’ leadership showed that they recognise employees’ contribution to the organisation; as employees are the most vital resource in the organisation. Quantitative results showed that transformational, authentic and global (TAG) leadership styles have a positive significant relationship with

humane orientation cultural dimension. The fact that the IJVs' managers value employees, confirms that they appreciate the need to be able to work simultaneously with employees from different cultures and that they have developed the competence of understanding IJVs business and cultural environments (Northouse, 2010). Over and above the fact that followers will develop a positive work attitude when they are properly recognised for their contributions, IJVs' leaders confirmed that they make every effort for followers to feel that they are valued members of the organisation, and also make concerted efforts for followers to recognise that they are not only employees, but significant contributors to the IJV's success (Whiltshire, 2012), for example participants said:

"First and foremost the company values its employees; as managers we at times sacrifice our salary increments to leave room for subordinates' salary increments" (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

"We always make every effort for our employees to feel that they are "our most important asset", valued members of the organisation, and also make concerted effort for our employees to recognise that they are more than just employees but significant contributors to the IJV sustainability" Participant 5: (Male, 35 years of age, Degree, Top manager, 5 years working experience; Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

There was mention made by IJVs' managers that IJVs' leaders always make the effort to activate employees' potential so they can surpass their own self-interest for the good of the organisation (Engelen *et al.*, 2014).

"The parent company always emphasize strong adherence to product quality and staff motivation and this has led to our employees to be always ready to go an extra mile in their work activities" (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

“..with the staff loans facility, canteen facility and several training programs, our employees seem to appreciate the fact that management value them hence they are always ready to work over time, work at any shift and be prepared to do even more than we expect from them” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

Regardless of the effort demonstrated by IJVs management, some participants from IJVs with Indians partners were of the view that some employees do not seem to appreciate the effort for example:

“...there are some few nagging issues caused by employees who always absent themselves especially at month ends, they always have excuses on the pretext that they will be going for medical check-up, some employees do not look enthusiastic as they are not willing to go “an extra mile”, they are always slow when doing their tasks (they are never in a hurry) and if without supervision, these employees are not productive” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“Some Batswana employees look down upon the local supervisors as opposed to what they do to expatriate supervisors, hence their production is erratic” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

7.3.3.4 Systemic quality management systems.

Since success, competence and professionalism are the main values and norms related to quality management, transactional, transformational, global and authentic leadership styles, they are significantly positively related to success, whereas transactional, global, transformational and authentic leadership styles were found to be significantly positively related to competence and professionalism. Participants mentioned that quality assurance in all levels of the production process through technology oriented efficient delivery logistics systems has been one of the main sustainable strategies for Botswana IJVs competitiveness (Birasnav, 2014b). During

data analysis, the researcher observed that IJVs' managers mostly displayed some transformational, global and authentic leadership (TAG) traits since they emphasised the need for ethical leadership aimed at yielding important organisational outcomes (e.g. quality products, good customer satisfaction, enhancing IJV's competitiveness) across many different situations and cultures (Avolio *et al.*, 2009). In an effort to provide a holistic approach in providing quality products and services, IJVs' managers encouraged and appreciated the diversity of employee know-how aimed at developing their subordinates' abilities and empowering them (Hsiung, 2011).

Almost all participants emphasised the need for a systemic approach modelled along benchmarked products, sourcing of quality raw materials, engaging experienced and knowledgeable employees, having BOBS & ISO certified/quality assurance, having state of the art machines and providing a healthy and safe work environment for the workforce. To this end, the following were some of the sentiments provided during interviews.

"We value effective time management (punctuality), teamwork in all the departments, effective communication; maintenance of high quality products and customer satisfaction (assured by ISO certification) and all this is achieved through employees' commitment" (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

"Some criteria that assist in measuring the effectiveness of job requirements and job instructions are that the organisation never had any job related accidents for the past 6 years since the participating officer has been an employee in the organisation, and the organisation never experienced products returns due to poor quality or any other product failure to meet any standards specifications" (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

"Performance has been quality based as the organisation is ISO certified. High quality of international standards is the main backbone of the main

distinctive components of the organisation” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“As a result of effective job instructions, the organisation expected job performance is met, no return jobs and no accidents for the past 3 years” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Our company is ISO 9001 certified and is also SABs approved, hence we have systems and products of international standards” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

“There is no compromise or substitute to high quality; high product quality has led to increased customer confidence in our products, we don’t experience product returns due to general customer satisfaction by almost all customers” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

Participants were of the view that it was possible for the organisations, through their leadership to become more efficient, to achieve “miracle goals” provided the leader was qualified to do the right thing and apply the right degree of effort (Gao *et al.*, 2011). Due to the fact that IJVs are comprised of partners and managers of different cultural backgrounds, they have potential to attract people from diverse cultures, thereby enhancing their organisations potential to meet desired quality standards (Teo, 2012). IJVs’ sustainability as evidenced by the continued existence of these organisations is an indicator of the level of achievement that reflects on the success of the leadership, and this reflects the dynamics of organisational life cycle of Botswana IJVs (Bahzar, 2013).

“Our organisation’s hybrid leadership (with both Batswana and Expatriates) thrust has always advocated for quality products and this has mostly been attributed to our leader’s ideal qualifications – work effort fit”.(Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

7.3.3.5 Customer focus

The fact that all the IJVs that participated in this study are comprised of partners from different cultures, and five out of seven of the represented IJVs that participated in the interviews have international markets. IJVs' leaders demonstrate some global and authentic leadership characteristics, as they are able to influence their subordinates, and customers, all of which in turn, affects their attitudes to cross-cultured colleagues and international customers (Tzinerr & Barsheshet-Picke, 2014). Several remarks emanated from the interview process as following contributions were made:

"We have systems meant to enhance customer satisfaction" (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

"... job instructions and performance enhance the organisation chances of retaining its customer loyalty" (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

"Our product quality is impressive. We now have customers all around Tati siding, Francistown and as far as Selibe Phikwe, our customers are happy, no complaints." (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience)

"Our team is comprised of leaders who are able to value and prioritize customer satisfaction through employees' motivation" (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

It is this researcher's conviction that IJVs' priorities should be customer oriented to outwit the unique pressures, dynamics and challenges brought about by the different cultural backgrounds of strategic players through a transformational leadership style (Grant ,2012), global leadership style (Northouse, 2009) and / or authentic leadership (Avolio *et al.*, 2009) as mentioned that:

"We uphold visionary approaches through enhanced product quality, consistency in maintaining staff morale thereby guaranteeing customer

satisfaction. Customers are always valued as the most important stakeholder followed by the employees through transparent systems”
(Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

7.3.4 Planning

Although literature and qualitative data has shown that leadership styles: transformational, transactional, LMX, global and authentic focus to some extent on future planning, quantitative results show no relationship between future orientation with leadership styles other than transformational and transactional leadership styles. All participants, including Participant 5 from the funding organisation, mentioned the positive correlation between effective planning and IJVs’ success. Indications were that interview participants demonstrated signs of confidence, hopefulness, optimistic, resilient, moral/ethical, future orientation and sanctioned employees participation in the planning process (mostly tactical and operational) (Neider & Schriesheim, 2011). Two themes emerged from the planning family, namely: strategic planning, and financial planning, as they came clear from the participants contributions during interviews.

7.3.4.1 Strategic planning

Managerial efforts, cultural distance and convergence, influence the design of IJVs’ long-term planning process aimed at promoting cultural cooperation (Ott, 2015). There is a need to design a cross-culturally sensitive drive in formulating sustainable IJVs plans (Ott, 2015). For Botswana Manufacturing IJVs to continue operating as they have demonstrated, it could be as a result of a number of factors for example a) they could have shared a business idea that includes creating a vision in which leadership play a critical role, b) they could have injected long-term investment with a strong brand image and effective systems support, or c) they could have been operating in a climate which involves creating an atmosphere of trust and reciprocity (Wit & Meyer, 2010). When employees perceive their manager exhibiting flexible leadership in terms of being inspirational, developmental, visionary, and motivates employees towards planning, they are more likely to reciprocate with more positive terms of influence such as being productive and creative (Epitropaki & Martin, 2013). Planning determines the IJVs direction (short-, medium- or long-term) and leaders play a pivotal role in the planning, implementation and evaluation of business processes (Jooste & Fourie, 2009). Since all

except one IJV with a Chinese partner, have public strategic plans displayed in the organisation's premises, it suggests that all IJVs with partners from India and South Africa value the development of vision, mission and purpose (goal achievement) which is a transformational, global and authentic leadership component (Mendenhall et al.,2012).Participants mentioned that:

“ Our organisation has a strategic plan which is comprised of vision, mission, values and strategic objectives” (Participant 1: Female,25 years of age, Diploma, Middle manager, 6 years working experience).

“..departmental strategic plans are meant to achieve the overall organisational strategic plan” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“The organisation activities are based on the ten year strategic plan that is mainly developed by top management and is displayed at the main entrance” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Plans in most cases originate from the top and they are communicated downwards. Also all departments are encouraged to formulate their own plans in an effort to achieve the ultimate organisation vision and mission” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

“The organization's direction is mainly guided by the vision which was developed by top management” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

One participant from an IJV with a Chinese partner shared with the researcher that their organisation does not have a strategic plan known to employees. They mainly operate based on customer orders maintaining some contingent stock.

“the organisation does not have long term plans that are known by the employees, the company does not have vision, mission, and objectives

made available for employees” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

7.3.4.2 Financial planning

A financial planning theme emerged from the fact that all seven participants mentioned their financial viability as they never had any working capital challenges. All financial requirements were met on time, hence the IJVs claimed to have sound credit standing with financial institutions. Participants mentioned their financial stability as they said:

“We always pay salaries on time, pay for utilities and creditors on time” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

“There are indications of sustainability in our organisation as it is always financially stable, it is ISO certified, and has a healthy working capital position” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“The organisation is always financially stable; it is always able to meet its day to day financial needs” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Businesses that enter into a JV relationship with Botswana investors through debt financing are bound to continue operating for as long as the debt needs servicing, this arrangements strengthens the various JVs financial base” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

“The Company always pays its employees’ salaries on time” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

7.3.5 Knowledge management

Quantitative results showed that uncertainty avoidance is significantly positively related to transformational, transactional, global and authentic leadership styles. IJVs mostly

provide an environment conducive to acquiring knowledge in an effort to avoid pressures brought up by environmental uncertainties. Knowledge transfer in IJVs as mentioned by participants showed that it follows a sequential multi-stage process and the knowledge transferred from parents' organisations to IJVs must first be adapted within the new environment before it reaches the creation stage (Pak, Ra & Lee, 2015). Knowledge intensity in Botswana IJVs is associated with the venture learning orientation and determines the value of foreign firm partners' knowledge contribution (Calhoun & Harnowo, 2015).

The extent of the founders' proactive drive for growth, determine both the extent of IJV learning and the speed at which learning is developed and utilised (Hagen & Zucchella, 2014). Participants acknowledged the fact that cultural distance between IJVs has an influence on the host country partner knowledge contribution (Calhoun & Harnowo, 2015). A critical aspect for Botswana IJVs' sustainability is knowledge sharing and trust, as it is required for the free flow of information (Calhoun & Harnowo, 2015). Botswana IJVs proved to have a track record in advancing their knowledge and skills as they portrayed success history measured by continued existence and customer loyalty (Farrell *et al.*, 2011). All seven IJVs have some training and staff development programs, although they vary in magnitude and orientation (i.e. on the job or off-the job). Botswana IJVs' leaders demonstrated that they focus on the growth and development of both the organisation and employees through staff training and development (Whiltshire, 2012) as mentioned that:

"Training and development bring a win-win outcome to both the IJV and the employees trained" (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

Two themes emerged: On the job and off-the job training and long-term academic training from the argument that, IJVs can sustain their going concern desire through continuous development and innovation. It was apparent from the data analysis that IJVs' managers appreciate the fact that the combination of support in management and training generate a synergistic effect on IJVs' education (Park, 2010), thereby increasing IJVs' chances of success as mentioned that:

“Leaders should be able to value their employees,hence the need for them to develop training and development programs” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

7.3.5.1 On-the job and off-the job training

IJVs’ managers mentioned that they use relations-oriented behaviours to enhance employees’ skills, the leader-member relationship, identification of training needs, and commitment to IJV vision and mission oriented training programmes (Yukl, 2012). Botswana IJVs, just like other worldwide business organisations have diverse organisational values and managerial activities that require proactive training and operational management programmes aimed at influencing IJV culture and success (Kobernyuk, 2014). All eight participants concurred with the fact that appropriate training for managers and employees in for example market oriented strategies, production management, international finance, human resource management and organisational development are perceived as useful tools (Kobernyuk *et al.*, 2014) as they contributed in various forms for example the following statements were made:

“there is need to support employees who wish to develop themselves both academically and professionally” (Participant 1: Female,25 years of age, Diploma, Middle manager, 6 years working experience).

“There is need for employee training and development programs. All our machine operators are multi-skilled, they know how to operate all production machines thereby making it easy to manage if an employee gets sick, be on leave or is absent” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“Batswana employees seem to be not comfortable receiving training from African supervisors; they prefer to be supervised by Indians as opposed to fellow African expatriates” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

This assertion was confirmed by (Gomes *et al.*, 2011) who observed that employees from weaker nations, for example Botswana are bound to have feelings of antagonism, indignation and dislike for other African managers.

“To always maintain the competitive product and service quality, our organisation always has some in-house training for all levels of employees”
(Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“Another strategy of grooming Batswana employees is through on the job training, guidance, and follow-up. Supervisors should be patient, flexible and should enhance the subordinates’ confidence levels through complementing them”(Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

“Employees undergo on the job short term training and effort is also made that employees are multi-skilled (i.e. being able to do more than one production task and being able to operate more than one machine)”
(Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

In Chinese settings, the most common cross-cultural management interventions include: cross-cultural training, cross-cultural communication system and unified organisational culture (Dong & Liu, 2010).

7.3.5.2 Academic training

Relevant academic qualifications entail higher chances of IJVs’ innovativeness and success. The IJV learning orientation supported by both partners and leadership were observed by participants to yield positive effect on the IJV learning success rate (Farrell *et al.*, 2011). IJVs with higher levels of learning orientation (those that send their employees for staff development) and learning success have higher levels of business performance (Farrell *et al.*, 2011). Participants mentioned the need for continuous employee training and development, as they are supported by an arm of the Botswana Government called Human Resources Development Council (HRDC). The following comments were made by participants during interviews:

“Our employees always attend both in- house and off the job workshops to enhance their leadership skills” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

“..there are no employees sponsored to undergo for off- the job long-term trainings, lack of training among the employees is quite de-motivating as there is the risk of having poor performance by the employees. Employees are always supposed to be trained on modern ways to do their work, new ways to treat customers and cost saving production approaches”(Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

Modern generation work groups are characterised by a technology driven environment, hence they are mainly motivated and feel empowered to succeed in times of uncertainty through training and development in new processes and technological changes (Whiltshire, 2012). It was for this reason that the participant representing the funding organisation was of the view that:

“IJVs’ leaders should have robust staff development program, to keep abreast with macro-environmental dynamics, for example technological changes, change in the consumer tastes and preferences(generational dynamics), the need for acceptable global “language”” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

7.3.6 Employee morale

Quantitative analysis results show that global and authentic leadership styles have a significantly positive relationship with an appreciation of employees. Both Batswana and expatriates leadership qualities showed a significant positive relationship with appreciation of employees. Business and management literature have many contributors who subscribe to the view that human and social capitals are sources of sustainable competitive advantage for organisations and therefore should be carefully nurtured and developed in IJVs (Mahdi & Almsafir, 2014). IJVs’ performance is to a greater extent determined not only by an economic aspect, but also by a social aspect

and by motivating employee welfare (Bahzah & Kusuma, 2013). Indians believe that their businesses must play a wider role in society, providing quality products at reasonable rates, making their operation environmentally sound, adhering to high labour standards, and reducing human rights abuses at work places (Mishra & Suar, 2010). Employees' welfare family had two themes that emerged, namely employees morale and rituals and stories.

7.3.6.1 Employees' welfare

Participants' contributions generally pointed to the fact that "employees and their welfare are paramount for IJVs' success". Although there were some varying assertions among IJVs managers, employee welfare was one area which all the participants felt was worth taking seriously. Employees' welfare variables (for example reward) affect the direction and / or strength of the relationship between leader and follower in an IJV leadership-employee environment (Avolio *et al.*, 2009). IJVs' leaders mentioned the need to raise followers' aspirations and activate their higher order values, for example altruism through formulation and implementation of good work etiquette, humility and compassion (Avolio *et al.*, 2009). This is in sync with Botswana society which expects and requires its members to have "Botho", which is manifested through good manners, humility, compassion, kindness, respect, gentility and observance of traditional norms and behavioural code (Botswana Government, 2016). "Botho" is evident in all IJVs regardless of the cultural background of the partners. Management literature contributes that IJVs located in less developed countries (LDCs) like Botswana fail as a result of social factors as opposed to technical or financial factors (Tsamenyi *et al.*, 2013). Literature contributions are well supported by the interview participants who had the following to say.

"The organisation has made efforts to provide a good work environment for both management and employees and as such the work relations between the supervisors and employees are quite conducive" (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“Recognizing employees’ welfare will increase their morale thereby increasing IJV performance” (Participant 5: Male, 35 years of age, Degree, Top manager, 5 years working experience).

“Leaders and Subordinates have harmonious to fair working relations; the main motivating drive is that the organisation recognizes high performers, those who exceed their targets (weekly or monthly); employees have an option to work overtime during the weekends of their choice” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

Specific to IJVs with Indian partners, participants mentioned that:

“We have a staff canteen where there are subsidized meals and free tea; canteen offers some credit facilities to the employees who may require that facility” (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

“the organisation offers free tea and free lunch for all the employees at work” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“We offer tea, a staff canteen and we offer small loans to cater to staff funerals, illnesses, the organisation has a funeral and medical scheme for its staff members” (Participant 8: Male, 48 years of age, Diploma, Top manager, 22 years working experience).

Some participants mentioned that when determining how to influence employee performance, IJVs managers should consider the nature of relationship they develop with their direct supervisors and how to raise employees’ confidence levels through nurturing their welfare environment (Walumbwa *et al.*, 2011). In a related contribution, another participant was of the view that IJVs’ leaders should transform or change the basic values, beliefs and attitudes of their subordinates through offering attention to their welfare so that they are willing to perform beyond the minimum levels specified by the organisation (Engelen *et al.*, 2014). Due to the convincing participants’ contribution

to the need for employees' welfare enhancement, the researcher is tempted to conclude that it is the leader's humanness, and not his expertise that impacts most to the organisational employees' thereby influencing performance (Reed, 2012).

7.3.6.2 Rituals and stories

Quantitative results have shown that transformational and authentic leadership styles are significantly positively related to flexibility, whereas transactional and transactional leadership styles are significantly positively related to stories while transformational, transactional, global and authentic leadership styles are significantly positively related to rituals. There were only three participants (one from an IJV with South African partners, and two IJVs with Indian partners) who were able to narrate some story related to their organisations as confirmed by participants who said:

"the founder of this JV started his business by selling some tomatoes in an informal business structure"(Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

"The founder of the organisation worked for a Zimbabwean company in the business line that he then opened here in Botswana" (Participant 3: Male, 32 years of age, Higher National Diploma, Supervisor, 11 years working experience).

Literature confirms that most South Africans love success stories (SABEC, 2016), language, stories and myths are examples of verbal artefacts and are represented in rituals and ceremonies (Hogan & Coote, 2013). Values and norms can be noticeable in artefacts (organisational rituals, languages and stories and physical configurations) and lead to desired behaviours (Hogan & Coote, 2013). Symbolic management and artefacts, such as social events with members of all functions and buildings that allow continuous communication between functions, can be important options (Engelen & Brettel, 2011). All the seven IJVs that participated in the interviews have some element of ceremonies held as supported by the participants' statements:

"During public holidays for example national Independence day, the organisation offers free special lunch, cakes, drinks and some

entertainment, always organizes Christmas parties for its employees as a way to recognize the contribution to the organisation” (Participant 1: Female, 25 years of age, Diploma, Middle manager, 6 years working experience).

“Employees are accorded supported tea and bread. Although the organisation would wish to provide lunch, scarcity of resources is currently hindering this wish. As a way of recognizing our employees, Christmas parties are always held. Worker of the year and long service awards are other ceremonies jointly sponsored during Christmas parties” (Participant 2: Male, 50 years of age, Secondary Certificate, Top manager, 30 years working experience).

“The organisation organizes end of year Christmas party every year. Some awards like Worker of the year or best performing department are done based on financial availability” (Participant 4: Female, 37 years of age, Junior Certificate, supervisor, 13 years working experience).

“The organisation has some success stories but they seem to be kept in confidence by the parent company” (Participant 6: Male, 34 years of age, Degree, Top manager, 6 years working experience).

“the company offers either a Christmas party or buys Christmas grocery or both. As usual employees are given tea break and lunch times but they are not given any food. We encourage employees to join some pension programs, funeral plans and medical aid schemes” (Participant 7: Male, 42 years of age, Diploma, Top manager, 16 years working experience).

7.4 Chapter summary

Chapter 7 provided the results and findings arrived at after data analysis. Results and findings were linked to the relevant extant literature. In assessing the cross-cultural leadership challenges in Botswana IJVs, various similarities and divergences have been established between Botswana and expatriate leadership qualities and styles. This research has brought new evidence of the importance of leadership qualities and styles in influencing IJVs cultural values, norms, artefacts and dimensions.

To this end, this study results and findings have made it possible for the researcher to develop recommendations both for future research and for IJVs' leaders. Chapter 8 will therefore provide an in-depth discussion of the study findings aimed at contributing significantly to the body of knowledge in the cross-cultural leadership of IJVs field. The next chapter will present the study conclusions, contributions and recommendations based on the results and findings arrived at in chapters 5 and 6 findings. The researcher conclusions will provide a foundation for the recommendations for future study and IJVs consideration.

CHAPTER 8: CONCLUSIONS, CONTRIBUTIONS AND RECOMMENDATIONS

8.1 Introduction

Chapter 8, the final section of this thesis provides the conclusions arrived at by this research in which the achievements of research objectives, the findings and the study's contributions are highlighted. This concluding chapter will also provide the suggested recommendations that are based on the extent of this research and the limitations of the study.

8.2 Research objectives

This study had to address the following objectives as indicated in Chapter 1:

The main objective of this study was to determine and explore the cross-cultural compatible leadership strategies within Botswana Manufacturing IJVs with partners from the emerging markets which fall under the BRICS economies.

The sub-objectives were:

- To understand cross-cultural leadership qualities and styles sustaining IJVs in Botswana Manufacturing.
- To explore how cross cultural leadership qualities and styles relate to organisational cultural dimensions, values, norms and artefacts in IJVs.
- To explore cross-cultural compatible leadership qualities and styles for IJVs sustainability.

8.3 Conclusions

Based on mixed method analysis the key conclusions arrived at from the results and findings are:

The qualitative study results, done independently from the quantitative part, confirmed the quantitative results indicating the validity and trustworthiness of the study.

Age and experience of expatriate managers were found to be major contributing factors to the sustainability of IJVs in Botswana as expatriate managers are older than the Botswana managers, thereby having more experience in leading complex organisations. The maturity of expatriate managers was confirmed by the qualitative finding in which the expatriate managers were considered to be visionary, experienced and spearheaded the strategic direction of the IJVs.

The manufacturing industry of Botswana is male-dominated and this was reflected in the leaders of the organisations studied. There were more male IJVs' leaders for both Botswana (70.9%) and expatriate (other) group (86.7%) compared to females Botswana (22.3%) and other groups (6.7%). The business lines in which Botswana Manufacturing IJVs include construction cement and metal related products; food processing and milling; textile, rubber and jewellery industries; printing and agriculture. The nature of these organisations provided a possible explanation why more males than females were evident in the study, since most of these organisations require some heavy physical work activities.

The majority (49.5%) of Botswana IJVs managers are secondary certificate holders, 32 % diploma holders, and only 11.7% hold a bachelor's degree while 93.3% of expatriate leaders are at least diploma holders, hence the justification for them occupying leadership responsibilities. This indicates that most expatriate leaders are better qualified than Botswana managers, guaranteeing these organisations knowledgeable management composition. In relation to this, expatriate IJVs managers are in the majority at middle (33.3%) and senior management level (26.7%) positions. This aspect was supported by the qualitative data findings as interview participants confirmed that expatriate managers are better qualified than Botswana managers. Since 81.5% of Botswana have qualifications below a bachelor's degree, this could mean that most Botswana became managers due to Botswana empowerment programs, experience or due to some in-house skills development.

73.6% IJVs' leaders are Botswana, which is consistent with the Botswana Government's drive for localization (i.e. most posts, especially at management level should be occupied by Botswana). There is the potential for these organisations to continue operating without expatriate managers as they are already the majority in the management posts.

Since all cultural values aspects tested in this study, such as success, competence and professionalism, inter-functional cooperation, openness, internal communication and risk taking are significantly positively related to Botswana IJVs' leaders' leadership qualities, it shows that domestic IJVs' leaders have the potential to positively influence the introduction and sustenance of cultural values in IJVs.

Cross culture compatible leadership qualities and cultural values were evident as internal communication, risk taking and inter-functional cooperation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities.

Both categories of IJVs' leaders (domestic and expatriate) have shown an appreciation of the need for inter-functional cooperation, responsibility of employees, appreciation of employees, risk taking, openness and flexibility, internal communication and competence and professionalism confirms the need for IJVs' leaders to consider adopting these aspects as cultural norms for their organisations sustainability.

Botswana IJVs' leaders have a positive relationship with collectivism institutional, collectivism in-group, humane orientation and gender egalitarianism, as Botswana are groomed to uphold "Botho" from young age. Assertiveness, collectivism in-group and performance orientation are significantly positively related to expatriate IJVs' leaders leadership qualities. Assertiveness, collectivism in-group and performance orientation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities. IJVs' sustainability is therefore confirmed through IJVs' leadership appreciation, as confirmed by the qualitative data, where both Botswana and expatriates participate in decision making, and values (team work, results oriented, employee focus and systemic quality management) were mentioned as IJVs' leadership aspects common in manufacturing IJVs.

Physical arrangement, rituals, flexibility and responsibility are significantly positively related to Botswana IJVs' leaders' leadership qualities, and expatriate leaders are related to flexibility, which suggests that while Botswana IJVs' leaders upholds all the tested cultural artefacts, expatriate leaders need to be flexible to be able to adjust to domestic preferred cultural artefacts (Zheng *et al.*, 2010). Expatriates flexibility has led to Botswana IJVs' adopting hybrid cultural artefacts.

Transformational, global and authentic leadership styles are related to majority (five out of six) IJVs cultural values: success, internal communication, competence and professionalism, inter-functional cooperation, and risk taking, indicating that these three leadership styles are the most preferred by IJVs' leaders. It follows therefore that for IJVs comprised of a developing nation partner and an emerging nation partner to enhance performance for sustainability; they need to be more inclined towards the transformational, global and authentic leadership styles. Qualitative data supported these preferred leadership styles among IJVs' leaders in Botswana Manufacturing as aspects like: Leadership (leadership structure, flexible and knowledgeable expatriate managers, transparent decision making process); communication (internal communication, informal and open communication); values (teamwork, results oriented, employees focused, systemic quality management and customer focus); and employees morale (employees welfare and rituals and stories).

Transformational, authentic and global (TAG) leadership styles are the most common leadership styles that are related to IJVs cultural norms. For IJVs' leadership to instil sustainability focus in their organisations, transformational, authentic and global (TAG) leadership styles should be adopted.

Transformational, global and authentic leadership styles are significantly related to most IJVs dimensions of culture. This study's findings show that: transformational, authentic and global (TAG) leadership styles are related to uncertainty avoidance, assertiveness, collectivism in-group, performance orientation and humane orientation; hence these three leadership styles have the potential to influence the majority of cultural dimensions influencing IJVs in manufacturing.

While literature supports the application of transactional and LMX leadership styles in organisations (Avolio *et al.*, 2009; Tzinerr & Barsheshet-Picke, 2014), it is evident that Botswana Manufacturing IJVs' leaders cultural values, norms and dimensions are not related to these two styles. Although the qualitative data indicates that Botswana IJVs believe in adhering to the rules, guidelines for implementation of tasks focus on the completion of tasks and jobs Bahzar *et al.* (2013), Transactional and LMX leadership styles are not popular leadership styles in IJVs.

Rituals, physical environment and responsibilities are the mostly preferred cultural artefacts in manufacturing IJVs and they are related to transformational, transactional, global and authentic leadership styles. Among the cultural artefacts, findings of this study point to the fact that IJVs' leaders prefer rituals (celebration of events like worker / department of the year awards), responsibility (clearly structured organisation structure, offices and directions are well labelled) and physical environment (IJVs have meeting places for their employees). In an effort to understand better about cultural differences, this study adopted both the Etic and Emic approaches to research. The Etic approach assumes that all cultures can be compared in terms of generalisable phenomenon, and involved comparing the different cultures of Indians, Chinese, South Africans and Botswana through the adopted GLOBE dimensions of culture questionnaire, as they are among the most utilised constructs in cultural research and based on the results of questionnaire surveys (Lu, 2012).

8.3 Recommendations

Based on the research findings, the following theoretical contributions and practical implications are provided for IJVs' leaders to enhance their success rates.

Expatriate IJVs' leaders are better qualified, have more years of related experience and they occupy more strategic positions than the domestic managers. This indicates that IJVs in developing nations such as Botswana may need to engage expatriate IJV managers during the early stages of the IJV's life cycle. Since all the IJVs involved in this study have operated for at least 5 years, there is an indication that expatriate leadership has led to the sustainability of the Botswana IJVs. Although expatriate leaders seem to have stronger relationship to cultural values such as: internal communication, risk taking and inter-functional cooperation, it is recommended that IJVs' leaders in Botswana should continuously be groomed on the cultural values aspects found to promulgate cross-cultural compatibility in Botswana's IJVs. The cultural values that Botswana people relate well to are: success-orientation, competence and professionalism, inter-functional cooperation, openness, internal communication and risk taking.

IJVs' leaders appreciate the need for inter-functional cooperation, responsibility of employees, appreciation of employees, risk taking, openness and flexibility, internal communication and competence and professionalism, confirming the need for IJVs' leaders to consider adopting these aspects as cultural norms for their organisations sustainability. IJVs' leaders' norms are as a result of leadership values and they provide a fertile foundation for IJV continuity.

In view of the fact that Batswana IJVs' leaders' leadership qualities are related to collectivism institutional, uncertainty avoidance, assertiveness, collectivism in-group, gender egalitarianism, humane orientation and performance orientation, it is recommended that expatriate IJVs' leaders should be encouraged to learn and respect domestic cultural orientations in which IJVs are located. It follows that expatriate IJVs who have the potential to enhance IJVs' performance orientation dimension of culture in their organisations should adapt to domestic cultural dimensions.

While Batswana IJVs' leaders uphold all the tested cultural artefacts (physical arrangement, rituals, flexibility and responsibility), expatriate leaders are only related to flexibility. From the findings of this study it is evident that while most domestic IJVs' leaders are influenced by their domestic culture, expatriates who succeeds in these organisations should be more flexible. Study findings show that for IJVs comprised of a developing nation partner and an emerging nation partner, in order to enhance performance for sustainability, it would be to their advantage to adopt transformational, global and authentic leadership styles.

Transformational, global and authentic leadership styles are related to IJVs' cultural norms. For IJVs' leadership to instil sustainability focus in their organisations, transformational, global and authentic leadership styles should be adopted.

Since all the three transformational, global and authentic leadership styles are related to uncertainty avoidance, assertiveness, collectivism in-group, performance orientation and humane orientation, it shows that these are the styles with the potential to influence the majority of factors influencing IJVs in manufacturing.

LMX and transactional leadership styles are not commonly applied in IJVs in manufacturing cultural values, norms and dimensions. These two leadership styles are the least preferred leadership styles among the five studied hence this style should not be encouraged among IJVs' leadership.

Rituals (ceremonies), physical environment (meeting places for employees) and responsibilities (clear organisation structure and display of organisation information) are the most preferred cultural artefacts in manufacturing IJVs and they are related to transformational, transactional, global and authentic leadership styles. Results and findings of this study show that IJVs' leaders prefer rituals (celebration of events like worker / department of the year awards), responsibility (clearly structured organisation structure, offices and directions are well labelled) and a focus on the physical environment (IJVs have meeting places for their employees) hence the recommendation that in developing nations IJVs could use more rituals, responsibility and physical environment enhancement.

This study has made both theoretical and practical contributions as shown in table 8.1.

Table 8.1 Study Theoretical contributions and Practical Implications:

Contributions		Knowledge areas contributions
1.Theoretical contributions	1	IJVs have qualified and experienced expatriates in top management.
	2	Value congruency with " <i>BOTHO</i> " among all IJVs' leaders (both domestic and expatriate).
	3	Cross-culture compatible leadership between IJVs' leaders' leadership qualities and cultural norms.
	4	IJVs' leadership styles and qualities shape IJVs cultural dimensions.
	5	Flexibility is the main construct that leads to IJVs' leaders adapt different cultural artefacts.
	6	Leadership styles shaping cultural values in IJVs are transformational, global and authentic.
	7	Leadership styles shaping cultural norms in IJVs are transformational, global and authentic.
	8	Leadership styles shaping cultural dimensions in IJVs are transformational, global and authentic.
	9	Leadership styles shaping artefacts for IJVs' leaders are

		transformational and authentic.
	IJV life cycle stages	Strategies for practical application
2. Practical implications	1 Pre-planning	a. Botswana institutional IJVs support strategies i. Provision of a corruption free business environment ii. Provision of an attractive investment destination. iii. Training and development for incoming investors and leadership
		b. Cross culture compatible leadership strategies for IJVs: i. Contract term specificity and contractual obligations ii. Strategic planning and IJV governance iii. Appointment of a committed leadership team iv. Alternative Dispute Resolution (ADR) strategy v. Instil a “Third-Culture dimension” strategy
	2 Partner assessment and selection	i. Formulation of a partner selection checklist. i. Establishment of harmony and trust between foreign and domestic investors and leadership.
	3 Structuring an IJV	i. Exploration and exploitation of critical capabilities ii. Shared leadership iii. Effective communication structures
	4 Managing the IJV	i. Flexhumility ii. Host country (Botswana) based resources pull iii. Knowledge management iv. Innovation and risk taking v. Adoption of ethical business practices vi. Strategic plan implementation
	5 Re-evaluating the IJV	i. Strategic plan performance evaluation
	6 IJV termination	i. Narrowing or elimination of cultural distance between IJVs’ partners

Source: Researcher’s own construction

Following is the discussion of the study theoretical contribution (See 8.3.1) and practical implications on 8.3.2 as indicated in Table 8.1.

8.3.1 Theoretical contribution of this study

This study makes a significant contribution to the body of knowledge in the field of cross-cultural leadership of IJVs with special focus on developing countries such as the Botswana Manufacturing industry in this study. Nine knowledge areas came to the fore.

8.3.1.1 Top management mainly qualified and experienced expatriates

Expatriate IJVs managers are the majority at top management level positions, they are better qualified, have more years of related experienced than the domestic managers and this indicates that IJVs in developing nations like Botswana may need to engage expatriate IJVs managers during the early stages of the IJVs life cycle. Since all the IJVs involved in this study have operated for at least 5 years, there is an indication that effective expatriate leadership has led to the sustainability of the Botswana IJVs.

8.3.1.2 Value congruency with “*botho*”

It was found that cultural values of internal communication, risk taking and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJV leaders’ leadership qualities, thereby yielding cross-cultural leadership qualities-cultural values compatibility. The construct “*Botho*” is evident among all IJVs’ leaders as they generally demonstrate characteristics of good manners, humility, compassion, respect, and observance of traditional values. Batswana-Indian owned IJV leaders demonstrate more “*humaneness*” or “*altruism* ” (Mishra & Suar, 2010) and family or selective social network influence values (Chand & Ghorbani, 2011). Batswana-Chinese owned IJVs’ leaders mostly demonstrate industrious (Dong & Liu, 2010), harmony (Bai *et al.*, 2016) and commitment values (Wong & Wong, 2013), while leaders of IJVs with Batswana-South African partners are welcoming, work-ethic oriented and view organisational vision as their rallying point.

8.3.1.3 Leadership qualities and cultural norms in IJVs

It was found that the cultural norms of success, openness and flexibility, competence and professionalism, inter-functional cooperation, responsibility of employees, appreciation of employees, internal communication and risk taking are significantly

positively related to Botswana IJVs' leaders' leadership qualities, while inter-functional cooperation, responsibility of employees, appreciation of employees, risk taking, openness and flexibility, internal communication and competence and professionalism are significantly positively related to expatriate IJVs' leaders' leadership qualities.

Thus the cross-culture compatible leadership between IJVs' leaders' leadership qualities and cultural norms are: openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities.

8.3.1.4 Leadership qualities and cultural dimensions in IJV

The cultural dimensions of institutional collectivism, uncertainty avoidance, assertiveness, collectivism in-group, gender egalitarianism and humane orientation, as well as performance orientation are significantly positively related to Botswana IJVs' leaders' leadership qualities, whereas assertiveness, collectivism in-group and performance orientation are significantly positively related to expatriate IJVs' leaders' leadership qualities. Cross-culture compatible leadership between IJVs' leaders' leadership qualities and cultural dimensions are: assertiveness, collectivism in-group and performance orientation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities.

8.3.1.5 Flexibility to cultural artefacts

Physical arrangement, rituals, flexibility and responsibility are significantly positively related to Botswana IJVs' leaders' leadership qualities, whereas flexibility is significantly positively related to expatriate IJVs' leaders' leadership qualities. It follows therefore that while domestic IJVs' leaders uphold all the tested cultural artefacts, expatriate leaders need to be flexible to be able to adjust to domestic preferred cultural artefacts. Cross-cultural compatible leadership between IJVs' leaders' leadership Qualities and cultural artefacts only shows flexibility as significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities.

8.3.1.6 Leadership styles shaping cultural values in IJVs

The cultural values and leadership styles for Batswana IJVs' leaders only differ from the expatriate IJV leaders by including the LMX Leadership style. Leadership styles play a significant role in shaping cultural values for an IJV (Dong & Liu, 2010). Competence and professionalism and inter-functional cooperation are significantly positively related to transformational leadership style for both Batswana and expatriate IJVs' leaders. Competence and professionalism, inter-functional cooperation and risk taking are significantly positively related to global leadership style for both Batswana and expatriate leaders. Risk taking is significantly positively related to authentic leadership style for both Batswana and expatriate leaders.

Transformational, global and authentic leadership styles are the leadership styles compatible with IJVs cultural values.

8.3.1.7 Leadership styles-cultural norms compatibility

Study findings have shown that there is a significant relationship between IJVs' leaders' leadership styles and cultural norms, indicating that leadership styles have a significant role in establishing IJV cultural norms. However the findings have shown that only transformational, global and authentic leadership styles are significantly positively related to IJVs cultural norms. For IJVs' leadership to instil success and sustainability focus in their organisations, transformational, global and authentic leadership styles are the most preferred ones.

8.3.1.8 Leadership styles - cultural dimensions compatibility

For an IJV to succeed in a developing nation like Botswana, there is a need for the leadership to be: assertive, performance orientated, humane orientated, uncertainty avoidance and collectivism in-group oriented as they are the cultural dimensions which are significantly positively related to transformational, global and authentic leadership style.

8.3.1.9 Leadership styles shaping cultural artefacts for IJVs' leaders

Transformational, transactional leadership styles are significantly positively related to stories. Transformational, transactional and authentic leadership styles are significantly positively related to physical environment. Transactional, global, transformational and

authentic leadership styles are significantly positively related to rituals. Transformational and authentic leadership styles are significantly positively related to flexibility. Transformational, global and authentic leadership styles are significantly positively related to responsibility. Seemingly transformational and authentic leadership styles are more related to enhancing cultural compatibility in an IJV of this kind.

8.3.2 Practical implications

Cross-culture compatible strategies have the potential to enhance IJVs success rate and sustainability. Investors form IJVs' collaborations through: i. sharing a business idea that includes creating a vision in which partners share their goals and objectives; ii. creating an atmosphere of trust and reciprocity; and iii. agreeing to shared responsibilities aimed at IJV performance enhancement (De Wit & Meyer, 2010). IJVs' success enablers, in this case cross culture compatible leadership strategies, should be formulated and optimally attained through the IJV life cycle. Gonzalez (2001) provides that the strategic alliance for example an IJV process broadly involves planning, implementation and evaluation, and this study discusses cross cultural compatible leadership strategies through six (6) stages of the IJV life cycle: 1. Pre-planning, 2. Partner assessment and selection, 3. Structuring the IJV, 4. Managing the IJV, 5. Re-evaluating the IJV and 6. IJV Termination.

Stage1: Pre-planning

Setting of IJVs' strategy involves studying the collaboration feasibility, objectives and rationale focusing on the development of resource strategies for production, technology and other sustainability aspects. Many organisations find a partner(s) and then either develop their strategy or fall into the proposed partner's strategy. An IJV strategy stems from the partner's business strategy and needs to address the vision and strategy for the partnership, including a market analysis and a competitive assessment. Also required at this stage is an honest partner self-assessment that articulates the organizational strengths and weaknesses, as well as the organisational culture.

At the pre-planning stage, two sets of strategies are provided:

1. Botswana institutional IJVs support strategies

Following are the institutional strategies that can be applied by Botswana IJVs support institutions:

a) Provision of a corruption free business environment

Policy specific corruption erodes trust in government's efforts to regulate firms' conduct. Corruption could extend distrust to private certification systems, which reduces credibility and signalling value of certifications. Botswana policies should instil institutional convergence whereby pro-market institutional logics become the guiding principles for changes in the formal and informal institutions. Formal institutions support is the support that IJVs get from those that are not directly involved with an IJV on a day-to-day basis but whose impact has significant effects on the IJV governance structure (Naicker & Saungweme, 2009).

Among the dimensions of culture studied, uncertainty avoidance was found to be significantly positively related to transformational, global and authentic leadership style, which came up as the most common leadership styles among the IJVs' leaders. Uncertainty avoidance is the extent to which the IJVs' leaders feel threatened by uncertain, unknown, ambiguous, or unstructured situations (Hofstede *et al.*, 2013). This entails the degree to which they are comfortable with, and can handle unstructured situations (Jahandideh *et al.*, 2014). It follows therefore that Botswana IJVs' leaders have a preference for a structure that can reduce ambiguity, although they do not always avoid risks (Klasing, 2013). Botswana Institutions: Ministry of Investment, Trade and Industry, Botswana Development Corporation (BDC), Botswana Investment and Trade centre (BITC), Government institutions like the Police, Directorate on Corruption and Economic Crime (DCEC) should all provide evidence of their effort to avoid or eliminate corruption as such evidence is likely to build trust among foreign investors.

b) Provision of an attractive investment destination.

Developing nations like Botswana should provide an attractive environment as an investment destination in terms of: a). provision of local needed physical resources and

competence based human resources; b. government support structures for potential IJVs investment; c. attractive cost reductive incentives of employing local factors of production; d. Botswana strategic assets and foreign firms resources requirements fit; and e. commitment for IJVs sustainable development. It is paramount that Botswana's business environment should provide for: openness and flexibility, competence and professionalism, internal communication, risk taking, appreciation of employees and inter-functional cooperation as these cultural norms are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities.

c) Training and development for incoming investors and leadership.

During early stages of the IJV life cycle activities, there is a need to provide a forum for multi-cultural team building, creation of a new corporate culture and a dialogue platform for leaders to initiate and maintain dialogue among cross-cultural team (Elashmawi, 1998). Government sponsored training should be targeted to foreign partners and expatriate leaders on: cross culture leadership, domestic country cultural norms, values and beliefs. Also foreign investors can be trained on their social responsibilities (for example assisting the disadvantaged) and their role in taking part in research as all these aspects have an impact to the performance orientation which was mentioned by both Botswana and expatriate leaders as a vital dimension of culture. There is need for IJVs' leadership to equip employees with required cross cultural related skills and leadership skills for the management for example language training.

2. Cross culture compatible leadership strategies for IJVs' leaders

Following are the cross culture compatible leadership strategies that can be applied by IJVs' leaders:

a) Contract term specificity and contractual obligations

Developing nations like Botswana IJVs are encouraged to engage expatriate managers at top management level positions (especially at early stages of the IJV life cycle), as they are better qualified, and have more years of related experienced than the domestic managers. IJVs contracts including employment contracts should be clearly spelt out. Also there is need of contract term specificity such that both partners are legally bound to the terms they have agreed upon. Partners in the IJV should align their contractual

obligations within their organisational culture for success and sustainability. IJVs' partners should exchange documents, source legal guidance mostly at pre-planning stage (Naicker & Saungweme, 2009). A clear intellectual property plan (IPP) should be developed and agreed upon pre planning stage.

b) Strategic planning and IJV governance

Only transformational, global and authentic leadership styles are significantly positively related to IJVs cultural norms and values. To enhance IJVs sustainability, transformational, global and authentic leadership styles are the most preferred ones. All the common leadership styles (transformational, global and authentic) in Botswana IJVs encourage the development of strategic plans (vision, mission and objectives) which are meant to guide the direction in which the institutions will be heading to. Strategic plans should be well communicated and translated into official languages and performance outcomes for all employees to understand (Deloitte, 2010).

One of the contributing factors why Botswana IJVs have consistently performed well could be attributed to the fact that leaders were found to value assertiveness, collectivism In-group and performance orientation as these cultural dimensions are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities. IJVs should be encouraged to form board of governance structures to attain partners' interests. Since different partners have their own management, culture, own agenda, needs and priorities, the establishment of a board of governance will provide a decision making framework that guarantees that management delivers the expectations of the respective partners as well as of the established IJV (Deloitte, 2010). Corporate governance is systems and structures that are put in place to oversee IJV activities aimed at satisfying its stakeholders. IJVs' leaders are expected by the investors to develop and adhere to set financial plans as a basis set and monitor progress (Deloitte, 2010).

c) Appointment of a committed leadership team

A performance orientation cultural dimension is significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities and styles. This entails that Botswana IJVs leader's value performance of their teams. Committed leadership teams ensure delivery and attainment of stakeholders' objectives, through prioritizing the IJVs

values. Since most IJVs top managers are expatriates, it shows that expatriates are the committed team towards synergistic IJVs outcomes. IJVs investors and strategic leadership should define the sources of benefits, the rallying point and the plans to deliver them at most economic costs (Deloitte, 2010). Leaders appointed to take charge of the IJVs' responsibilities should demonstrate more of transformational, global and authentic leadership styles as they are significantly positively related to IJVs cultural norms: openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation. Team building strategies should be discussed and agreed upon.

d) Alternative dispute resolution (ADR) strategy

The ADR provides mediation, negotiation and arbitration platforms for the IJVs' partners or leadership (Naicker & Saungweme, 2009). This study's results found that internal communication, risk taking and inter-functional cooperation are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities thereby yielding cross-cultural leadership qualities-cultural values compatibility. "*Botho*" is evident among all IJVs' leaders as they generally demonstrate characteristics of good manners, humility, compassion, respect, and observance of traditional values. To maintain "*Botho*" through resolving disputes, an IJV governance structure should be put in place outlining the relationship and distribution of responsibilities among the partners, board of governance, management and all other stakeholders (Naicker & Saungweme, 2009). By its nature an IJV as it is comprised of at least partners, disputes are bound to emerge hence the need for disputes resolution mechanism.

e) Instil a "third-culture dimension" strategy

Cross-culture compatible leadership between IJVs' leaders' leadership qualities and cultural artefacts only shows flexibility as significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities. With their flexibility characteristic, IJVs expatriate leaders who constitute the top management are able to adjust to the 3rd culture. IJVs' leaders should portray a 3rd culture dimension by demonstrating characteristics of being cultural insiders by appreciating other people cultural values, thereby refraining from judging or looking down on another culture (Graen & Hui, 1996). IJVs' leadership should therefore thrive towards a win-win

outcome through the collaboration. Adoption of the 3rd culture among the IJVs' leadership enhances the attainment of cultural norms: openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation.

Stage 2: Partner assessment and selection

In this stage partners analyse potential partners' strengths and weaknesses, create strategies for accommodating all partners' management styles, prepare appropriate partner selection criteria, understanding a partner's motives for joining the alliance and addressing resource capability gaps that may exist for a partner.

1. Cross culture compatible leadership strategies for IJVs' leaders:

Following are the cross culture compatible leadership strategies that can be applied by IJVs' leaders:

a) Formulation of a partner selection checklist

When seeking to create a collaboration relationship, a partner selection checklist in an effort to check suitability of a foreign partner with a different cultural background could include the cultural values and norms constructs that the IJV would wish to practice or achieve: success, openness, competence and professionalism, inter-functional cooperation, responsibility of employees, risk taking, internal communication and appreciation of employees. Once a partner is selected, the key is to determine if both organizations are strategically aligned and culturally compatible. A joint session where both (or) multiple) organizations articulate their vision and strategy will determine if the organizations are strategically aligned. This also becomes the ideal opportunity to identify any strategic gaps and previously unanticipated opportunities.

b) Establishment of harmony and trust between foreign and domestic investors and leadership.

There is a positive significant relationship between harmony and performance in an IJV and the higher the level of harmony, the higher the perceived performance in an IJV (Chow & Yau, 2010). To instil harmony among partners, leaders and employees, IJVs'

leaders have demonstrated an appreciation of the humane orientation, uncertainty avoidance and collectivism in-group cultural dimensions which are significantly positively related to transformational, global and authentic leadership style. Leadership which appreciates the value of humans, wish to avoid uncertainty while they want to promote collectivism-in group for example team work, they are bound to advocate for harmony among the IJVs stakeholders.

Stage 3: Structuring an IJV

This is the stage of the IJV life cycle in which financial and legal issues are agreed upon. Structuring of an IJV involves determining whether both parties(foreign based and domestic one) have realistic objectives, form competent negotiating teams, define each partner contributions and address termination clauses, penalties for poor performance, and degree to which arbitration procedures are stated. This is the stage of the process where financial and legal issues are agreed upon. Negotiation is also an aspect that requires significant attention for all parties involved. Some best practice companies rehearse their negotiations before meeting the partner (Gonzalez, 2001). IJVs' partners can only enter into this stage after getting through the first two stages. Negotiation is also an aspect that requires significant attention. Some best practice companies rehearse their negotiations before meeting the partner. Every IJV agreement should also include an exit strategy (covered on stage 6).

1. Cross culture compatible leadership strategies for IJVs' leaders:

Following are some strategies which can be adopted by leaders wishing to enter IJV collaboration:

a) Exploration and exploitation of critical capabilities

Expatriate IJVs managers are the majority at top management level positions, they are better qualified, and have more years of related experienced than the domestic managers and this indicates that IJVs in developing nations like Botswana may need to engage expatriate IJVs managers during the early stages of the IJVs life cycle. Both foreign investors and expatriate leaders normally have more international experience and they have more potential to understand the risks associated with different cultural backgrounds. As a result of enhanced foreign experience within foreign partners, they also have capabilities to resolving conflicts. Ownership advantages such as superior

expertise in technology, and internationalization should focus on IJV capability to internalize activities to foreign economies. International experience complements specific experience in the host country (Ando, 2012).

IJVs top executives' international experience enhances their international market knowledge. IJVs foreign partners experience that is similar to emerging economies like Botswana institutional environment contributes to IJVs success. IJVs' leadership should be capable to manage the differences between home and foreign cultural diversity. IJVs strategies are mostly meant to explore and exploit organisational critical capabilities towards building advantages in the international markets. Exploration and exploitation has been observed to have profound effects on the development of IJVs, mainly interdependent of foreign and domestic economic background. International diversification can enhance IJVs financial performance, knowledge transfer and innovation (Hitt, Li & Xu, 2016). Exploration of New capabilities in the host country: From the pre-IJV planning foreign investors should scout for potential capabilities in the host country (Hitt *et al.*, 2016). Assertiveness, collectivism in-group and performance orientation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership Qualities

b) Shared-leadership

Superior foreign partner performance influence foreign firms entering IJVs relationships can influence domestic institutions through professionalism and demonstration effects (Luo, 2007). Cross culture leadership norms and values that yield shared leadership in IJVs include openness and flexibility, competence and professionalism, internal communication, risk taking, responsibility of employees, appreciation of employees and inter-functional cooperation as they are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities. Mutually agreed and culturally sensitive rules and regulations should be adopted by IJVs' leadership. Shared leadership is "a dynamic interactive influence process among individuals in work groups in which the objectives is to lead one another to the achievement of group goals" (Pearce & Conger, 2002). Shared leadership in the IJV entails a collective team process in which individuals in a team participate in performing roles and behaviours of the traditional leader (Pearce & Conger, 2002). Talent Retention: there is need for IJVs'

leadership to identify, groom and retain key talent and senior executives through effective systems: open communication, decision making processes, staff involvement. IJVs' leaders can win the hearts and mind of employees through application of transformational, global and authentic leadership styles characteristics. Identification and engagement of the most competent team have more chances of attaining IJVs goals.

c) Effective communication structures

Communication entails the process of sharing information with strategic stakeholders and IJVs employees. It enhances good governance and leadership effectiveness. Effective communication in form of internal, formal and open communication guarantees IJVs success and sustainability. To ensure smooth flow of the IJV activities requires effective internal structures to ensure good governance (Naicker & Saungweme, 2009). Communication emerged as one of the core family of themes comprised of internal, open and informal communication. Communication which leads to inter-functional cooperation is significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities thereby yielding cross-cultural leadership qualities-cultural values compatibility.

Stage 4: Managing the IJV

After the IJV structure has been set, then this fourth stage involves addressing senior management's composition and expected performance levels. Engaging the ideal talent for the IJV ensures success hence the justification for partners devoting resources in the IJV. In a well structured IJV, an implementation plan should be developed before the deal is signed. A full launch strategy needs to have been jointly developed before the deal is announced. Periodic strategy sessions become a valuable means of ensuring strategic alignment and consistency towards attaining the desired end results.

1. Cross culture compatible leadership strategies for IJVs' leaders:

Following are the possible cross culture compatible leadership strategies that can be pursued in Botswana IJVs:

a) Flexhumility

Flexhumility refers to the tendency for IJVs' leaders to promote humility, flexibility and adaptability to changing circumstances (Hofstede *et al.*, 2010). Openness and flexibility is significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities. IJVs are expected to always revise their strategies continuously to achieve higher financial and social performance. Technological, product and organisational practices need to be adapted to cultural and institutional requirements of the host country (Hitt *et al.*, 2016). This study has found that cultural artefacts: physical arrangement, rituals, flexibility and responsibility are significantly positively related to Botswana IJVs' leaders' leadership qualities, whereas flexibility is significantly positively related to expatriate IJVs' leaders' leadership qualities. It follows therefore that while domestic IJVs' leaders uphold all the tested cultural artefacts, expatriate leaders need to be flexible to be able to adjust to domestic preferred cultural artefacts. IJVs' leaders must understand and navigate within the national culture and regional sub-cultures to be acceptable and coexist in a foreign environment. Foreign investors can benefit from the spill over effect by partnering with local partners of emerging economies to achieve legitimacy in the host country and for local partners to exploit the relationship to serve as a bridge to access local resources.

b) Host country (Botswana) based resources pull

Domestic partner should provide platforms to overcome language barriers, mitigate cultural issues as they act as IJV conduits to local environment and customers. Emphasis on "*Botho*" (good manners, humility, compassion, respect, and observance of traditional values) should be initiated and facilitated by the host partners, as customer needs and the intensity of competition in the current and possible future IJVs landscape requires the need to increasingly localize most of the products and seek strategically important resources in host countries. Cultural and institutional strategies that enhance IJVs success include labour practices and harmony with government institutions requirements. With their value of flexibility, foreign partners and expatriate leaders have potential to adjust accordingly to the host country expectations. Complemented by the compatible cultural dimensions: assertiveness, collectivism in-group and performance orientation are significantly positively related to both Botswana and expatriate IJVs' leaders' leadership qualities, host country institutional standards are bound to be attained thereby enhancing the IJVs' sustainability.

When an international investor identifies a partner in a developing nation to collaborate with, the established IJV should deal with the expectations and standards set by national, regional/provincial and municipal formal institutions. Host country regulatory restrictiveness domain is positively related to IJVs choice of investment destination. Regulative and cognitive pillars of an institutional environment should be interconnected. There is need to manage tension as this can arise between the established institutions and emergent pro market institution or from inconsistency between formal institutions and informal ones. There is need of cultural support when developing formal institutions (Tabellini, 2010). Host country formal institutions policies and requirements in emerging economies like Botswana formal institutions officials must attend to making their institutions and country attractive for investors.

c) Knowledge management

Capability building through learning from other environments is critical for IJVs success. Knowledge management/training and development robust training programmes provides a basis for flexibility of labour, a vital component in the changing global environment. Training programs should be meant to instil lifelong learning and continuous improvement skills among the IJVs employees. Strategic decisions in IJVs should be made by teams of executives with different knowledge and international experience. IJVs should be encouraged to provide pre-launch cross-cultural orientation and training covering national and expected organisational culture for all potential foreign investors (Elashmawi, 1998). IJVs' leaders and employees should continuously be training in transformational, global and authentic leadership styles that include: good manners, humility, compassion, respect, and observance of traditional values. During early stages of the IJV life cycle activities, there is need to provide a forum for multi-cultural team building, creation of a new corporate culture and a dialogue platform for leaders to initiate and maintain dialogue among cross-cultural team(Elashmawi, 1998). In ensuring the humane orientation IJVs' leadership should formulate rules and regulations against discrimination on among employees. To enhance IJV competitiveness, leadership should provide an environment to improve employees' assertiveness, performance orientation, humane orientation, uncertainty avoidance and collectivism in-group cultural dimensions as they are significantly positively related to transformational, global and authentic leadership style.

d) Innovation and risk taking

IJVS can enhance their competitiveness through openness and flexibility, competence, risk taking and inter-functional cooperation as these cultural values are significantly positively related to both Batswana and expatriate IJVs' leaders' leadership qualities. The modern global business world provides business challenges that call for IJVs towards performance orientation and risk taking to enhance their competitive and sustainability. IJVs should seek to develop new products /services while focusing on their core competences and expertise. Flexibility specialization and innovation enhances IJVS competitiveness (Dwyer & Kim, 2003).

IJVs should seek to implement new technologies to enhance their productivity. Transformational, global and authentic leadership styles have characteristics for leaders to be innovative, more efficient, and have a tendency to produce more cost effective products. ICTs Investments and development have significant potential for IJVs success as they facilitate effective integration (Dwyer & Kim, 2003). Technological investment has potential to foster growth of IJVs in developing economies. IJVs are expected to adopt strategies that embrace changes in the global business environment characterized by changes in technology, policies and other macro-environmental variables. Botswana IJVs should be encouraged to move from being investment driven to a more evolved stage of being innovation driven. At innovation stage of economic development, global competitiveness is linked to high rates of social learning.

e) Adoption of ethical business practices

It is paramount for IJVs to adopt transformational, global and authentic ethical business practices. Competence and professionalism and inter-functional cooperation are significantly positively related to transformational leadership style for both Batswana and expatriate IJVs' leaders thereby having potential to appreciate ethical business practices. Risk taking is significantly positively related to authentic leadership style for both Batswana and Expatriate leaders. A healthy IJV culture should inculcate "*Botho*": respect for all, honesty, fairness, open-mindedness, team spirit, dedication, full communication etc. Partners or organisations in IJV collaboration should be well integrated during the early stages of the IJV life cycle. Transformational change should be managed from the IJV inception. Establishment and retention of loyal customers

should be IJVs' leadership priority throughout the IJV life cycle. Continuous and constant competitor analysis supported by scenario planning should always be done for an IJV to succeed.

f) Strategic plan implementation

IJVs' objectives and rationale should be set from the pre-planning stage. IJVs' partners should identify sources of benefit which becomes the rallying or driving point for sustainability. When implementing shared leadership responsibilities, areas assigned to specific individuals or departments should be discussed, agreed and documented (Deloitte, 2010). IJVs should develop a planning framework, risk management and reporting framework with milestones. IJVs' strategic plans should be aligned with partners strategic plans (Naicker & Saungweme, 2009). For IJVs in a less developed economy with partners from emerging economies this study recommends adoption of transformational (lead with vision), global (global strategic thinking) and authentic (focuses on long-term results) leadership styles which are significantly positively related to IJVs cultural norms and values.

Stage 5: Re-evaluating the IJV

Partners should regularly determine if the alliance is achieving the desired goals and objectives. Evaluation may include assessing the level of trust, and the ability and willingness for cross-organisational corporation and collaboration.

1. Cross culture compatible leadership strategy for IJVs' leaders:

Following is a possible cross culture compatible leadership strategy that can be pursued in Botswana IJVs:

a) Strategic plan and performance evaluation

IJVs' objectives and rationale should be reviewed or evaluated after implementation. An evaluation on IJVs' physical arrangement, rituals, flexibility and responsibility attainments as well as the leadership styles being applied should identify sources of benefit or deviations for or against IJVs' sustainability. When evaluating shared leadership responsibilities, areas assigned to specific individuals or departments should be reviewed and any corrective actions are adopted. Performance objectives should be set as measures of evaluating internal communication, success, competence and

professionalism, inter-functional cooperation and risk taking on the leadership competence. IJVs should develop an evaluation framework that measures the extent to which milestones have been attained.

Stage 6: IJV termination

Every alliance should include an exit strategy (Gonzalez, 2001). Winding up the IJV could take place when its objectives have been met or cannot be met, or when a partner adjusts priorities or reallocates resources elsewhere.

1. Cross culture compatible leadership strategies for IJVs' leaders:

Following are the possible cross culture compatible leadership strategies that can be pursued in Botswana IJVs:

a) Narrowing or elimination of cultural distance between IJVs' partners

In an effort to avoid or minimise premature termination of IJVs, there is need to gradually reduce cultural distance overtime. IJV leadership should learn to manage cultural differences by adopting cross culture compatible leadership strategies: cross-culture leadership qualities-cultural values compatibility; cross-culture leadership qualities-cultural norms compatibility; cross-culture leadership qualities-cultural dimensions compatibility; cross-culture leadership qualities-cultural artefacts compatibility; cross-culture leadership styles-cultural values compatibility; cross-culture leadership styles-cultural norms compatibility; cross-culture leadership styles-cultural dimensions compatibility; and cross-culture leadership styles-cultural artefacts compatibility. Cultural distance can provide more learning opportunities, elevating the positive association between integration, capabilities and IJVs performance (Reus & Lamont, 2009). Planning the IJV exit options is important in case it happens earlier due to market eventualities. IJVs parents (foreign and domestic) should deliberate on potential legal exit options available. The two major exit options are to liquidate or to restructure (Cook, 1995). All the available options should be discussed with the IJV partner through legal advisors. The exit options agreed upon should be documented during planning stages.

8.4 Limitations of the study and future research

To improve the reliability and understanding of the findings of the study, the researcher listed all the limitations of the study.

During the research process, this study, just like in other academic studies, encountered several limitations. Firstly, during consent seeking, I approached all the IJVs as per the Botswana Ministry of Trade and Industry database. Six (6) of the listed organisations were reluctant to participate in the study due to several justifications and four (4) of the listed organisations were actually branches and not standalone IJVs. This study covered all IJVs in Botswana as provided by the Botswana Ministry of Trade and Commerce 2013 database. I had to do the questionnaire distribution trip, collection trip and the interview trips across all the Botswana cities and towns. Use of online questionnaires could be an option for any similar study since the IJVs are widely spaced. Since some organisations registered as IJVs refused to participate arguing that they were not aware that they were joint ventures, a study could be done to really establish these organisations leadership knowledge of their registration status. This study was based on an aggregate analysis of leadership qualities and another study focusing on specific leadership qualities: self-confidence, emotional intelligence, positive attitude, providing a compelling vision for future, motivating people, being a good role model, managing performance and providing support will add value to the body of knowledge in the IJVs' leadership qualities. This study focused on the transformational, transactional, LMX, authentic and global leadership styles as they relate to IJVs leaders cultural orientations. Future research focusing on or including other more current leadership models like culturally endorsed implicit leadership theory and/ or Dorfman's culture enveloping model of leadership could significantly yield rich leadership for IJVs knowledge. A comparative study on different leadership cultures and IJVs success is another study that could provide vital information on the relationship between culture and IJVs success. Since this study focused on IJVs in manufacturing with partners from emerging economies, comparing these organisations with i) IJVs in non-manufacturing areas; ii) IJVs with partners from developed nation or iii) IJVs with partners from less developed African nations would provide significant studies for policy makers and IJVs' leadership. The study did not address expatriate leaders' countries of origin. Since the study focused on BRICS economies, it is critical that future studies establish who the Batswana are. For example, there are people of

Indian descent who were born, and whose predecessors go back many generations in Botswana. A general concern is that examining a mixed method concurrently, that is, administering the questionnaire and the interview at the same time, could affect the quality of the results — commonly referred to as common method variance (CMV)(Harris, Wheelar & Kacmar, 2009). This challenge was minimised through confidentiality adherence throughout the data collection process, as the identity of interview participants remained confidential after the questionnaire was administered.

8.5 Concluding remarks

The cross-culture compatible leadership strategies to be taken into consideration for IJVs success in a developing country drawn from this study - Botswana Manufacturing industry, have revealed nine interesting knowledge areas. A six stage IJV life cycle with the corresponding cross-culture compatible leadership strategies for IJVs leadership success was also contributed.

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Faculty of Commerce & Administration

NWU School of Business and Governance RESEARCH QUESTIONNAIRE

BY

CLEVER GUMBO

Title of the study:

The questionnaire below is part of the PhD study entitled: "Cross-culture Compatible Leadership Strategies for International Joint ventures success in Botswana Manufacturing industry."

	Instructions to Respondents: The questionnaire is comprised of seven sections: A: Demographic Information B: Dimensions of Culture C: Leadership qualities D: Leadership styles E: Cultural values F: Cultural artifacts G: Cultural norms You are kindly requested to take some time to complete the questionnaire by ticking in the appropriate box bearing your response. Give your immediate impressions; there is no right or wrong answers. Using the scales in Section B-G below, may you please indicate how you agree or disagree with the statements. Your participation and completion of each section is valued.	SN.....
	SECTION A: DEMOGRAPHIC INFORMATION	
	Please (TICK ✓) in the box to indicate your response	
Age (in years)	☐ Less than 25 ☐ 25 – 30 ☐ 31 - 35 ☐ 36 – 40 ☐ 41- 50 ☐ More than 50	
Gender:	☐ Male ☐ Female	
Highest Level of Education:	☐ Undergraduate Diploma ☐ Bachelor's Degree ☐ Master's Degree ☐ Doctoral Degree ☐ If other(s), please specify _____	
Work Experience (in years)	☐ Less than 5 ☐ 5 - 10 ☐ 11 – 15 ☐ 16 - 20 ☐ More than 20 years	
Nationality	☐ Motswana ☐ South African ☐ Chinese ☐ Indian ☐ Other –Specify : _____ If you are not a Motswana, how long have you been working in Botswana manufacturing? : _____	
At what level of the organisation are you employed?	Supervisory Management ☐ Middle Management ☐ Senior Management ☐	
	SECTION B: DIMENSIONS OF CULTURE	
	Using the scales in Section B-G below, may you please indicate how you agree or disagree with the statements. where the scale is:	

		1=Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree				
		TICK				
Item	Question	1	2	3	4	5
Uncertainty Avoidance						
01	In this organisation, orderliness and consistency are stressed, even at the expense of experimentation and innovation.	☐	☐	☐	☐	☐
02	In this organisation, job requirements and instructions are spelled out in detail so employees know what they are expected to do.	☐	☐	☐	☐	☐
03	Managers expect employees to closely follow instructions.	☐	☐	☐	☐	☐
04	Rules and regulations are important because they inform employees what the organisation expects of them.	☐	☐	☐	☐	☐
Power Distance						
05	In this organisation, followers are expected to question their leaders when in disagreement.	☐	☐	☐	☐	☐
06	In this organisation, followers are expected to obey their leaders when in disagreement without question.	☐	☐	☐	☐	☐
07	In this organisation, power is shared throughout all management levels.	☐	☐	☐	☐	☐
08	In this organisation, power is concentrated at the top management level.	☐	☐	☐	☐	☐
Collectivism: Institutional						
09	In this organisation, leaders encourage group loyalty even if individual goals suffer.	☐	☐	☐	☐	☐
10	The systems in this organisation are designed to maximize individual interests.	☐	☐	☐	☐	☐
11	The systems in this organisation are designed to maximize collective interests.	☐	☐	☐	☐	☐
Assertiveness						
12	If I want someone to do a job, I praise and compliment the individual.	☐	☐	☐	☐	☐
13	If I disagree with an employee, I always want my position to win.	☐	☐	☐	☐	☐
14	In this organisation employees have work relationships with fellow workers from other departments.	☐	☐	☐	☐	☐
15	I listen to employees; they find me approachable and easy to talk to.	☐	☐	☐	☐	☐
Future Orientation						
16	In this organisation there is a general belief to maintain the current way of doing things.	☐	☐	☐	☐	☐
17	In this organisation the accepted norm is to plan for the future.	☐	☐	☐	☐	☐
18	In this organisation, management places emphasis on solving current problems.	☐	☐	☐	☐	☐
19	In this organisation, management places emphasis on planning for the future.	☐	☐	☐	☐	☐
20	In this organisation, employees' work contracts are long term.	☐	☐	☐	☐	☐
21	In this organisation, employees' work contracts are short term.	☐	☐	☐	☐	☐
Collectivism: In-group						
22	In this organisation, employees should take pride in their individual accomplishments.	☐	☐	☐	☐	☐
23	In this organisation, management takes pride in the group accomplishments of their employees.	☐	☐	☐	☐	☐
24	Employees feel great loyalty towards this organisation.	☐	☐	☐	☐	☐
Gender Egalitarianism						
25	In this organisation, we have more of men in positions of high office.	☐	☐	☐	☐	☐

26	In this organisation, we have more of women in positions of high office.	☐	☐	☐	☐	☐
27	Males are encouraged more than females to attain a higher post.	☐	☐	☐	☐	☐
Performance Orientation						
28	In this organisation, employees are encouraged to continuously improved performance.	☐	☐	☐	☐	☐
29	In this organisation, employees are rewarded for excellent performance.	☐	☐	☐	☐	☐
Humane Orientation						
30	In this organisation, management is generally concerned about their employees.	☐	☐	☐	☐	☐
31	In this organisation, management is generally sensitive about their employees.	☐	☐	☐	☐	☐
32	Management in this organisation is generally tolerant of employees' mistakes.	☐	☐	☐	☐	☐
Individualism						
33	When my work team succeeds, it is usually because of my abilities.	☐	☐	☐	☐	☐
34	I enjoy being unique and different from others in many ways.	☐	☐	☐	☐	☐
35	It is important that I do my job better than others.	☐	☐	☐	☐	☐
36	I enjoy working in situations involving competition with others.	☐	☐	☐	☐	☐
SECTION C: LEADERSHIP QUALITIES Please answer questions by a (TICK ✓) as you actually are (rather than how you think you should be), and there is no right or wrong answer. 1=Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree						
		1	2	3	4	5
01	When assigning tasks, I consider people's skills and interests.	☐	☐	☐	☐	☐
02	I doubt myself and my ability to succeed.	☐	☐	☐	☐	☐
03	I enjoy planning for the future based on the prevailing circumstances.	☐	☐	☐	☐	☐
04	I expect nothing less than the best results from my team.	☐	☐	☐	☐	☐
05	I expect my team to work harder than other teams.	☐	☐	☐	☐	☐
06	When an employee is up-set, I try to understand how he or she is feeling.	☐	☐	☐	☐	☐
07	When circumstances change, I can struggle to know what to do.	☐	☐	☐	☐	☐
08	I think that personal feelings shouldn't be allowed to get in the way of performance and productivity.	☐	☐	☐	☐	☐
09	I am highly motivated because I know I have what it takes to be successful.	☐	☐	☐	☐	☐
10	Time spent worrying about team morale is time that's wasted.	☐	☐	☐	☐	☐
11	I get upset and worried quite often in the workplace.	☐	☐	☐	☐	☐
12	When working with a team, I encourage everyone to work toward the same overall objectives.	☐	☐	☐	☐	☐
13	I feel threatened when someone criticizes me.	☐	☐	☐	☐	☐
14	I make time to learn what people need from me, so that they can be successful.	☐	☐	☐	☐	☐
15	I'm optimistic about life, and I can see beyond temporary setbacks and	☐	☐	☐	☐	☐

	problems.	☐	☐	☐	☐	☐
16	I think that teams perform best when individuals keep doing the same tasks and perfecting them, instead of learning new skills and challenging themselves.	☐	☐	☐	☐	☐
SECTION D: LEADERSHIP STYLES For each of the statements below, (TICK ☒) the number that indicates the degree to which you agree or disagree. Give your immediate impressions. There is no right or wrong answers. 1=Strongly disagree, 2=Disagree, 3=neutral, 4=Agree, 5=strongly Agree						
		1	2	3	4	5
Transformational leadership						
01	I help others to develop their strengths.	☐	☐	☐	☐	☐
02	I go beyond self interest for the good of the group/ employees.	☐	☐	☐	☐	☐
03	I consider moral and ethical consequences of decisions.	☐	☐	☐	☐	☐
04	I talk positively about the future	☐	☐	☐	☐	☐
05	I make clear what one can expect to receive when performance goals are met.	☐	☐	☐	☐	☐
Transactional Leadership						
06	I keep track of all mistakes committed by the employees.	☐	☐	☐	☐	☐
07	I wait for things to go wrong before taking action	☐	☐	☐	☐	☐
LMX Leadership						
08	I know how satisfied my subordinate with what I do is.	☐	☐	☐	☐	☐
09	My subordinates understand my job problems and needs.	☐	☐	☐	☐	☐
10	I have enough confidence in my subordinate(s) that I would defend and justify his/her decisions if he or she were not present to do so.	☐	☐	☐	☐	☐
11	I recognize my subordinate's potential.	☐	☐	☐	☐	☐
12	I have an extremely effective working relationship with my subordinates.	☐	☐	☐	☐	☐
Global Leadership						
13	I inspire my employees/team members to look beyond existing boundaries.	☐	☐	☐	☐	☐
14	I always try to involve my employees in decision making.	☐	☐	☐	☐	☐
15	I set clear performance standards and goals.	☐	☐	☐	☐	☐
16	I am good at adapting to business practices in cultures other than my own.	☐	☐	☐	☐	☐
17	I make sure that customer satisfaction stands central to all business activities.	☐	☐	☐	☐	☐
Authentic Leadership						
18	I can list my three (3) greatest weaknesses.	☐	☐	☐	☐	☐
19	I can list my three (3) greatest strengths.	☐	☐	☐	☐	☐
20	I do not allow group pressure to control me.	☐	☐	☐	☐	☐
21	My morals guide what I do as a leader.	☐	☐	☐	☐	☐
22	I listen carefully to the ideas of others before making decisions.	☐	☐	☐	☐	☐
23	I openly share my feelings with others.	☐	☐	☐	☐	☐
24	I admit my mistakes to others.	☐	☐	☐	☐	☐

		☐	☐	☐	☐	☐
	SECTION E: CULTURAL VALUES For each of the statements below, (TICK ✓) the number that indicates the degree to which you agree or disagree. Give your immediate impressions. There is no right or wrong answers: 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree ,5=Strongly agree					
		1	2	3	4	5
	Success					
01	We value success in this organisation.	☐	☐	☐	☐	☐
02	We aspire to be the best organisation in our market.	☐	☐	☐	☐	☐
03	We place great value on our performance.	☐	☐	☐	☐	☐
Openness and Flexibility						
04	We value openness and responsiveness within our organisation.	☐	☐	☐	☐	☐
05	We place great value on being flexible in our approach to problems.	☐	☐	☐	☐	☐
06	A willingness to show flexibility and openness is valued within our organisation.	☐	☐	☐	☐	☐
Internal Communication						
07	Open communication is valued highly within our organisation.	☐	☐	☐	☐	☐
08	Channels of communication are known to all organisation employees.	☐	☐	☐	☐	☐
09	Maintaining high quality internal communication is valued within our organisation.	☐	☐	☐	☐	☐
Competence and Professionalism						
10	We place great value on professional knowledge and skills.	☐	☐	☐	☐	☐
11	We aspire to a high level of competence and professionalism.	☐	☐	☐	☐	☐
12	Upholding the highest levels of professionalism is valued within this organisation.	☐	☐	☐	☐	☐
Inter-Functional Cooperation						
13	Cooperation among different work teams is valued highly.	☐	☐	☐	☐	☐
14	This organisation values integration and sharing among teams throughout our organisation.	☐	☐	☐	☐	☐
15	We place great value on co-ordination among different work teams.	☐	☐	☐	☐	☐
Risk Taking						
16	The organisation values a willingness to challenge the traditional or the old ways of doing things.	☐	☐	☐	☐	☐
17	The organisation values a willingness to initiate new ideas and methods.	☐	☐	☐	☐	☐
18	Risk taking helped this organisation to get to where it is today.	☐	☐	☐	☐	☐
	SECTION F: CULTURAL ARTEFACTS For each of the statements below, (TICK ✓) the number that indicates the degree to which you agree or disagree. Give your immediate impressions. There is no right or wrong answers. 1=Strongly disagree, 2=Disagree, 3=neutral, 4=Agree ,5=Strongly agree					
		1	2	3	4	5
Stories						
01	There are well known stories about this organisation progress since it started operating in Botswana to date.	☐	☐	☐	☐	☐
02	There are stories in this organisation about employees who have strongly contributed to the success of this organisation.	☐	☐	☐	☐	☐

Physical arrangement						
03	There are meeting areas and discussion rooms within our organisation where employees can meet to discuss new ideas and ways to implement them.	☐	☐	☐	☐	☐
04	We have set aside space within our organisation where employees can meet and talk informally about new ideas and ways to solve problems.	☐	☐	☐	☐	☐
Rituals						
05	We have made an effort within this organisation to celebrate the adoption of new practices and processes.	☐	☐	☐	☐	☐
06	We make an effort within this organisation to acknowledge and reward the Implementation of new services and ways of doing things.	☐	☐	☐	☐	☐
07	The organisation organizes ceremonies like worker of the month/year award, best department award, best team award.	☐	☐	☐	☐	☐
Flexibility						
08	"We should get benefits from looking at organisational problems from a different perspective".	☐	☐	☐	☐	☐
09	There are always alternative ways of solving problems in our organisation.	☐	☐	☐	☐	☐
Responsibility						
10	Organisation strategic plan statements (eg vision, mission, values and objectives) are clearly displayed and can be seen by customers, visitors and employees.	☐	☐	☐	☐	☐
11	Organisation structure is clearly displayed for employees to always consult.	☐	☐	☐	☐	☐
12	Offices and directions of main buildings and places are well labelled.	☐	☐	☐	☐	☐
SECTION G: CULTURAL NORMS For each of the statements below, (TICK ☒) the number that indicates the degree to which you agree or disagree. Give your immediate impressions. There is no right or wrong answers. 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree						
		1	2	3	4	5
Success						
01	Striving to be successful with new ways of doing things is expected within this organisation.	☐	☐	☐	☐	☐
02	Our organisation is in most cases financially stable.	☐	☐	☐	☐	☐
03	We are encouraged to be the leading organisation in our market.					
Openness and flexibility						
04	Striving to be successful with generating new ideas within this organisation is expected.	☐	☐	☐	☐	☐
05	There are indications in our organisation that there is always inter-partner trust.	☐	☐	☐	☐	☐
06	In this organisation Management control is shared between the two partners.	☐	☐	☐	☐	☐
07	In this organisation, Business partners always show Commitment to business success.	☐	☐	☐	☐	☐
08	Both partners of this organisation make decisions on composition of governing bodies.	☐	☐	☐	☐	☐
09	The Organisational structure of this organisation caters for both partners interests.	☐	☐	☐	☐	☐
10	In this organisation, we have mutual and healthy interaction between colleagues/employees.	☐	☐	☐	☐	☐
Internal Communication						
11	In this organisation,there is effective communication between partners.	☐	☐	☐	☐	☐
12	Information about new ideas and new ways of doing things is expected to be communicated throughout the organisation.	☐	☐	☐	☐	☐
13	We expect the quality of internal communication related to new ideas and processes to be high.	☐	☐	☐	☐	☐
Competence and Professionalism						

14	We expect creativity and innovation to be part of the professional skill set of employees within this organisation.	☐	☐	☐	☐	☐
15	We expect employees within this organisation to have a high level of competence in developing and implementing new ideas.	☐	☐	☐	☐	☐
16	High levels of knowledge among employees are expected within this organisation.	☐	☐	☐	☐	☐
Inter-Functional cooperation						
17	We expect people throughout the organisation to work together to implement new processes.	☐	☐	☐	☐	☐
18	We encourage teams throughout the organisation to work together in order to develop new ideas and practices.	☐	☐	☐	☐	☐
19	We expect people within this organisation to work collaboratively in order to implement new ways of doing things	☐	☐	☐	☐	☐
Responsibility of employees						
20	We encourage employees to take responsibility for new ways of doing things in their work.	☐	☐	☐	☐	☐
21	We expect employees to use their initiative in developing new ideas and ways of dealing with work tasks.	☐	☐	☐	☐	☐
22	We expect employees to take an active role in trying out new ways of doing things.	☐	☐	☐	☐	☐
Appreciation of Employees						
23	Recognizing and rewarding employees who implement new ideas within this organisation is the norm.	☐	☐	☐	☐	☐
24	Taking the time to acknowledge employees' efforts when they solve problems in best ways is encouraged within this organisation.	☐	☐	☐	☐	☐
25	Appreciating the efforts of employees who bring new practices into being is done within this organisation.	☐	☐	☐	☐	☐
Risk Taking						
26	We expect employees to challenge the old ways of doing things in order to come up with new ideas and ways of doing things.	☐	☐	☐	☐	☐
27	We encourage employees to experiment with new ideas and new ways of solving problems.	☐	☐	☐	☐	☐
28	Taking calculated risks with new ideas and practices is encouraged in this organisation.	☐	☐	☐	☐	☐

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT TO COMPLETE THIS QUESTIONNAIRE

Faculty of Commerce & Administration

**Graduate School of Business and Government Leadership
RESEARCH
BY
CLEVER GUMBO**

	Interview Guide The Questions below are part of the PhD study entitled “Cross-Culture compatible Leadership Strategies for International Joint Ventures success in Botswana Manufacturing industry” Instructions to Participants: 1. You are kindly requested to participate in the interview part of the study, which should not take more than 50 minutes. Your valuable inputs would be highly appreciated as an important part of this study.. 2. First I need a few demographic inputs from you, which will be anonymous. This is needed for the descriptive statistics part of research.. Thereafter I will engage you around specific questions on your opinion, experiences and perceptions regarding cross culture and leadership of Joint ventures..	SN.....
	SECTION A: PERSONAL DETAILS	
	Please tick in the box to indicate your response	
1)	Age (in years): ☐ Less than 25 ☐ 31 - 35 ☐ 25 – 30 ☐ 36 – 40 ☐ 41- 50 ☐ More than 50	
2)	Gender: ☐ Male ☐ Female	

3)	Education: ☐ Undergraduate Diploma ☐ Bachelor's Degree ☐ Master's Degree ☐ Doctoral Degree ☐ If others, please specify _____
4)	Experience (in years) ☐ Less than 5 ☐ 5 - 10 ☐ 11 – 15 ☐ 16 - 20 ☐ More than 20 years
5)	Nationality ☐ Motswana ☐ South African ☐ Chinese ☐ Asian ☐ Other –Specify _____
SECTION B: DIMENSIONS OF CULTURE	
SN	
01	How do you view the nature of this organisation culture in relation to: i) job requirements and instructions j) Rules and regulations on employees k) Leaders and Subordinates working relations l) How power is used throughout all management levels m) Individual versus team work efforts n) Tell me more about how you maintain the business performance o) How do you plan for the future, what are you intending to do ? and p) How do you go about it, explain ?
SECTION C: LEADERSHIP INTANGIBLES AND STYLES	
01	What leadership qualities do the current leaders in this firm that makes it continue performing well in the current challenging market?
02	Are there any qualities that are shown that might be hampering the firm? Explain
03	What are the qualities you would consider ideal for leaders to be successful when operating in a foreign country?
04	What qualities would enhance leaders' performance in a cross-cultural environment?
05	What should joint ventures look at when hiring their management?
SECTION D: Cultural Values Norms and Artefacts	
01	What are the success stories about this joint venture organisation, if any you can share with me ?
02	What are the measures of organisational success for a joint venture?
03	What do you consider to be the most barriers to joint ventures success?
04	How would you rate your organisation communication effectiveness within the organisation and with external stakeholders?
05	What are the things that are valued most in your organisation?
06	Do you have any stories and/or rituals in the organisation, if so can you briefly share them with me.
07	Do you have a strategic plan and/or "motto" or other employee unifying ceremonies?
08	What would you recommend to be the strategies for joint ventures to live longer and be successful?
09	Any other comment regarding cross-cultural environment within which joint ventures are facing challenges and their future

**THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT IN ANSWERING THESE
INTERVIEW QUESTIONS**



Faculty of Commerce & Administration

Letter of Introduction and Informed Consent

Title of the study:

Cross-Culture compatible Leadership Strategies for International Joint Ventures success in Botswana Manufacturing industry

Research conducted by:

Mr. C Gumbo

Student Number-24931306

Cell: 00267 766 900 62

Dear Participant

You are invited to participate in an academic research study conducted by CLEVER GUMBO a **Doctoral student** from the **Graduate School of Business and Government Leadership** at the North- West University- Mafikeng Campus.

The purpose of the study is: To **Explore Cross- culture compatible Leadership Strategies for International Joint Ventures success in Botswana Manufacturing industry**

Please note the following:

This is an anonymous study as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.

- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- We will request of you to answer questions in a questionnaire, to be delivered at a later date, as completely and honestly as possible. We also will request for your time answering some questions on an interview to be held after the questionnaires (interviews will be held on few selected organisations only). The interview and questionnaire should not take more than 60 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, (**Prof Yvonne du Plessis, Tel: +27 18 389 2021, Cell: +27 083 305 6227, email: Yvonne.duplessis@nwu.ac.za**) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis. (Pl ☐ YES ☐ k)

Participant's signature

Date

APPENDIX 4: Research Permit 1

TELEPHONE: 3601200

TELEFAX: 371539

EMAIL: Mtihq@gov.bw

WEBSITE: www.mti.gov.bw



REPUBLIC OF BOTSWANA

ALL CORRESPONDENCE MUST BE ADDRESSED TO
THE PERMANENT SECRETAR

MINISTRY OF TRADE AND INDUSTRY,

PRIVATE BAG 004,

GABORONE

BOTSWANA

REFERENCE: TI 1/19/2 V (11)

10th March 2014

Mr Clever Gumo
Botho University
P.O.Box 501564
Gaborone

Dear Mr Gumbo

RESEARCH PERMIT –“LEADERSHIP ON BOTSWANA MANUFACTURING JOINT VENTURES”

We acknowledge receipt of your application dated 6th March 2014 for a Research Permit on **“Leadership on Botswana Manufacturing Joint Ventures”**.

We have reviewed your application and wish to inform you that a Research Permit is hereby granted for twenty four (24) months with effect from 1st March 2014 to 28th February 2016 subject to adhering to the following conditions:

1. The permit does not give you authority to enter any premises, private establishments or protected areas. Permission to access those premises must be sought with the owners
2. Copies of your final research report should be availed to the following organizations:
 - Permanent Secretary, Ministry of Trade and Industry;
 - Director, National Archives and Records Services; and
 - Director, National Library Service.
3. Failure to comply with any of above stipulated conditions will result in the immediate cancellation of the permit.

Thank you

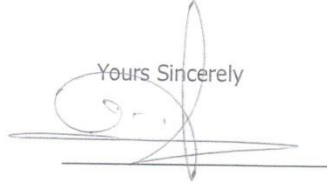


industries and trade

Mission: The Ministry of Trade and Industry will promote
the development of Sustainable



Yours Sincerely



Dr D. Okullo
FOR PERMANENT SECRETARY



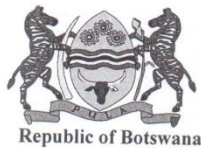
MINISTRY OF TRADE AND INDUSTRY
BOTSWANA

*Mission: The Ministry of Trade and Industry will promote
the development of Sustainable
industries and trade*



APPENDIX 5- Research Permit 2

Telephone: 3658400
Telegrams:
Reference: P 8712 I (2)
Fax: 3952382/384



Ministry of Local Government & Rural Development
Private Bag 006
Gaborone
Botswana

April 10, 2013

Mr. Clever Gumbo
BOTHO College
P. O. Box 501564
Gaborone

Dear Sir,

RE: RESEARCH PERMIT

This serves to acknowledge your application for a research permit in order to carry out a study entitled "Leadership on Strategic Alliances: A Case of Botswana Businesses".

This research permit is valid for an overall period of twelve (12) months – commencing on April 10, 2013 to April 10, 2014 - and it is granted subject to the following conditions:

1. Copies of the final product of the study are to be directly deposited with the Ministry of Local Government, Ministry of Finance and Development Planning, National Archives and Record Services, National Library Service and University of Botswana Library.
2. The permit does not give you authority to enter any premises, private establishment or protected areas. Permission for such entry should be negotiated with those concerned.
3. You submit a complete application form and your research proposal before you can commence with your research.
4. Failure to comply with any of the above stipulated conditions will result in the immediate cancellation/or denial of the permit.

Yours Faithfully,
K. Senthufhe
10 APR 2013
/For Permanent Secretary- MLG

cc: PS, Ministry of Finance and Development Planning
PS, Ministry of Labour and Home Affairs
PS, Ministry of Youth, Sports and Culture
Director, National Archives and Records Services
Director, National Library Service
Director, Research and Development, University of Botswana.
City Clerk, Gaborone City Council

APPENDIX 6- Ethical approval

ETHICAL NUMBER: NWU- 00222-14-A9