Business Cultures of UK and Nigeria: Comparative Analysis using Geert Hofstede, Fons Trompenaars and Charles Hampden-Turner Theories

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Abstract

The beauty of culture has remained unchanged over the years. Cultural diversity has generated problems which until now, are yet to be solved with a suitable one-fit-all solution among partners in the international business. The aim of this study was to: (1) Examine how business culture affects negotiations between business delegate of Nigeria and UK; and (2) Ascertain the nature and extent of differences between the business culture of UK and Nigeria. Findings revealed that: Significant differences existed between the business culture of Nigeria and UK, and these differences impacted negatively on business negotiations among delegates from the countries. As a result, managers are constantly faced with the challenges of managing cultural diversity arising from mixed culture of UK and Nigeria. The study concludes that the business cultures of Nigeria and UK have much incompatibility, and this will always engender lots of hitches in business negotiations among business partners that lack knowledge of varying business culture. However, proper enlightenment of business partners on obvious differences in cultures of UK and Nigeria was recommended as a way out of the quagmire.

Keywords: Business Culture, Cultural Dimensions, Business Negotiations, International Business

INTRODUCTION

Globalization has since seventeenth centuries made indelible marks on global business environment (Amboni & Meyer, 1999). These marks which started from trade liberalization saw to the trans-border movement of business, skills, labour and outsourcing to the comparative advantage of firms and countries. Furthermore, business alliance around the world starting increasing; a situation that reduces the extent of difficulties in business transactions (Friedman, 2005). As the alliance and partnership increases, business negotiations and debates become increasingly inevitable among different cultures of the world. Thus, cultural diversity is one of the frequent source of hitches among business partners (Ghemawat & Reiche, 2011).

Culture has a similitude of a fluid. A fluid changes and assumes the shape of the container wherein it is. Some practices that are norms in one culture are taboo in another (Trompenaars & Hampden-Turner, 2000), and so account for misunderstanding in international business (Beamer & Varner, 2001). The understanding of cultures in international business seems to be a distinguishing factor between the successful business negotiators from unsuccessful ones. It creates platforms for trusts, relationships and alliances in business, hence success in business. Little knowledge of communication styles, body languages, eyes contact styles, negotiation tactics, greetings styles, regards for colours, dressing styles and so on, of business partners can possibly endear a business partner to another, and encourages prolonged good business relationships.

Language, religion, values, attitudes, customs, and norms are indispensable attributes of culture (Voigt, 2001). Language helps in communicating and understanding culture, and is however used in business transactions between partners from different cultural background. The world is made of several languages and dialects, but the prominence of English language has made business transactions a lot easier (Weber, 1993). Nevertheless, the extent to which someone understands voice tones determine the interpretation to be given to the speech.

The USA (United States of America) for example has a culture of assertiveness and high context communication orientation. Their cultural approaches to work and performance differ logically, but UK (United Kingdom) is reserved both in words and action, rather keeps quiet than talk in an assertive or impolite way, and as well have regard for everybody's capability. Russians, Sweden and Greeks have low context communication orientations, passively diplomatic with words and in approach, and have little regard for performance. Hence, they see USA as undiplomatic and harsh with words. Japan and Korea exhibit a high level of discrimination against women and do not consider their opinion as important in decisions making. While USA, Demark and Poland have a culture of absolute regard for gender equality (Tuttle, 1973).

Thailand, Russian, Mexico and Panama use hierarchal structure which has little or no regard for bottom-top flow of information, and the subordinates are seen as unfit to assess the performance the superordinate. But USA, northern Europe, and the UK prefer flat structure, and assessment of superordinate are sometimes done by the subordinates.

USA greet with eye contact and a firm handshake, and interpret weak handshake as a sign of weakness (Kenna & Lacy, 1994a). Also, preference is given to first name during introductions, while titles attract little or no regard. Contrary to that, the French gives preference to the last name, a small kiss on the cheek or handshake without compulsory eye contact (Kenna & Lacy, 1994b). But Chinese detest greetings that involve physical contact particularly on the first meeting, and consider it irritating (Morrison et al., 1994). They rather prefer to greet with bowing or light handshake in rare occasions without eye contact (Gesteland, 1999). Eyes contact in greeting is interpreted as disrespect in Chinese culture particularly between an elder and a younger person, and are done if inevitable especially in a social setting. Chinese accord respect in greetings starting from the eldest to the young, giving strong preference to titles and last names (Kenna & Lacy, 1994a).

The Japanese bow to greet, apologize, and show appreciations; handshakes are sometimes allowed particularly in an international relationship. UK's greeting is different. Simultaneously with a "Hello" and a firm handshake, UK first introduce himself before asking for the other person's name. In unofficial meetings, social kissing (usually peck on two sides of the cheek), are an acceptable greeting between men and women (Kenna & Lacy, 1994a). However, in Africa, especially in Nigeria greetings take the form of either a warm embrace unofficially, but, a handshake on official settings. First and last names attract equal respect with much emphasis on titles.

Moreover, Chinese prefer business meeting to be scheduled either between April and June, or September and October, to allow the Chinese business partners enjoy their holidays (Morrison, Conaway & Borden, 1994). The French prefer business meetings to be fixed between July and August during French holidays, and on vacations (Morrison et al., 1994). USA prefer to have business meetings in summer period. But to Africans, business meetings can come at any time. A business card is a vital item in business activities. Though not all business cultures attribute equal importance to it. Chinese value business cards printed with both English and Chinese languages. Mexicans prefer cards printed in Spanish and English. USA has little or no regard for business cards as such, treats it very casually. While Nigeria see business cards as vital to both business and relationship access.

In emotional orientation, Chinese have the orientation not to show emotions, USA and UK have the orientation to show emotions. While French, sees Yawning, chewing gums, standing with arm folded as vulgar. These emotions play important role in business relationships. Colour is an inevitable attribute in business relationships. Different cultures have different emotional interpretations and regards for colours (Morrison et al., 1994). White flowers are interpreted as death in Chinese culture. Mexico interprets yellow and purple colours as death, and red colour as a sign of cast spell, USA and UK regard purple colours as royalty, and red colour as love.

Time is a very important factor in business (Ogbonna, 2010). Clock is a device, but time is a control mechanism for man's activities (Onwubiko, 1991). Value for time means different things in different cultures. USA, UK, Finland, Sweden, Spain and most northern European cultures see time is a costly commodity. This is evident in their response towards time especially in business schedules and appointments. Hence punctuality is a virtue. However, the

contrary is the case with the African, southern European, Latin American and Arabian cultures who treat time with much disrespects.

Decision making is an integral aspect of business processes (Simon, 1960; Robbins, 1994, 1997; Maris, nd). Although there is a well propagated process of decision making, a fact remains that people's culture to a great extent impacts on their choices and ways of decisions making (Maris, nd). Thus, the level of knowledge on the pattern of decision making influences the predictability of their behavioural pattern in different situations (Rowe & Boulgarides, 1994). Rowe and Boulgarides (1994) noted that there are four significant patterns of decision making - analytical, directive, conceptual and behavioural. Directive pattern is power, results or performance orientation. UK, USA and Netherland practice this pattern. Conceptual and analytic patterns have strong need for precision in process and achievement, and take time to check and re-check available options before making decisions. Japanese, some Asians and some North African countries practice this pattern. However, Behavioural pattern of decision making usually consider people's affiliation as the first priority and that beclouds their sense of judgement. Japan, courier and Chinese countries observe this pattern.

Redress in defaulted business contracts show the level of civility in a country. In most European and American countries, obtaining redress in courts and enforcement of business contracts contract laws is easy. But in Asian and Arabian countries such as China, Dubai and Saudi Arabia, to be precise, with Confucian and Islamic ideologies, justice and redress are very difficult to be obtained in business (Hill, 2011). This although is not entirely different with most African countries where judicial system is subject to several external influences like bribery and connection.

In Africa, France, Germany, Anglo-Saxon countries and large parts of Asia, personal performance do not attract resultant cheering compare to team achievement and performance. But in achievement orientation countries like the USA, Netherlands and UK, individuals or personal performance are regard more than group performance. (Trompenaars & HampdenTurner, 2000).

Statement of the Problem

Ideally, cultural differences ought not to be a problem in international business. Owing to the fact that diversity of cultures is accompanied with different ways of achieving success in international business. Incidentally, ethnocentric and cultural parochialism has been the bane. The adoption of good business attributes of the USA towards time and performance; the Japanese's careful examination of situations and circumstances before decision making; the team spirit with which Asian countries approach tasks; the level of subordination to superior in Korean; and the UK's technical use of words in business negotiations and debates, without doubt can eliminate business difficulties.

In value for time between the UK and Nigeria differ significantly. The UK sees time as a store of value, while Nigeria perceives time with African time mentality. The difference in the use of words in negotiations and debates has always left some business partners intimidated. Thus, it engenders lack of trust in their business transactions. Insincerity and corner cutting is an

attribute that typifies Nigeria business culture, which are considered as a taboo or unethical practice in the UK culture. Nigeria loves to have some level of relationship in business, but the UK has a strict repulsive attitude about mixing business with pleasure or relationships.

However, if nothing is done to hitches of business cultural differences between Nigeria and UK, the business gap will widen and limiting the success of bilateral trade agreement between the countries. The sour business relationship will cause reduction in the volume of import and export between the two countries. Business alliances such as Merger and acquisition will also be impossible. Labour transfer between the two countries however will be hindered. And this generally will in turn impact negatively on the GDP of both countries.

Objectives of the Study

The broad objective of the study is to compare the business culture of UK and Nigeria using cultural frameworks of Geert Hofstede, Trompennars and Hampden-Turner. The specific objectives are to:

1. examine how business culture can affect negotiations between business delegate of Nigeria and UK
2. verify the extent of discrepancy existing between the business culture of UK and Nigeria.

Methodology

This study adopted literature review method. Data relevant to this study were obtained from published journals, reviews, serials, unpublished thesis, textbooks and internet materials uploaded in recent years.

REVIEW OF RELATED LITERATURE

Culture

Trompenaars and Hampden-Turner, (2000) assert that culture is like gravity: you do not experience it until you jump six feet into it. Till now, researchers have not been able to reach a consensus on the concept of culture (Panda & Gupta, 2005). However, the view of Smircich (1983) on the relationship between corporate culture and organizational performance reveals that culture has dual nature, the tangible (descriptive instrument) and intangible (explicative identity). Based on the dual nature of culture, Smircich insists that culture can either be a tool (instrument) or as an identity. As a tool, culture represents values, beliefs, attitudes and ethics. Culture as an identity include artifacts, symbols, logos, packaging, labels, dressing, procedures and arrangements. These identities can be used to achieve organizational goals, such as product quality, and to communicate the way an organization thinks or reasons (Sathe, 1983). Panda and Gupta, (2005) affirms that culture is viewed as a system of 'shared cognition', 'shared symbols or meaning' or 'projection of mind's universal unconscious infrastructure'. In his words, Goodenough (1971) asserts that culture is a psychological phenomenon written in the

hearts of men. However, in a very insightful way, Hill (2011) states that culture is a system of ideas that forms a design for living.

Culture can be shared, learned, not biologically inherited, but consists of arbitrarily assigned symbolic meanings as a society (Bodley, 1943). But to Hofstede (1980), culture changes from one generation to another and on this basis culture is referred to as valuable-variable. Culture is an abstract phenomenon that exists in the mind. It is super organic because it is superior to nature. Culture is a way of life. It is pervasive, that is, it has the ability to affect many aspects of an individual. It is an integrated system that has many facets. Culture is sedimentary in layers and can only be clearly comprehended by getting involved with it layer by layer. In that regard, culture is a multi-layered inheritance that is successfully transmitted through language (Trompenaars & Hampden-Turner, 2000). In essence, where there is obvious differences in values, believes, norms, attitudes, behaviours and perceptions, cultural differences are not absent.

Culture is a complex whole which comprise, knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by man as a member of a society (Taylor, 1974). Also, culture is a social domain that emphasizes the practices, discourses, and material expressions, which, over time, express the continuities and discontinuities of the social meaning of a life held in common (Manfred et al., 2015). Bodley (1943) argues that culture involves what people think, what they do, and the material products they produce. Hofstede (1980) defines culture as the collective programming of the mind which distinguishes the members of one group from another, which is passed from generation to generation, it is changing all the time because each generation adds something of its own before passing it on. Interestingly, Rice define culture as values, attitude, beliefs, artifacts and other meaningful symbols represented in a pattern of life adopted by an individual or group (Krishnamachryulu & Ramakrishnan, 2014). Uttal, (1983) define organizational culture as shared values (what is important) and beliefs (how things work) that interact with an organization's structure and control systems to produce behavioural norms (the way we do things around here).

Jervis, (2006) argues that among the definitions of culture, Bodley's definition remains the most objective to the meaning of culture. But Jervis's argument lost much steam when Tripathi, Kapoor and Tripathi, (2000) highlighted the definition of Schein, (1990) which affirms that culture is what a group learns over a period of time as it tries to solve its problems of survival in an external environment and internal integration. Such learning is simultaneously a behavioural, cognitive and emotional process. Based on the foregoing, culture can be viewed as: (a) a way of understanding or assumption; (b) unraveled by a given group; (c) a tool or identity for solving problems in the environment; (d) a tool and identity that has been tried and which has worked over the years; and (e) a tool and identity that is to be passed to a new generation as the best way to see, reason and respond to such problems.

Determinants of Culture

Norms and values governing culture are never stagnant rather evolve as a result of changes in several factors that underpin the norms, values as well as business culture. Hill (2011) notes

that the determinants of include: social structure; religion and ethical system; political philosophy; economic philosophy education; and language.

Social structure: a social structure indicates two strong attributes social organization. The first is the extent to which individual goal is regarded rather than group goal. The second attribute is the extent to which there is a stratification of the citizens into classes or castes

Religion and ethical system: religion is a shared belief, attitude or pattern of rituals that has to do with the realm of the sacred. Ethical systems are a set of moral principles, belief or values that are used to mold and shape behaviour. Religious ethics such as Christianity, Islamic, Confucianism, Hinduism, Buddhism and Judaism ethics influence behaviour and shape culture. The estimated populations of the adherents of these religions can be equated to the impacts they have in the world: Christianity with 1.7 billion, Islam with around 1 billion and Hinduism with 750 million adherents (primarily in India), and Buddhism with 350 million.

Political system: this is a system of government that is in practice in a nation with respect to either collectivism or individualism and further determine the extent to which there is preference of democratic over totalitarian political system. Collectivist countries usually practice totalitarianism while the individualist, democracy

Collectivism: refers to a political system that values group or collective goal more than individual goals, while individualism values individual freedom and goal to the pursuit of economic or political goals more than goal. Individualism thrives so well in democratic system of government whereby people exercised their right either directly or through elected representatives. While collectivism is usually seen in totalitarianism system of government where a person or a political party has unchecked power over all spheres of human life and fights opposition to a standstill.

Economic System: is the political ideology of a country. There are three types of political economy: command economy, market economy and mixed economy. Market economy exists in liberalized environment where factors of production are privately owned; market determines the forces of supply and demand through price; individuals determine the quantity of production; high level of innovation and individualism is favoured by democracy. In command economies, the factors of production are owned and controlled by the government who dictates how goods and services will be produced in the country, the quantity that will be produced and the prices they will be sold through the allocation of resources for the goods and services of the society. There is little incentive to control costs and be efficient, command economies tend to stagnate the economy with little or no innovation. In mixed economies, some factors of production are owned by individual, while some are controlled by the government. Governments tend to own firms that are considered important to national security.

Language: language is one factor that distinguishes one people from another. In the context of international business, language is viewed as a means of communications noticeable in spoken and body languages. Language varies from one country to another and thus determines the way a people sees the world. There is a closer tie existing between countries that speak the same language compared to those that require interpretations.

Education: Education is one of the systematic processes through which language, skills, countries attributes and regards are inculcated and also transferred to another generation. Informal educations, principles, beliefs, values and norms are passed over to the younger generations and this information, however, forms the basis upon which they will make meaning and form their perceptions.

Types of Cultures

The types of culture include national, corporate or organizational and professional culture.

National Culture

National culture is considered based on the cultural dimensions postulated by Hofstede and Trompenaar; relationship with people (universalism vs particularism, individualism vs communitarianism, neutral vs emotional, specific vs diffuse, and achievement vs ascription), attitude to time and attitude to the environment. Belgian managers see an organization as a family and expect a paternalistic and hierarchical form of a flow of authority just like in Latin cultures, where father decides how things should be done (Trompenaars & Hampden-Turner, 2000). This is not so with the Dutch managers that considers everybody's opinions as important and as such, usually regarded as overly democratic by the Belgians.

Organizational Culture

Yuso, Nur and Siti, (2016) affirm that it is the environment in the place of work that determines the interaction of employees at work; it is a combination of knowledge, belief, art moral and habits of a member. Schein, (2004) opines that culture is the identity of an organization. As the image is to a human, so is the culture of an organization. Perhaps, an organization without culture lacks in image, identity and even reputation as culture forms the basis for these. O'Donnell and Boyle, (2008) posit that organizational culture is a widely used term but one that seems to depict a degree of ambiguity. Schein, (2004) indicates that organization culture is developed after a period of handling of people and encouragement of values, behaviours, and beliefs that benefit the organization. He further argues that though there are evident manifestations of results, there are unseen activities of culture that catalyzes reactions in an organization. Yuso et al., (2016) opine that organizational culture encourages success, innovative behaviours (Contiu, Gabor & Oltean, 2012) and also provides a platform for motivating employees.

Professional Culture (Ethics)

Ethics is another word for morality. Often times, it is used in place of the code of conduct or regulation. The word 'ethics' is coined from the Greek word 'ethos' which is the customs, habits and mores of people (Technical University Darmstadt). Moral is also from the Greek word 'ethos' which mean the distinction between right and wrong. Ethics is defined as a moral principle that control or influences a person's behaviour (Oxford Advanced Learner's Dictionary, 2010). Ethics is, however, the philosophical reflection on rules and regulation, customs and habits of individuals, groups or people (Gammel, 2006).

Theoretical Review

This review will focus on the cultural theories of Geert Hofstede, Trompenaars and Hampden-Turner.

1. Geert Hofstede Cultural Dimension

After several years of tedious study on the culture of 40 different countries, Hofstede concludes that differences in culture exist based on the following seven dimensions: power distance; uncertainty avoidance; long term vs short-term orientation; masculinity vs femininity; individualism vs collectivism; and indulgent vs restrain.

a. Power Distance

Power distance shows the extent to which superiors influences the behaviour of subordinates, compared to the extent to which subordinates can influence the behaviour of the superordinate in a social hierarchy. Hofstede explains that power distance is all about how the power custodians in the social strata make use of social powers. In a high power distance culture, subordinates obey and respect superordinate in all order. There is partiality in the distribution of power due to strong hierarchical top-bottom flow of both communication and authority. Other characteristics are strong control mechanism such as minimal communication between superordinate and subordinates, remuneration scale, centralized structure, and strong power hierarchies. An example of countries that fall into this category is Nigeria. However, in low power distance culture, there is even distribution of power such that the subordinates access the performance of their superordinate in most situations. Due to both top-bottom and bottom top flow pattern of communication, subordinates are consulted on issues that concern them. Also, there is maximal communication between the superordinates. Example of countries that fall within this category are USA and UK.

b. Uncertainty Avoidance

This is the extent to which people from a culture feels insecure or uncomfortable with uncertain in ambiguous circumstances particularly in risk related circumstances, and try to avoid the situation if possible. Culture of high uncertainty avoidance is characterized with risk avoidance and therefore require rules, formal structure, guidance from experts, need for details and high possibility of avoiding ambiguous situation and uncertainty till some level of clarity is given. Countries that exhibit this culture include Japan, Korea, and Nigeria.

Conversely, low uncertainty avoidance culture has little or no need for rules, clarity, details, and formal structures. The culture enables the people to be explorative and risk takers in all aspect of life. Hofstede argued that low uncertainty avoidance culture is more innovative, researchers and explorers than the culture with high uncertainty avoidance. Countries that portend this attributes are USA and UK.

c. Long term Vs Short-term Orientation

This orientation values hard work, personal sacrifices for future benefits and dedication to a course. Korea, Singapore, Japan and Taiwan are examples of countries that have this culture. Short-term orientation culture concentrate more on the past and present and let tomorrow to take care of it. There is a strong emphasis on traditions and fulfillment of one's obligation over achievement and investments. Countries that have this culture are Pakistan, Russia and Nigeria.

d. Individualism Vs Collectivism

This connotes the relative importance of interest of an individual in relation to that of a group. In an individualistic culture, personal achievement is respected more than collective achievement. In this culture, there is a high level of freedom of achievement, affiliation, attainment and association. Personal opinion is appreciated and regarded, and individual researchers are encouraged. Therefore, individual innovation is likely to be more in an individualistic culture. Examples of countries that show individualistic culture are USA and UK.

In a collectivist culture, group achievement is far more appreciated than individual achievement. In this culture, group interest and overall benefits are considered above personal benefits. Also, preference is given to group identity over individual identity. This group believes that individual goals are better achieved through a group than as an individual. In view of these attributes, Hofstede concludes that individualist cultures are more innovative than collectivist culture. Countries that exhibit this culture are Japan, China and Korea.

e. Masculinity Vs Femininity

This cultural dimension is attributing either masculine or feminine characteristic to the qualities exhibited by either male or female. It is an extent to which a society attaches importance on heroism, achievement, and material success assertiveness to either male or female. Masculine culture value ambition, assertiveness, materialism, competitiveness and power. The culture encourages aggressiveness in pursuit and places high importance on achievement and goal attainment. As a result, they set high-performance standards and work so hard to achieve them. Examples of Countries that manifest this culture are Japan, Austria and Italy. Conversely, feminist culture emphasizes more on social responsibility, cordial organizational climate, and job security. It has a preference for cooperation, caring for the weak, quality of life and modesty. Individuals from this culture have low motivation for achievement and are reluctant to set goals.

f. Indulgent Vs Restrain

Indulgence culture allows the people to satisfy basic natural human desires related to having fun and enjoying life. Restrain culture on the other hand allows for controls over gratification of needs and regulates it by means of strong social values. Typical examples of countries that show indulgent culture are the UK and USA. The people believe that they are in control of their own emotions and life. Restrain cultures like the Chinese and Japanese believe that other factors dictate their emotions and life. This aspect plays a strong role in motivating human resources in an organization.

2. Trompennars & Hampden-Turner's

After a rigorous study in 28 countries in 1998, Trompenaars and Hampden-Turner postulated seven dimensions of culture that explain national cultural differences in organizations. Thus, this study shows how managing these cultural differences in a multicultural business environment is a major challenge for international managers. The seven, dimensions of cultures are: universalism vs particularism; individualism vs communitarianism; specific vs diffuse; neutral vs emotional; achievement vs ascription; sequential time vs synchronous time; and internal direction vs outer direction.

a. Universalism Vs Particularism

In universalism culture, there is a universal or general applicability of ideas and practices everywhere without modification. Cultures with high universalism see one reality and focus on formal rules, rationalization and professional arguments with a "get down to business" attitude. Trompenaars and Hampden-Turner posit that there is high universalism in countries such as the USA, Canada, UK, Australia, Germany and Sweden. Particularism shares the belief that circumstances determine how ideas as well as practices are applied. Cultures that value particularism share perceptions of reality and attach great importance on relationships. Examples of high particularism countries are Venezuela, Indonesia, China, South Korea and the former Soviet Union (Luthans, Fred; Doh & Jonathan, 2012)

b. Individualism Vs Communitarianism

Individualism is the extent to which a culture encourages individual efforts more than collective or group effort. On the other hand, communitarianism considers the extent to which a culture regards group attributes more than individuals. The countries that are characterized with high individualism level are USA, Canada, UK, Germany, Australia and Nigeria. Countries with high communitarianism include Germany, China, France, Japan and Singapore

c. Specific Vs Diffuse

A specific culture gives room for the individual to have a large public space. The individuals guard the space jealously and only accommodate family and close friends. In this culture, there is no sentiment in business and work life, thus, work and personal life distinctions defines attachment of the workers. Specific cultures include US, Germany, UK, Scandinavia, Switzerland and Netherlands. On the other hand, diffuse culture believes that one's attitude towards public space determines the size of privet space he has. This means that public and private space are similar thus, an overlapping relationship between work and personal life. They see good relationships as a factor of realizing business objectives. Hence, they spend quality time after working hours with colleagues and clients. Examples of countries that have diffuse cultures are Russia, Argentina, India, Spain, and China.

d. Neutral Vs Emotional

A neutral cultural orientation conceals or hides emotions in most circumstances. The emotions are control so as to allow proper reasoning to determine actions rather than feelings. Countries

with neutral culture attributes are UK, Sweden, Finland, Germany, Netherlands, and Japanese. Conversely, emotional culture believes that expression of emotions is a virtue. Hence, People of this culture go the extra mile in expressing their emotions anywhere, even at work. Countries that show emotional culture are Italy, France, Latin-America Mexico, Israel and Spain.

e.   Achievement Vs Ascription

Achievement is the extent to which individuals prove themselves worthy to receive a status given to them. In an achievement culture, worth is grade by performance and success. Performance, promotion and status are considered valuable intangible items. Countries that identifies with achievement culture are Canada, US, Australia, Scandinavia, Austria, Israel, Switzerland, and the UK. However, ascription culture confers status on the basis of who or what a person is. One does not have to prove himself to receive it. Usually, they are given on the basis of birth, age, gender or wealth thus they are ascribed. Some ascription cultures countries are Venezuela, Indonesia, and China and Nigeria.

f.   Sequential time Vs Synchronous time

Sequential time cultural orientation structures time sequentially and do things one at a time. People of this culture approach events sequentially, that is one after another in order. A high value is placed on procedural planning and implementation. Punctuality and respect towards time, and schedule not negotiable. Thus feel embarrassed when schedules are counselled or postponed as "Time is money,". Focus is given to future occurrences without referring to the past as a determinant for future events. Countries that manifest this attribute are Germany, U.K., and U.S. On the contrary, a synchronic time orientation is not rigid and intangible. This orientation sees past, present, and future as mixed periods, hence views plans, schedules and commitments as flexible. Respect for ancestors and collective historical events is a predominant practice in this culture. Typical synchronous-time cultures include Japan, Argentina, Nigeria, and Mexico.

g.   Internal direction (Internal locus of control) Vs Outer direction (external locus of control)

Internal direction or internal locus of control, there is a shared orientation that superior control must be exercised over natural occurrences in the environment, hence this culture determines the type of environment they have. Internal-direction culture is prevalent in Israel, New Zealand, US, UK, and Australia. Outer direction or external locus of control shares the orientation that natural occurrences have control over their actions and environment, hence regard some occurrences as spiritual or ancestral. Outer-direction culture is usually seen in China, Saudi Arabia, and Russia and Nigeria.

Table 1: Culture Comparison of Nigeria and the United Kingdom using the Theories

	Cultural dimensions	Nigeria	United Kingdom

1	Power Distance	High power	Low power
2	Uncertainty Avoidance	High	Low
3	Long term Vs Short-term orientation	Short-term	Long term
4	Individualism Vs Collectivism	Collectivism	Individualism
5	Masculinity Vs Femininity	Femininity	Masculinity
6	Indulgent Vs Restrain	Restrain	Indulgent
7	Universalism Vs Particularism	Low	High
8	Individualism Vs communitarianism	Communitarianism	Individualism
9	Neutral Vs Emotional	Emotional	Neutral
10	Achievement Vs Ascription	Ascription	Achievement
11	Sequential time Vs Synchronous time	Synchronous	Sequential
12	Internal Vs Internal Direction	External	Internal
13	Specific Vs Diffuse	Diffuse	Specific

Discussion

The table shows that the culture of Nigeria and UK are different in so many ramifications. Nigeria has a high power distance orientation and this situation will make a Nigeria man feel very uncomfortable negotiating with a female young representative from the UK. This can lead to several hitches in business relationship between the two. Nigeria has high uncertainty avoidance, contrary to UK. Though easily given to business risks, Nigeria entrepreneurs find it difficult to get into ventures beclouded with uncertainties. Again, a typical Nigeria entrepreneur prefers a business with short term return on investment so that he can recoup his capital and profits, unlike UK entrepreneurs who prefer in long term investment.

Contrary to the prevailing situation in Nigeria where benefits from innovative business ideas products are under threat of adulteration of original products due to weak enforcement of patent and copyrights law. However, the case is different in UK business environment where entrepreneurs enjoy the benefits of their innovative business ideas due to robustly implementation of patent and copyrights law. Due to high benefits of innovative ideas in UK, there is an increase in innovation of products and services in UK business environment. Unlike Nigeria where there is obvious thriving mindset among the citizens that imported goods are of better quality than the locally produced ones.

Aggressive pursuit, originality of innovative ideas, and high performance are usually attributed to of masculinity. Irrespective of the gender performance status is accord to every performer. If a female performs equally like a male, equal reward and status is given to her. Unfortunately, Nigerian culture attributes masculinity to the men while women are seen as 'weaker vessel' even when it is obvious that she outperformed the male. Being attributed as feminist's gender, women are discriminated against in role distribution and are often given inferior role in the society. This however discourages boisterous competitiveness, assertiveness, ambition and pay for performance. Nigeria manifest every attribute of femininity. This is noticeable in the sit-tight syndrome of most Nigeria entrepreneurs that are afraid of going global with their business, and how the goal post of performance has always been shifted at will basis on connection and relationships.

Although the UK entrepreneurs are more aggressive in their pursuit of business, they still make out time to indulge in recreational and vacations activities probably as tourists in other countries. It is rather different with Nigerian entrepreneurs who pay less attention to vacations and recreation. They regard it as a waste of time and resources. Nigerian entrepreneurs see it as unserious when business meetings are rescheduled due to vacations and tourism tours.

Furthermore, Trompenaar and Hampden's submission that contrary to particularistic countries, Universalist countries see reality, focus on rules, rationalizes, and approach argument professional from the stand point of reasoning is indisputable. Little wonder UK entrepreneurs are more analytical and have the orientation that man is expected to be in charge of what happens around his environment, unlike Nigerian entrepreneurs that are less analytical and attribute happenings in their environment to spiritual and ancestral forces beyond their control. Therefore, Nigerian entrepreneurs are particularistic while the UK is universalism. This

accounts for the strong belief that diabolic rituals should not be separated entirely from business, in that charms have strong impact on the success of business instead of business strategies. However, the UK business men believe that business tested and trusted strategies drives business and should be adhered to

Nigerian entrepreneurs are communitarians in business. They approach business from the spectacle of relationship and Nepotism. Due to dominantly sole proprietorship, most business men in Nigeria limits information, representations and even employments to family and friendship relationship. This manifest clearly in sentimental recruitment process which give in to emotion rather than competence. Reference and relationship are preferable rather than due process, competency, and skill. This is different from UK where the relationship is not stressed in business. These can pose great threat to the merger and other business alliances between Nigeria and UK who will rather insist on competence than relationship hence the method of recruitment.

In addition, the understanding of time in business is a factor that cannot be swept under the carpet successfully. The UK from a sequential point of orientation regards time as a factor that has control over everything man does on earth and as so, attaches premium importance on time. Time is seen as precious and time lost can never be recovered. Hence they honour time with deserving punctuality and count it as irresponsibility every unpunctuality. Unfortunately, most entrepreneurs from Nigeria has little or no regard for time, thus approach time with a synchronous perception that time should be flexible and the slogan "African Time" which of course will not be tolerated by UK partners.

Conclusion

Doing business between Nigeria and UK will attract a lot of hitches due to incompatibility between the business culture of Nigeria and that of UK.

Recommendation

For effective business relationship and success, Nigeria and UK, business partner must be:

1. educated on the prevalent business culture of other partner, so as to reduce hitches that could come from diversity of culture in the course of negotiation.

2. must be well informed on the proven differences as revealed by Hofstede, Trompenaar and Hampden turner's cultural dimensions.

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