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International standards, local flavors: the experiences of Ghanaian employees in multinational-enterprise hotels

Kwesi Arkoh Ewoodzie
University of Iowa

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**INTERNATIONAL STANDARDS, LOCAL FLAVORS:
THE EXPERIENCES OF GHANAIAN EMPLOYEES IN
MULTINATIONAL-ENTERPRISE HOTELS**

By Kwesi Arkoh Ewoodzie

A thesis submitted in partial fulfillment
of the requirements for the Doctor of Philosophy
degree in Sociology in the
Graduate College of
The University of Iowa

August 2017

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CERTIFICATE OF APPROVAL

PH.D. THESIS

This is to certify that the Ph.D. thesis of

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Abstract

This dissertation sheds new light on the well-recognized globalization phenomenon by examining its socio-cultural component. The literature assumes that the “global village” will simply emerge once the legal and technical obstacles have been overcome. However, the merging of cultural and social practices is not an effortless process. My critic of the globalization is largely based on its minimization of the significance of (differences in) cultural practices. I set out to uncover how complex such socio-cultural exchanges are with a 12-month ethnography project of Multinational Enterprise (MNE) workplaces. The expanding global economy creates demand for the international hospitality industry and makes the tourism and hospitality industry MNEs a hub for border-crossing cultural exchanges. For my study, I focus on Ghanaian MNEs which serve international consumers expecting to receive international (Western culture) standards of customer service from the Ghanaian staff.

My data show that the Ghanaian MNE workplace is filled with cultural clashes that stem from the management practices advanced by the global cultural values literature. Global Cultural states that when it comes to quality standards, MNEs should use an integration model (to adapt the international standard set by the parent-company branch of the MNE). However, when it comes to power distribution and organizational culture, MNEs should use a differentiation model (adapt the local cultural standards of the host-country).

In short, this translates to MNEs maintaining international standards in regard to customer service experiences but local cultural practices in regard to human resource management (HRM). In Ghana, this combination of models creates cultural clashes in MNEs, and leaves the Ghanaian employees lacking trust in management’s commitment to the international standard of service. The outcome is staff are dissatisfied, which negatively impacts

their workplace performance. Given the labor, cultural, and emotional demands of the work, my study concludes that Ghanaian MNEs should adapt strategic HRM tactics, as discussed in the international HRM literature, to cultivate satisfied employees and gain a competitive advantage in their field.

The findings from this study strongly establish the complexity of border-crossing cultural exchanges. Continuing to examine the dynamics of how individuals and organization come to adapt new cultural practices improves our understanding of the spread of globalization as well as a multitude of within organization processes.

Public Abstract

This dissertation sheds new light on the well-recognized globalization phenomenon by examining its socio-cultural component. The literature assumes that the “global village” will simply emerge once the legal and technical obstacles have been overcome. However, the merging of cultural and social practices is not an effortless process. I set out to uncover how complex such socio-cultural exchanges are with a 12-month ethnography project. I examine Multinational Enterprise (MNE) in the hospitality industry, which serve as a hub for border-crossing cultural exchanges. Specifically, I focus on Ghanaian-MNEs where international consumers expecting to receive international (Western culture) standards of customer service from the Ghanaian staff. My data show that the Ghanaian-MNE workplace is filled with cultural clashes that stem from MNEs tendency to use an integration model (maintain international standards) in regard to customer service experiences but use a differentiation model (adapt local cultural practices) in regard to human resource management (HRM). The clashes leave the staff dissatisfied with the workplace which negatively impacts their workplace performance. Given the labor, cultural, and emotional demands of the work, my study concludes that Ghanaian-MNEs should adapt strategic HRM tactics, as discussed in the international management literature, to gain a competitive advantage in their field. The findings from this study strongly establish the complexity of border-crossing cultural exchanges. Continuing to examine the dynamics of how individuals and organization come to adapt new cultural practices improves our understanding of the spread of globalization as well as a multitude of within organization processes.

Contents

List of Tables	vii
Chapter 1	
Introduction	1
Chapter 2	
Methods	9
Section 2.1: Definition of Culture and Research Methods	10
Section 2.2: Research Sites and Data Collection Timeline	13
Section 2.3: Data Analysis	30
Chapter Summary	31
Chapter 3	
Multinational Enterprises' Global Culture and Organizational Culture of the Ghanaian Workplace	32
Section 3.1: Making Sense of Global Culture in Multinational Enterprises	32
Section 3.2: Ghanaian Norms of Customer Service and Organizational Culture	38
Section 3.3: Organizational Culture of MNEs in the Ghanaian Context	53
Chapter Summary	70
Chapter 4	
Workplace Performance: The importance of a positive organizational culture in the service-based industry	72
Section 4.1: Styles of Personnel Management	73
Section 4.2: Gaining a Competitive Advantage with Strategic Human Resource Management (SHRM)	76
Chapter Summary	108
Chapter 5	
The Internationalization Trend: Linking Cultural Distance to Knowledge Transfer Tactics	110
Section 5.1: The Problematic Trend of Internationalization	111
Section 5.2: Socio-Economic Challenges	116
Section 5.3: Views of the Ghanaian Culture	121
Section 5.4: Institutional Distance Challenges	130
Section 5.5: Knowledge Transfer Within SHRM	142
Chapter Summary	154

Chapter 6

Conclusion	155
Section 6.1: Summaries	157
Section 6.2: Reframing the Differentiation Model Problem	158
Section 6.3: Making Cultural Changes in the Workplace	162
References	165
Appendix	
Appendix A: Employee Interview	174
Appendix B: Manager Interview	176
Appendix C: Employee Interview	178
Appendix D: The New Brand Standard Complain	180
Appendix E: Figures	
E. 1: Values Mural	181
E. 2: Hotel A Front	181
E.3: Hotel B Front	182
E. 4: Hotel B Entrance	182
E. 5: Hotel B Lobby	183
E. 6: Hotel B Inside	183
E. 7: Hotel B Hall	184
E. 8a: Local Décor Painting One	184
E. 8b: Local Décor Painting Two	185
E. 8c: Local Décor Painting Three	185
E. 8d: Local Décor Painting Four	186

List of Tables

Table

1. Three Characteristics of Ghanaian MNE Workplace91
2. The Nine Dimensions of the GLOBE Studies134

Chapter 1

INTRODUCTION

“According to the World Travel & Tourism Council, tourism rates among the world’s largest employers... Nonetheless, there is alarming dearth of scholarly research on HRM applied in the tourism industry” (Serafini and Szamosi 2015)

The effects of globalization, a broad and abstract concept, can be better conjectured through a close study of the various industries that are associated with the phenomenon. Since the rise of the global economy and international travel correlate on so many levels, it stands to reason that the international tourism and hospitality industries can serve as the industries whose study can reveal more about the much-deliberated trends and impact of globalization. Moreover, these industries are dominated by Multinational Enterprises (MNEs) such as internationalized hotels. This puts MNE hotels in a unique position in the study of globalization processes. Everyday interactions in the workplace of MNE hotels can offer scholars insight to the boundary-crossing intercultural exchanges that are characteristic of spaces where global and local dynamics clash. However, past studies on globalization have not taken full advantage of the MNEs in these industries. This dissertation lays out criticism on aspects of the globalization literature, particularly as it relates to MNEs in the international tourism and hospitality industries. This dissertation relies on rich ethnographic qualitative data that shed light on complex socio-cultural process progressed by globalization.

The challenge to the current literature at the center of this study largely stems from the global culture and internationalization practices that are accompanying the spread of MNEs. In response to the increasing global market, many enterprises are becoming multinational, by expanding from their parent-country and opening international branches in various host-countries. Scholars describe global culture and internalization practices as the guidelines these

enterprises rely on to ensure they are meeting the needs of the international consumers the enterprises are targeting. Currently, internationalization practices harp on standards such as the level of décor within the workplace and range of amenities MNEs should provide for customers. In short, the discussion boils down to MNEs determining to what extent their branches in host-countries should resemble the ones in the parent-country. More resemblance means integrating the parent and host country branches, less resemblance means differentiating the two.

In this study, I make clear that when it comes to the international service industry, the current global culture and internationalization literature is problematic in two ways: 1) there is an over reliance on differentiation within the global culture that is impeding performance in the workplace of tourism and hospitality industry MNEs, and 2) dependence on differentiation is because scholars have gravely underestimated the role of culture in the globalization phenomenon. In light of these shortcomings in the literature, I spent 12-months collecting qualitative data about the workplace experiences of Ghanaian MNE employees. The following are the theoretical contributions of this dissertation to the globalization literature, specifically to the tourism and hospitality industry aspect of the international management literature.

First and foremost, the dissertation uses data from a study of Ghanaian MNEs to challenge the suitability of the differentiation model of global organizational culture. I assert that due to the nature of the work in the tourism and hospitality service MNEs, more integrationist model of management will yield greater success. Secondly, the study adds to the understanding of the inherent challenges of globalization and cultural boundary crossing. Understanding globalization challenges is accomplished in two parts. The study first offers a ground-level view of the cultural clashes that emerge within MNEs as they bring western values into non-western contexts with non-western employees. Next, it makes clear the extent the MNE workplace is

physically, culturally, and emotionally demanding. This study makes a third contribution. Using the Ghanaian cultural context as an example, this study offers some insight into how these hurdles can be overcome with strategic human resource management practices. Each of the following chapters contains an aspect of these three contributions.

In chapter two I describe the data collection and methods of this project. This project is an ethnography study that took place in Accra, the capital city of Ghana, West Africa. Data was collected over a course of 12 months in the field. Fieldwork consisted of four months of interning at two international hotels, observations of 17 hotel employees during home visits, and 50+ interviews of hospitality industry employees from both hotels as well as various cafés and restaurants. The central theme of this dissertation project revolves around culture and cultural impact on individuals and organizations. Therefore, during the data collection stage, it was important to utilize methods that would best facilitate the end goal of capturing complex (cross) cultural interactions. In chapter two, I put emphasis on how the mixed qualitative methods of this study provides data that truly allows me to analyze the complex socio-cultural nature of the MNE workplace.

In chapter three, I begin the empirical discussion at the heart of this study. I provide a detailed discussion of global organization culture and internationalization aspect of globalization, as found in the international management and the tourism and hospitality industry literatures. I lay out why and how the global culture discussion falls into the differentiation versus integration debate that has persisted within the globalization literature. Chapter three explains the significance behind the question, should the corporation differentiate the new branch from the parent-company or integrate the old management practices into new branch. I review the literature that states that the global culture provides an answer for said question by developing

global cultural values that allow local cultural context to be incorporated in MNEs (differentiation), while standardizing some of the customer-based experiences of MNEs (integration).

Global cultural values allow for MNEs to adopt local cultural rules for back-office operations, while maintaining international standards for customers. It is an aspect of their operations that MNEs take pride in, with one MNE going so far as to say, “our hotels are widely accepted because they recognize cultural differences within universal standards” (Whitla et al. 2007, p. 786). However, through data analysis, I explain how this model is sorely insufficient for MNEs in the hospitality industry that wish to provide international-level quality of customer service to their guests. In short, Ghanaian MNEs are using Ghanaian organizational cultural practices (due to differentiation) to provide international customer service (due to integration).

Chapter three states and explains the two major aspects of the global organization culture and internalization that I find to be problematic. I begin the presentation of empirical data showing how the differentiation model is not adequate and describe the parent and host country cultural clashes that take place in the MNE workplace. This aspect of the chapter resonates with the first theoretical contribution of the dissertation. Differentiation is not suitable because it is allowing for Ghanaian MNEs to be operated using local cultural management tactics while they are trying to provide global organizational cultural standards. The resulting cultural clashes create unsatisfactory workplace conditions for the employees which lead to instability and poor performance in the workplace. In chapter three, I argue that the global culture values have gravely oversimplified the globalization process, building on the second theoretical contribution of the study. The cultural clashes identified in the workplace by the data collected speak to the complex role of culture within the Ghanaian MNE. Global culture values alone are not sufficient

to lead MNEs to lasting success. At the close of the chapter, the reader will comprehend why I am challenging the differentiation model of global organizational culture based on empirical data presentation.

In chapter four I answer the questions of what type of organizational cultural values it takes for an organization to provide international customer service. I make the case for why MNE organizations need strong positive organizational cultures. I start with a brief history of organizational management, which brought forth the importance of strategic human resource management (SHRM). SHRM tactics enables managers to offer organizations the type of workplace environment that cultivates satisfied and motivated workers who give high performance. I offer three reasons why SHRM tactics are critical for the success of hospitality industry MNEs in Ghana: service industry work is labor intensive, and the multi-cultural nature of the work requires cultural work and emotional work. I use empirical data to explain why for staff to successfully meet the challenges of such a daunting workplace, managers must use SHRM to create a positive workplace environment where they are seen as trustworthy leaders who respect and value their staff members.

Chapter four cements the first theoretical contribution my project offers. It establishes that the global organization culture scholars would rely less on differentiation if they had a proper conception of how organizational culture contributes to the successful operations of tourism and hospitality industry MNEs. Chapter four also reinforces the second theoretical contribution of the study by revealing some of the inherent challenges of globalization and cultural boundary crossing. The cultural and emotional work demands on the employees at Ghanaian MNEs are largely unaccounted for in past research. By the end of the chapter, the

reader will better understand the ways in which the MNE workplace is demanding and how the parent and host cultures clash within the MNE workplace.

In chapter five, I explain why implementing SHRM tactics in a Ghanaian MNE is easier said than done. Here, I revisit the problems with the globalization culture. I point out how the differentiation model of the global culture values does not account for the cultural and institutional distance between the global culture and the host-country culture. In the first half of this chapter, I present a description of Ghanaian culture, and use the nine dimensions of the Global Leadership and Organizational Behavior Effectiveness (GLOBE) studies to rate how culturally distant the Ghanaian and global cultures are. Also in chapter five, I introduce a category of MNEs that are predominantly missing from the literature, the “born-global” companies. “Born-global” MNEs are founded specifically to target international consumers, unlike many other MNEs who evolve from only serving their local consumers to the stage of serving international customer. I go on to explain how the different perspectives “born-global” companies bring to the globalization discourse can offer new insights. Specifically, I describe how some “born-global” MNEs rely on knowledge-transfer tactics to overcome the cultural distance challenges between the Ghanaian and global culture. I point out the extent to which knowledge-transfer is costly as it requires MNEs to invest highly in staff’s training and satisfaction. In many ways, the knowledge transfer strategy makes use of the SHRM tactics discussed in chapter four.

Chapter five reveals more of the cultural challenges of MNEs, using the Ghanaian cultural context as an example. It adds to the first theoretical contribution of this study by introducing “cultural distance” concerns to global organizational culture within MNEs conversation. After taking “cultural distance” effects into consideration, the differentiation model

seems less suitable for tourism and hospitality industry MNEs. Relatedly, chapter five speaks to the second theoretical contribution of this study because “cultural distance” brings inherent challenges to internationalization processes of MNEs. Most importantly, however, this chapter makes the case for the third theoretical contribution of the dissertation. In the chapter, I present knowledge transfer tactics as an example of how focusing on SHRM within the MNE workplace can overcome the stated challenges.

The core of this dissertation project is to identify two clear problems in the MNE global culture literature. In the first place, I wish to point out that there is an over reliance on differentiation within the global culture that is impeding performance in the workplace of tourism and hospitality industry MNEs. In the second place, I conclude that the dependence on differentiation is because scholars have gravely underestimated the role of culture in the globalization phenomenon. During the process of presenting to the reader the nature and extent of these problems using rich qualitative data, the study makes three theoretical contributions to the globalization literature and the tourism and hospitality industry aspect of the international management literature. First, I empirically challenge the suitability of the differentiation model of global organizational culture for tourism and hospitality industry MNEs. Secondly, the study adds to the understanding of the inherent challenges of globalization and cultural boundary crossing, which effervesce in the form of cultural clashes within the workplace and additional demands for physical, cultural, and emotional work. Lastly, using the Ghanaian cultural context as an example, this study offers some insight into how these challenges can be overcome with strategic human resource management practices. My data present an empirical example of the within organization negative outcomes when employees have to implement international standard of customer service without the proper human resource management support. My

findings suggest that strategic human resource management, in the form of know-how knowledge transfer practices, is needed to improve the workplace conditions of Ghanaian MNEs.

Social scientists have keenly been evaluating the impact and growth of the globalization phenomenon for over a century. Serafini and Szamosi (2015) however note that the tourism industry, which is a large component of the globalization trend, has been grossly understudied in some respects. The tourism and hospitality industry workplace serves as a nexus of endless cross-cultural exchanges. Understanding how individuals navigate such a terrain is in line with much of social science research efforts. In the chapters that follow, I demonstrate what the MNE workplace must offer by combining past research with data I collected. I am grateful to the Ghanaian men and women who allowed for their lived experiences to be turned into the stories I now have privilege of sharing.

CHAPTER 2

METHODS

In this chapter, I describe how I collected the data for my dissertation project, and the reasons I used mix-qualitative research methods. I start the chapter by establishing why, when it comes to cultural studies, the way culture is conceptualized by the researcher determines which research method best suits the study. This study uses a complex model of culture (instead of coherent), therefore qualitative methods best served my purposes. Moreover, I explain that mixed-qualitative methods consisting of ethnography (observation and participant observation) and interviews help me to understand the context in which individuals are making cultural decisions, and to understand the disposition of the individuals who are making those cultural decisions.

One aim of the study is to link the cultural challenges of the MNE workplace to the quality of employees' workplace performance. To be able to do so, the rich data qualitative methods offers is needed. For the second part of the chapter, I discuss the research sites I visited and the data collection timeline. All in all, it took 12 months to collect my data, and they were collected in three stages. Stage one of data collection was my internship at Hotel A and Hotel B. Stage two of my data collection consisted of home visits with a select group of hotel employees I treated as case studies. Stage three of data collection involved paying visits to a set of secondary MNEs and miscellaneous sites that were also involved in the service industry in Ghana. For each stage, I elaborate on how the data collected contributes to my understanding of the cultural experiences of Ghanaians in the MNE workplace, as anticipated in the literature. I end with a brief description of the grounded theory data analysis process.

Section 2.1: Definition of Culture and Research Methods

A large part of how culture is measured depends on how it is defined. In their discussion about the struggle to measure cultural outcomes of social movements, Snow et al (1986) state that it is due to the uncertainty in measuring culture, which is fueled by the variation in conceptualizing culture. Similarly, Mohr and Rawlings (2012) state that much rests on which formal model of culture researchers operate with. Culture has varied widely, like being viewed as a coherent system of meaning to the more contemporary trend of complex sets meanings (Eyerman and Jamison 1998). As a coherent system of meaning, culture was thought to ensure social stability by directing what individuals value and aspire for, and the appropriate behavioral means to reach such aspirations. This view conceptualizes all cultural practices as based on sets of values and meanings that are interrelated and complementary (Mohr 1998).

As a complex set of meanings, culture is seen as tools at the disposal of individuals who select to activate the different cultural symbols and meanings as they pursue a wide range of values and ambitions (Sewell 1992 and 1999, Vaisey 2009). This view of culture recognizes that, as a whole, the practices of one culture can come across as contradictory. The complex view embraces the notion that within one culture individuals stand by the notion of “birds of a feather flock together,” as well as the notion that “opposites attract.” The description of the contentious view of culture is in line with Mohr and Rawlings’ post-cultural turn hermeneutic studies formal model of culture, which combines the socially-constructed nature of culture with the understanding of multi-context meanings of cultural items.

It is easier for us to comprehend why contradictions occur when we understand that not only do the social navigation tools of culture vary, but individuals can put them to use in

different ways. Harris (2006) emphasize that “there is diversity within cultures, so culture is not a monolithic force, but a central tendency” (p. 8). Despite the variation, cultural studies scholars capture some of the larger likely patterns the central tendencies that different cultures produce with the term cultural syndrome. Cultural syndromes “shared pattern(s) of beliefs, attitudes, self-definitions, norms, roles, and values organized around a theme” (Harris 2006, p. 12). In this study, I describe contrast the cultural syndrome characteristics of customer service in Ghana, of international standard customer service, and in Western countries like the United States.

The coherent versus complex views of culture correspond with the qualitative and quantitative research methods. Culture as one coherent system of social structures requires a quantitative methods approach (Mohr 1998). Quantitative methods are ideal if viewing culture as a coherent system because the focus is on large cultural patterns and structures that make up individuals’ principles. According to research, quantitative methods are more suitable for identifying coherent cultural principles (Marsden and Swingle 1994, Tavory 2014, Wherry 2014). Others like Klaus Weber (2005) and Ghaziani (2009), who conceptualized culture as complex, make use of qualitative methods. With this view contextual meaning is the focus and research shows that qualitative methods are more advantageous for identifying meaning making and practice (Marsden and Swingle 1994, Tavory 2014, Wherry 2014).

This study endorses a complex view of culture which is derived from the works of Sewell (1992), Jepperson and Swidler (1994), and Vaisey (2008, 2009). They conceptualize it as individuals making meaning within pre-determined complex social structures. This meaning requires researchers to tend to both the larger structural level of meaning and the more micro individual level. Jepperson and Swidler (1994) described the former broad patterns as principles and the later individual meanings as practice. Tavory (2014) state that the two

(principle/practice) are different ends of the same continuum. I rely on my familiarity with the Ghanaian culture as a Ghanaian-American and past research to ascertain the broad patterns and principles. This means, for my data collection, I focus more on the benefits of understanding meaning making and practice of Ghanaian MNE employees that qualitative methods offer.

I use multiple qualitative data collection methods. Mixed-qualitative methods help me attain the type of data needed to make sense of the cross-cultural interactions the Ghanaian employees experience in the MNE workplace. To understand how the complex system impacts individual actions, scholars like Weber (2005) and Ghaziani (2009) state that it requires a combination of specific contextual information (when and where culture is being used) and some narrative about the individual using it (their interests and dispositions). Earlier, I gave the example that complex culture means recognizing both the notion of “birds of a feather flock together” and “opposites attract” as true. To understand why one individual will enact the notion of birds flocking together or opposites attracting, a researcher needs to know the context in which those notions are being evoked and some information about the individual evoking it. Thus, measuring the complex meanings of culture requires rich data for narrative analysis and semantic coding strategies.

Mears (2014) expertly used mix methods to uncover how culture informs professional taste in the world of fashion ethnography (both observations and participant observations) and interviews. Ethnography and participant observation got closer to how culture actually worked in interactions. Mears’ work resonates with McDonnell’s (2014) attention to automatic process involved in individuals’ use of culture. It is when individuals are interacting in a cultural manner that some otherwise non-conscious or non-verbalized motives get communicated from one actor

to the other. These interactions offer the researcher better access to the underpinnings of the cultural process than scenarios that lack them.

Interviews, for Mears (2014), tapped into individuals' justifications (interpretation) of the everyday routine. Similarly, Gephart and Richardson (2006) state that interviews can "captures the discursive, interactional, meaning-making process" (p. 41) and that it is ideal when the goal is to understand an individual's cultural interpretation. In this study, I visit numerous sites and collect data using ethnography (both observations and participant observation) and in-depth interviews for twelve months. As I am interested in culture within MNE organizations and their surrounding communities, as well as on the individual meaning and practice level, these methods are fitting. My data are suitable for comprehending the impact of cultural work on the Ghanaian working-class. In the following portion of the chapter, I detail how I went about using these methods to collect data while in the field in Ghana.

Section 2.2: Research Sites and Data Collection Timeline

This project takes a snap shot of the standard of service in the tourism and hospitality industry in Ghana. It was a twelve-month ethnographic study that included several Ghanaian MNEs in Accra City, the capital. Located in the Greater Accra Region, the city can be found east of the Western Region and Central Region, at the southern end of Ghana that touches the Gulf of Guinea. Compared to the rest of the country, Accra is more frequently exposed to international visitors, there for government business, commerce, or tourism. As a result, there are more enterprises in the city and the surrounding areas available to meet the needs of international consumers. The project revolves around two primary sites, three secondary sites, and a set of miscellaneous industries. The 12 months of data collection was spread over the course of 2015

and 2016. In 2015, I was in Ghana from end of January to end of August. In 2016, I was in Ghana from end of January to the end of July.

Stage one: Participant Observations: Internships at Hotel A and B

The two primary sites consisted of MNE Hotels I refer to as Hotel A and Hotel B. For my project, I needed two hotels that tap into the international consumer market. Hotel A and B are recognized on lists of top luxury hotels in Accra by websites like Hotels.com, expedia.com, and tripadvisor.com. In 2014, I began contacting the luxury hotels that were on these lists. I inquired with the HR departments, stating that I am a Ph.D. student from the United States wishing to do two months of internship at international hotels as part of a dissertation project. In my introductory emails, I made it clear I am willing and able to learn the skills needed for various positions at the hotel and will take my responsibilities seriously in order to be an asset to the hotel. After reviewing my application and my résumé, hotels A and B were the first two to approve to grant me access to their establishments as an intern.

During the application stage, I learned to describe my intention as wanting an “internship” rather than asking to be a volunteer. Many Ghanaian businesses are accustomed to receiving requests from individuals looking for an internship (not volunteer) because graduates from tertiary Ghanaian institutions are required to complete a national service year. A year of government-sponsored national service, according to the Ghanaian government, helps graduates give back to the communities to which they are assigned, and also gives them experience in the workplace. My request for internship experience at the hotels, with funding from University of Iowa, was fitted into the national service model. Being well-known MNE hotels, several other national service interns started around the same time I arrived at Hotels A and B.

Hotels A and B are near each other in Accra city. They both target the international consumer with four-star hospitality services, including complimentary on-site gym and shuttle rides to and from the Ghana international airport. Moreover, they have developed a reputation by frequently hosting top business representatives, local and foreign dignitaries, and Ghanaian celebrities and national athletes. They self-describe as the ideal location for those seeking either luxury and comfort or professional business and conference-hosting services. Within the hotels, there are various departments that see to numerous services and operations. Housekeeping staff see to keeping the rooms clean as well as tending to the hotel grounds and public areas. They are assisted by the laundry staff, who keep the linens and staff uniforms. At the beginning of each staff member's shift, they go to the laundry room, collect their uniform that was cleaned when they were dropped off at the end of their previous shift, and they go to the staff locker rooms to change.

For both hotels, the kitchen staff is made up of the stewards, the cooks and chefs. The kitchen provides food for the hotel restaurant, conferences and special events, as well as the lunch for the staff who eat at the cafeteria. Staff get one hot meal per shift provided by the hotel. The restaurant's waiting staff work with the kitchen staff to serve the guests in the restaurant and the pool and other outdoor bars the hotel has. For conference and event services, the banqueting staff do the set-up and break down of events, and serve the meals and drinks that the groups may require. Conferences and events are booked through the sales department, who solicit for contracts with local and international companies like airline crews, telecom companies and banks. The front-office department handles reservations, check-ins and check-outs, guest relations, concierge and business (computer) center. Other departments include accounting, IT, maintenance and security, who all see to the smooth operations of internal proceedings of the

hotel. The human resources departments oversee the hiring, firing, and various internal policies and communication between the staff and management of the hotel. Each of these departments mentioned have front (also known as lower or floor) staff, supervisors, managers, and head of department. Heads of department all answer to the general manager, who then answers to the owner or board members.

The daily routines at the hotels were very similar. All staff members work five days and are given two off days each week. Work rosters are made by supervisors between Friday and Monday of each week, and the staff find out which two days they have off by Monday. Those who wish to plan around outside of work events can request certain days off, which they may or may not get. Staff can trade off days with one another if last-minute outside responsibilities come up or a requested off day was not granted. When arriving at work, staff are required to enter through a staff-only security gate and clock in. At Hotel A, staff had to leave their phones and large bags at the check point so the process included logging in your items and collecting the storage tag. From there they retrieve their uniforms from the laundry room and make their way to the locker rooms to change. The locker rooms have showers for the staff, too. Some staff arrive an hour or so before their shift and shower. In the mornings, the hotel might provide some porridge or continental breakfast in the cafeteria, so some might also partake in that if it is available. They must finish with the locker room in time to make to their morning (start of shift) departmental briefings.

After the briefing, staff start on their tasks for the day. Staff lunch at both hotels was taken in shifts by staff as they organized themselves to stagger who stays at the post and who goes on their lunch break. Staff lunch is a rotation of local Ghanaian dishes. At the close of day (the shift), staff change over their shift to the incoming staff members. The shifts from the hotels

consist of morning shift (5 am to 3 pm), afternoon shift (2 pm to 12 am), and night shift (10 pm to 7 am). When the reigns are successfully handed to the arriving staff, those leaving will return to the locker room to shower, change, and return their dirty uniforms to laundry. For the staff that come early, shower, breakfast, have a heavy lunch, and shower after the shift is over, they end up seeing to most of their needs for the day on site. They make their way home with the only intention of getting enough rest to do it all over again the next day.

Data collection at these sites included two sets of two-month participant observation and a combined eight months of home visits and in-depth interviews. For the participant-observation component, I rotated between the above-mentioned departments at each hotel. My shifts at the hotel were 9am to 5pm, Monday through Friday. As I switched from department to department, the start and end times of my shift altered thirty minutes or an hour plus or minus, but the eight-hour workday remained consistent. As an intern, I was required to wear a uniform of black trousers and white long sleeves shirt with a black tie. The only change to this ensemble was an addition of a name tag pin when I was stationed at the reception desk at both hotels. Also, at Hotel B, when I was stationed at banqueting, the tie was replaced with a bowtie. Interns had to provide their own attire.

Along with the other staff, I had to use the staff security check point entrance to log in and out each morning. From the check point, I would go to the laundry room where I kept one or two of my shirts, then go to the staff locker room to change. After changing, I headed to the department I was stationed for that week, usually getting there just in time for the morning briefings. I would then proceed to tag along with one or two employees for the day and wait to be instructed on things like when I can go for lunch and when I can close for the day. For some weeks, depending on the department, I could take shorthand field notes during my shift. In either

case, on my public transport commute home, which averaged a little less than an hour each way, I would jot down some of the day's highlights. After getting settled at home, I would then record field notes.

Interning at Hotel A

My two months at Hotel A began the week of February 2nd, 2015, at the housekeeping department. I spent a week with the room attendants and their supervisors and manager. Out of the 5 days, I spend three assisting two different room attendants with the room cleaning. They instructed me on their procedure of spraying disinfectant in the bathrooms first, before removing the dirty linens from the room. After that they make the bed, clean the bathroom, sweep, and then dust and arrange the room. I saw how the supervisors and managers check for frequently-missed spots in this cleaning routine. My second week was spent in the laundry room. The laundry staff are tasked with washing and ironing the staff uniforms, room linens, guest laundry (for additional fee), and even take outside laundry requests. I participated in the sorting of the items that need washing, mixing the chemicals to wash them, ironing the items and folding them.

I spent my third and fourth week at the reception desk at the front office. The receptionists' main task is to check guests in and out of the hotel computing system, making sure all outstanding balances are attended to before guests leave. The reception desk also serves as the switchboard for all the outside calls and calls from guest rooms. After the reception desk, I spent a week in the kitchen. I got assigned to one of the younger chefs and helped him with gathering his ingredients from the cold and produce stores, and helped him with his "mise en place" (pre-cooking preparations).

My sixth week was spent with the waiting staff. I helped with the setup and cleanup of the breakfast and lunch buffet. The hotel rotates the themes and type of dishes of the buffet daily, so a large part of setup became finding the correct labels to place in front of the different dishes, and making new ones if a label cannot be found or looks deteriorated. For my last two weeks at Hotel A, I spent a week at the business center, assisting guests in gaining access to the internet and print. For my last week, which started on March 23rd, 2015, I joined the concierge and guest relations. Stationed at the hotel entrance, these staff members help guests check-in to their rooms, direct them to the locations they are looking for, and handle the unique requests the guests might have. Before, I asked the staff within each department if they would be willing to participate in the second part of my data collection, which consisted of scheduling time with me for home visits and interviews. I collected the contact numbers of those who wished to participate.

Interning at Hotel B

Following my two months at Hotel A, I transitioned to Hotel B for two months of similar rotations, beginning the week of April 6th, 2015. My first two weeks at Hotel B were at the sales department. Sales staff field phone calls for group and conference bookings. They pitch the packages that differ by group size and number of food breaks to inquiring groups, and do their best to accommodate to group's need. They then complete booking forms that they send to the banqueting staff, who will have to set up the event and serve the group. I spent two weeks at banqueting. The staff explained to me how the seating design for each room changes depending on how many they intend to fit in there. My fifth and sixth week, I spent with the housekeeping

department. I spent the first week with room attendants and the second with the supervisors. Lastly, I spent two weeks at the front office.

The routine at Hotel B was very similar to the routine at Hotel A. One major difference was Hotel B's linens were cleaned by an external cleaning agency so every morning they had to wait for the linens to be delivered. This puts less pressure on the hotel's laundry department, who only handle staff uniforms and guest laundry. For my last two weeks, I spent with the front-office staff: reservations, receptionists, guest relations, concierge, and airport office staff. The front-office operations are like those of Hotel A. One notable difference is a separate switch board, which take most of the incoming inquiry calls, making the front desk phones less busy. Additionally, Hotel B has more rewards programs and welcome packages for guests so the receptionists and guest relations are encouraged to sign up more guests to the loyalty program. Hotel B also has an airport office, where they receive booked guest and advertise to those who are looking for a hotel to stay. I finished my internship at Hotel B by May 29th, 2015. Similar to Hotel A, I reached out to the staff of each department to see if they wished to participate in the next stage of data collection.

The participant observation component of data collection offers a couple of benefits for my research. I refer back to Weber (2005) and Ghaziani (2009) who stated that to understand how the complex system impacts individual actions, requires a combination of specific context information (when and where culture is being used). My time interning at Hotel A and B provided just the context information I needed to begin to understand the Ghanaian MNE employees' experiences. Additionally, by observing the staff working as a team to be responsive to customers, fellow colleagues, supervisors, and managers, I saw culture in action. By being a participant observer, I recorded what Jepperson and Swidler (1994) called practice (individual

meanings). It is what Mears (2014) described seeing how culture actually worked; what McDonnell (2014) saw as the automatic processes aspect of doing culture.

Data collected at this stage revealed to me some key challenges within the Ghanaian MNE workplace. By attending briefings and shadowing some of the staff, I learned that there is a recurring issue with insufficient resources/materials needed for the staff to do their job. Those in kitchen, laundry and housekeeping often lacked the equipment or materials needed to do their job in an efficient manner. The staff informed me about other challenges such as poor salary, lack of things such as overtime pay, promotions, and recognition for going “the extra mile” for the hotel. Moreover, when staff are dealing with a difficult guest, reporting to a colleague about being scolded by a manager, or just describing to me how they are having a particularly tough day, it offered me moments to peer at the behind the scenes of the cultural context of the Ghanaian MNE workplace and how the staff interacted within it. Since I gained an understanding of the Ghanaian MNE workplace through data collected in stage one, I embarked on stage two to gain a better understanding of the individuals navigating the cultural context of the MNE workplace.

Stage Two: Case Study Home Visits

The next stage of data collection, the home visits, ran from Mid-June to Mid-August of 2015 and from February to March of 2016. In the transition between ending my internship and starting the home visits, I reviewed the list of those I have asked if they wish to participate and have agreed. I then visited both Hotel A and B during periods I knew there would be afternoon shift changes. I waited around the security gate, laundry and locker room entrances with copies of the consent forms. I presented it to those who had agreed to participate and collected their

phone numbers to contact later. For those whom I had not had the opportunity to ask to participate, I explained what the home visits will consist of, using the consent form. I also collected their phone numbers to contact later. I limited my requests for home visits to those from the departments in which I had spent time. These were the staff that I had made their acquaintance through the internship stage of the data collection. I relied on this sub-group of hotel employees because Cressey (2008) noted that gathering information in the field from participants one is acquainted with reduces their inhibitions and resistance to information sharing.

Hotel A consisted of about 345 staff members and Hotel B has about 280 staff members. For Hotel A, the departments I visited during my rotation made up about 190 of the staff members. For Hotel B, these departments made up about 247 of that total. After I had spoken to a few shift groups from each department I began making my phone calls. I described the home visits as observing the home life of some staff members of the hotel for a few hours of the day. The individual can be doing any variety of everyday tasks and should not let me visit during times that would intrude on the things they needed to get done for the day.

Through the four months of attempting to schedule home visits, I asked about two-thirds of both Hotel A and B employees if they wish to participate. This means I asked about 130 people from hotel A and about 165 people from Hotel B. Out of the people I asked about a fifth actually agreed to going through with the request after they came to understand that I was interested in multiple and regular visits over a period of four months. Most employees were not comfortable with the idea of a work colleague acquaintance getting to know their outside of work life. In chapter five, I describe the extent to which private and public spheres of life are separate in Ghana. Even with my Ghanaian-American status, individuals were not too eager to

cross their work life and personal life. From hotel A and B, about 30 individuals said yes in person and provided me their phone numbers to be contacted later to schedule visiting time. Out of this group of about 60 from Hotel A and B most were not able to make time or used “being busy” as excuse to indirectly decline my request.

Over the four months, I successfully visited 17 staff members in their homes, eight from Hotel A and nine from Hotel B. Between those 17 people, I made 43 separate visits, with an average four hours per visit, not including transportation time. From these trips, I came to learn Accra City very well since employees resided in different parts of the city, some near and some very far from the hotel. My own commute to Hotel A was 15 minutes by taxi, and about 30 minutes by taxi for Hotel B. I learned that the commute for some employees was drastically worse. Through the home visits I went to areas that were close to center of Accra like Labadi and New Town. These locations took less than an hour to reach with public transport. Places that were a little further out included Lapaz, Tesano, Teshie. They took one hour plus to reach. The locations that were the farthest included Nungua and Dodowa. It took nearly two hours to get to these locations.

While on the visits, participants would be engaged in various activities, like visiting their neighboring friends and family, doing laundry, and preparing food. In some cases, I would meet up with employees at the end of their shift at the hotel, then accompany them to their residence. In such cases, they relax and just chat with me when we get to their place. Often, they would want to show me around where they live so we would walk around the neighborhood. In a few cases I accompanied participants to their community events like attending local soccer league matches and attending prayer meetings. In some instances, the staff member I got to visit took me to the home of another staff member he or she was close to. If the trip overlapped a meal

time, I would eat with the staff member. This ranged from going to another family member or friend's home to eat, us going out to buy the ingredients for the food to be prepared back at their home, or going out to one of the local eateries. Some staff would allow me to pay for food-related expenses, and some would insist they pay since I was their guest.

A major aspect of the home visits was conducting two-part in-depth interviews. With each participant, I conducted the part-one of the interview during the first or second home visit. In this interview, we covered two major categories. I asked staff what they thought about the MNE hotel workplace, and what they thought about the managers and colleagues they have encountered at the workplace. For part-two of the interviews, I asked what the staff member thinks of Ghanaian culture (national and organization) in general. It was scheduled for the last home-visit with the participants. In the next section, I go into more detail about the in-depth interviews.

Stage two of data collection proved to be as beneficial as stage one. After learning about the conditions of their workplace, the home-visits gave me the opportunity to learn about the living conditions of staff outside the workplace. According to Weber (2005) and Ghaziani (2009), for scholars to understand how the complex system impacts individual actions, scholars should capture some narrative about the individual using it (their interests and dispositions). Furthermore, the interview component of stage two helps to capture the individuals' justifications (interpretation) of the everyday routine (Mears 2014). Since the conceptualization of culture I use involves meaning making on the individual level (Jepperson and Swidler 1994), hearing how individuals justify the attitudes and behaviors they express within the MNE workplace is apropos.

The home visits confirmed a large amount of the information gathered during stage one. The employees expressed that they face a lot of challenges within the workplace that makes the work very stressful. Additionally, they feel underappreciated and under-compensated for the work they do. Most mentioned that they expected to have improved on their living situation after years of working at an MNE hotel, but have not been able to do so due to poor pay. Asked why they remain at the hotel if they are unsatisfied, most say it is because there no other jobs to switch to and they need the little money that they do get. These insights could not be gathered by only observing staff within the workplace. After eight months of interacting with Hotels A and B and their staff, I turned to other MNEs and service industry establishments to see if I can confirm the observations I had made about the Ghanaian employees' experiences.

Stage Three: Additional MNEs and Service Industry Enterprises in Ghana

After the information gathered from my primary sites and their employees during stage one and stage two of data collection, I had a good idea about the experiences of Ghanaians in the MNE hotel workplace. According to my data, although there were aspects of the hotel job that intrigued the workers, the employees were largely dissatisfied with the MNE hotel workplace. For the last four months of data collection, I wanted to confirm these observations by conducting more in-depth interviews. Stage three of data collection consisted of conducting more interviews with primary sites' staff and staff from other MNEs and service industry enterprises. Confirmation of the same experiences from multiple sources within the service industry in Ghana will help triangulate the earlier reports and increase their validity (Glaser and Strouse 1967, Cressey 2008). To accomplish this task, I returned to my primary cites to recruit more participants, and requested access to additional establishments, ones that became my secondary

and miscellaneous sites. For this round of recruitment at Hotels A and B, I approached all staff, as well as (lower and upper) management. It means for stage three of data collection, I no longer limited my requests to the departments I visited during my internship rotation. I opened the requests to all members of staff.

Secondary and Miscellaneous Sites

Data collection at the secondary and miscellaneous sites consisted of solely some visits to the workplace and in-depth interviews. The three establishments that make up my secondary sites include: The Restaurant, The Café and The Local Bar. Like my search for luxury hotels, I approached several service and dining industry enterprises listed as top places catering to international consumers. Out of these lists, I approached a handful of managers and owners to inquire if it was possible for me to sit down with some of their staff for an interview about staff's experiences in the service industry. Many were hesitant about my intentions (even expressing concern that I was employed by their competitors). The Restaurant and The Café are both near Hotel B. They market themselves to international consumer. The former prides itself with having high quality beef steaks flown in all the way from Omaha, Nebraska. The latter, being a smaller eatery, has a menu that changes on a weekly, if not daily, basis. To the surprise of their customers at times, there are no local Ghanaian dishes on the menu either at The Restaurant or The Café. The Local Bar on the other hand, markets itself to the international consumer differently. Their customers consist mostly of the young college-age and bar-going tourists that visit Ghana. However, they take pride in offering local drinks, food, music and décor for the tourists.

After gaining access to these three organizations, staff members were approached to gain their individual consent to the interview. Of those who consented, I collected their contact information to arrange a meeting time and place outside of their workplace and shift. Interviews were conducted in places like staffs' homes, community parks, workplace parking lots, other cafés, etc. Like the hotel staff, scheduling difficulties led to some who consented not being interviewed by the end of data collection period.

My approach to the miscellaneous sites differed slightly. At these sites, I approached specific individuals, not the organization, to determine if they would consent to an interview. These interviews included: two owners of roadside kiosks, three teachers, and one taxi driver. The kiosk owners sold pay-as-you-go phone credits, which is the phone plan system for all phone companies in Ghana. As I became a frequent customer at these stores, I observed how crucial quality customer service is for recruiting and retaining customers. I then approached each of the two owners to ask if they would consent to an interview after explaining my project.

Out of the three teachers, two were lecturers from University of Ghana. Teaching has its similarities with the service industry, in that there is a front stage where teachers interact with students and a back stage where workplace school policies create the working conditions. Additionally, the University of Ghana markets itself as a world-class research-intensive institution that is responsive to national and global development. Through a personal contact, I was able to sit down with two lecturers to understand their interpretation of their daily workplace experiences, based on the stated goals of the institution. The third teacher worked as an IT support and teacher at an international high school in Accra. I made his acquaintance through the home visit of a staff member from Hotel A. He identified with many of the complaints the staff member was voicing about the MNE workplace. After interacting a few times, I asked if he

would consent to an interview for my project. Lastly, I interviewed a taxi driver who was part of the group of taxis that park in front of Hotel A and get the hotel guests as customers. Based on their frequent encounters with international consumers, I asked the driver if he would consent to sharing differences in his experience of driving hotel guests versus local Ghanaian customers.

The In-depth Interviews

The interview questions were grouped in three major categories, with a total of 30 questions (see **Appendix A**). The first group of questions inquires about the staff member's observations of the workplace. These group of questions included inquiries about staff's initial impressions of the MNE workplace and management, and how it compared to their past workplace experiences. They also included inquiries about what makes the MNE workplace particularly unique or challenging. The second group of questions was about observations of employees. Staff members were asked about their opinions of their colleagues' attitudes in the workplace, the policies that affect turnover, and the quality of relationship between colleagues and the managers. The last group of questions was about the individuals specifically. These questions represent an attempt to understand how staff members see themselves and the role the workplace plays in that. Furthermore, I make inquiries into their Ghanaian identity.

With this basic template, I modified the questions to also interview the hotel managers, and staff and managers from the secondary and miscellaneous sites (See **Appendix B** and **C** respectively). For hotel managers, I inquired more in depth on what the workplace rules and policies are and the reason behind them. For non-hotel sites, I change the questions to focus on the service industry aspect and the workplace structures and conditions that affect their ability to provide quality customer service. Overall, I conducted 54 interviews with 16 from Hotel A, 20

from Hotel B, and 18 from the other sites combined. On average, the interview lasted for one-hour 40 minutes, totaling about 70 hours of interviews, with some lasting less than an hour and others lasting over three hours.

Stage three of data collection was four months of conducting interviews to confirm what my data from stage one and two were suggesting. The complex view of culture I use in this study recognizes that there is a large structural aspect to culture, but individuals create meaning within those cultural contexts through their everyday practices (Jepperson and Swidler 1994, Tavory 2014, Harris 2008). Stage one and two informed me about both the structural aspect of the MNE in Ghana workplace and the meaning making through everyday practices the Ghanaian employees engage in. By combining the data about the cultural context of the various establishments, with past research about Ghanaian culture, and supplementing that with my experiences of the Ghanaian culture during my 12 months in the field, my data are able to reveal the structural composition of the Ghanaian MNE workplace.

In terms of making sense of the meaning making that takes place on the individual level, Weber (2005) and Ghaziani (2009) state that it requires a combination of specific context information (when and where culture is being used) and some narrative about the individual using it (their interests and dispositions). In stage one I collected data on the Ghanaian MNE context and in stage two gained information about some of Ghanaian MNE employees' narrative. By stage three of data collection, I was armed with profiles of cultural context and individual narratives gained from the first two stages which allowed me to conduct in-depth interviews of individuals from my secondary and miscellaneous sites as an informed interviewer. When the interviewees' responses were revealing their justifications (interpretation) of the everyday

routine (Mears 2014), I could comprehend due to being generally knowledgeable about their daily routines inside and outside of the workplace.

Organizational and Public Texts

My data collection involved organizational and public texts. While visiting, I gathered within-organization communication materials that reveal the structures and endorsed practices at these high-end hotels. I also looked for materials that are intended for public consumption, like advertisement and the organizations' websites. Public text includes communication materials produced by those outside of the organization to better understand public perceptions. These materials were included in my data analysis to further help identify the cultural principles with which the hotels operate.

Section 2.3: Data Analysis

The data analysis component of the proposed study took a grounded theory approach. It is defined as an “analytical methodology developed in participant observation taken in the interpretive tradition” (Gephart and Richardson 2008, p. 38). When using grounded theory, data collection, analysis, and theory building occur simultaneously. It involves letting data guide research without the constraint of prior theoretical assumptions about the outcomes; one's research ought to build from the data. As the method dictates, the interview questions were developed based on current literature and refined based on observations made during the internship and home visits. Categories, with defined properties, are key basic elements of formulating a theory. Grounded theory states that as data come in, one should continue to assess how well they fit predefined categories, allowing for modifications and generation of new categories. Then, at later stages of collection (and analysis), I connect the well-defined categories

and develop empirically supported hypotheses. These then can be used for formal theory development by researchers (Glaser and Strauss 1967). Without constraining data analysis and development, I connect the hypotheses to my research questions. The data for this study consist of qualitative field notes and transcripts of recorded interviews. These qualitative data were analyzed using NVivo.

Chapter Summary

In this chapter, I explained how one's conceptualization of culture determines which research methods one should use. I adapted a complex view of culture, so mixed-qualitative methods served me well for this study. My data captured both the cultural context within which the employees interacted every day and the narrative of the individuals who interact in the space. Next, I shared with the readers how I gained access to my data collection sites, and how I spent my 12 months in the field. The three stages of data collection included internship at my primary sites of Hotels A and B, home visits of case study with hotel employees, and further interviews of staff from the primary sites, as well as secondary and miscellaneous sites. Each of these stages helped me to capture the intricacies of the complex cross-cultural context of Ghanaian MNEs. In the next chapter, I delve into the empirical presentation of the data. I explain the nature of the integration versus differentiation discussion in the global culture literature and use my data to paint a picture of the Ghanaian MNE workplace and the challenges within it.

CHAPTER 3

MULTINATIONAL ENTERPRISES' GLOBAL CULTURE AND ORGANIZATIONAL CULTURE OF THE GHANAIAN WORKPLACE

Section 3.1: Making Sense of Global Culture in Multinational Enterprises

Globalization is a well-documented trend, and a topic that has saturated all major scholarly fields. Within the business and economic realms, the focus is on potential loss of jobs for parent-countries through outsourcing or potential monetary gains through international trade deals. Within the social sciences, our attention quickly turns to the spread of organizational practices from parent countries to host countries that results from globalization. George Ritzer's (2000) views on McDonaldization and the major principles that guide the process are widely acknowledged in the sociological literature. Ritzer describes organizations' aggressive pursuit of efficiency, calculability, predictability and control as the basis of McDonaldization. These principles are expounded from Weber's (1976) observations that we are in the age of rational thinking and the need for rationality will spread into all aspects of social life. Research shows that an important aspect of global expansion is the organizational need to ensure control and efficiency by providing measurable and predictive services despite geographic location. Related to this, international customers have come to expect a certain level of quality and service despite geographic location (Kirchberg 2007, Van Elteren 2011, Whitley et al. 2007).

Anthony Giddens states that globalization "can be defined as the intensification of worldwide social relations which link to such an extent remote places that events that occur locally are viewed through the prism of similar others, spent many miles away and vice versa" (Muscalu 2014, p. 121). Though described neatly and succinctly by Giddens, the process is

wildly complex, full of dynamic and conflicting forces. Koh et al. (2009), describe others' attempts to shed light on the motivations that lead to globalization, and "summarized seven factors that induced globalization: (1) increase in and expansion of technology, (2) liberalization of cross-border trade and resource movements, (3) development of services that support international business, (4) growing consumer pressures on foreign goods and services, (5) increased global competition, (6) changing political situations, and (7) expanded cross-national cooperation" (p. 620). One can observe these factors are all economic in nature. While economic motivations can be used as the basis to engage in globalization, they do not by any means imply success of such efforts.

In the interest of better understanding how organizations can successfully navigate the complexities of global markets, cultural factors must be brought to the foreground. Global integration is not effortless: "it is often assumed that once data communication links have been established, global integration—for example, the global village—will of necessity follow. This assumption ignores the work that goes into social and cultural integration" (Aneesh 2015, p. 234). Research on theme-parks, by the likes of (Matusitz, 2010 and Ve´ronneau & Roy 2009) can offer one quick example. Themed rides created in Disneyland, for instance, have had difficulty gaining popularity in EuroDisney due to cultural difference, although the service standards and quality are the same. The rides needed to be culturally translated. A second example by (Lawler et al. 2008) emphasis the importance of culture by juxtaposing cultural practices in the Korean workplace against cultural practices the workplace in Thailand.

Within the Korean workplace is expressed in the Korean term *palli palli*: to work as quickly as possible to accomplish tasks. Korean companies with operations in Thailand soon learned that their Thai employees expected a *cha cha* (Thai for "go slowly") workplace with lots of opportunity for *sanuk* (i.e., fun) during work time. This was a great source of frustration for the expatriate Korean managers" (p. 5).

If Korean management teams only took economic and technological aspects of global integration into account, their companies would not survive in Thailand context. However, after making consideration for culture, they global integration became more comprehensive, resulting in a higher likelihood of success.

This dissertation identifies cultural understanding as a critical facet of the success of Multinational Enterprises (MNEs). Moreover, I will demonstrate why culture is especially important for enterprises in the service and hospitality industry. In this chapter, I first lay out the tenants of the global organizational culture that steer MNEs. Next, I describe the characteristics of a Ghanaian organizational culture. Lastly, I end the chapter with how the global organizational culture and the Ghanaian organizational culture merge in the context of MNEs in Ghana. By the chapter's end, it will become clear the cultural work of MNEs is far from straightforward. After setting the stage in this chapter, the following chapters will examine how organizational culture can ensure the success of MNEs, what particular challenges MNEs in Ghana should be wary of, and tactics MNEs can use to overcome these challenges

Internationalization and the Need for Global Culture

It is prudent to focus on the service industry in this context because, in practice, they are at the frontlines of a complex internationalization trend. The recognition of this fact came about when the complexity involved in internationalization became a trending topic, followed by an increase in the need for empirical research on the topic. Aneesh (2015) and Raghuram (2013) offer two stellar examples of scholars who have responded to this call for empirical work with their analysis of Indian call centers. Teller-communication companies, who have expanded to India, rely on an all Indian labor force to provide customer service to American customers. Such

a feat is not easily accomplished without much cultural training and conditioning. Aneesh (2015) speaks of the immense effort MNEs put into creating a ‘global culture’ by finding the balance between maintaining international standards and localizing. Aneesh’s study gives an intricate look the processes of neutralization and mimesis.

Neutralization and mimesis processes are strategies MNEs employ when engaged in “the transmutation of cultural communication into global communication” (Aneesh (2015, p. 234). Like this dissertation project, both processes bring parent and host country cultural differences to the foreground. “Neutralization refers to attempts at pruning unwanted [host-country] cultural particulars, whereas mimesis refers to simulating desired [parent-country] cultural elements” (p. 234) Aneesh examines how the utilization of these processes was specifically scripted. One example the study provided was about training employees to gain a “global speech” English accent. The accent could not be labeled as either an American or British accent but it was decidedly not the English accent of an Indian. This neutralization decreased the Indian-English speaker accent that made it difficult for the call center employees to conduct business over the phone with the U.S. customers.

Raghuram (2013) reports similar tactics in her study, although the tactics were described in terms of impression management rather than global culture. For Raghuram the call center workers provide customer service for American consumers and are encouraged to adapt an American persona, which they develop by changing their accent, creating an American alias, and rehearsing cultural scripts – like the experience of having to stay indoors because of a snowy day (Raghuram 2013). All these tactics are attempts to close the cultural gap between employee and customer. These studies show the importance of exploring the role of cultural understanding in the globalizing service industry. If, when it came to the cultural diversity dynamic, these teller-

communication companies sided with synchronization (use Indian cultural rules in the organization) instead of with juxtaposition (train staff in global cultural ways) their business would not have been as successful.

For this dissertation project, I examine enterprises at the intersection of the service, hospitality, and tourism industries. Factors that bolster globalization, as stated above, are the increase in international markets through international consumers and the parallel increase in economic competition, international cooperation, and technological advancements. It means the market for enterprises at the intersection of the service, hospitality, and tourism industries are growing alongside the globalization trend as international travel and competition increase. Scholars like Williams and Shaw (2011) have pointed out that international tourism is outpacing domestic tourism. Koh et al. (2009) reported that the top hotels in most countries are MNEs that have branches in numerous other countries (e.g., hotels belonging to Four Seasons Hotels & Resorts company can be found in 31 countries, and those belonging to InterContinental Hotels Group can be found in 100 countries).

When it comes to international hotels, the customers expect a reliable high standard of service as they travel from parent-countries to host-countries. Whitla et al. (2007) explicitly state that “in-room international direct dialing (IDD), internet services, a business center, 24-hour room service and a gymnasium, are seen as ‘minimum entry standards’ for an international business hotel” (p. 781). At the same time, international customers expect some differences at each branch. Hotel décor, phone greetings for receptionists, and food selection are some areas that are usually given full local flare (Whitla et al. 2007). Furthermore Whitla et al. (2007) state that different host-country international markets have different sales strongpoints (e.g., Asian hotels earn more through their food and beverage sales than other amenities).

A quick glance at how international hotels elect to represent themselves through advertisement makes it all too clear that they hold the tenets of global culture as an integral part of their organizational identity. Whittle et al. (2007), for example, examined a British-based hotel group whose promotional materials state “our hotels are widely accepted because they recognize cultural differences within universal standards” (p.786). Another British based MNE’s tagline, Hotel Indigo, claims their hotels are ‘infused with local flavour’ on their website. One Swiss-based MNE’s tagline insures ‘international quality, local affinity’ on its website. Lastly, a French based MNE’s tagline, co-opted as part of the title of this study due to its elegant simplicity, boasts ‘international standards, local flavours’ on its website. For these MNEs in the tourism and hospitality industries, general practice model of the global culture is evident.

In this section, I present the integration versus differentiation debate within the globalization and international management literature over. This debate exhibits itself in the three major categories of quality standards, power distribution, and cultural diversity. When they are applied to the global culture values of the tourism and hospitality industry MNEs, the research suggests quality standards remain at the parent-company level (integration), but the power distribution and cultural diversity categories are acquiesced to the host-country standards (differentiation). MNE hotels boast they provide international standards, with local flavors. If MNEs are proposing to provide international standards of the parent company with local flavors of the host-country to their international customers, it is only fitting to closely examine the nature of organizational culture within the host-country. In the next section, I discuss the service industry as understood by Ghanaians.

Section 3.2: Ghanaian Norms of Customer Service and Organizational Culture

The description of Ghanaian culture that follows stems from multiple sources: personal knowledge as a native of Ghana, recorded experiences during the 12 months of data collection, and from internship and interview data. From these sources, I have made note of the difference between Ghanaian customer service as experienced by Ghanaians and by tourists/non-Ghanaians. In certain areas of Ghana and certain establishments where regular business with majority tourists or upper-class population is expected, one can find customer service from staff that are pro-active, speedy, informative, attentive, friendly, resourceful, reliable and generally helpful in conducting whatever business or service exchange one might be engaged in. Overall though, Ghanaians would not describe their customer service experience with such terms.

An important component of conducting the in-depth interviews for this study was to ask employees to describe their past workplaces. In doing so, I gained indirect access to more Ghanaian workplaces than I could through direct observations. I inquired about what type of organizational culture their past places of work had and how they would describe their management style. In addition, I asked them what they found unique about their current “multinational” workplace. If they mentioned something about the organizational culture or rules regarding customer service/interaction while responding to these prompts, I often followed up by asking how it is different from a traditional non-multinational Ghanaian workplace. As a result, the interviewees would explain how they have (or would have) behaved in particular customer interaction experiences if they were (and when they were) working at a local Ghanaian establishment. The descriptions I report below are a combination of my own experiences and that of interviewees’ perspective as staff and customers.

The definition of culture plays an important role in this study. In chapter two I described culture as tools at the disposal of individuals who select to activate the different cultural symbols and meanings as they pursue a wide range of values and ambitions. I added that though culture is complex and not monolithic, these establish cultural symbols and meanings produce general tendencies within individuals' attitude and behavior which are referred to cultural syndromes. Below is a description of the cultural syndrome characteristics of the Ghanaian customer service practices, particularly in Accra City. It means there are exceptions to the behaviors described below, but these are the most frequent patterns, the norms against which other behaviors that emerge within the Ghanaian service industry are measured.

Unreliability and Contentious Exchanges in Ghanaian Customer Service

There are two major cultural syndrome characteristics of customer service (and the service industry more generally) in Ghana that make it lack-luster. These are readily related by foreign and local patrons alike. The first is that service in Ghana is unreliable, a mix of non-specificity and inconsistency). The second is that the service is contentious (i.e. demeanor of the service provider is often not pleasant).

Regarding unreliable service, restaurant service in Ghana can be considered the guiltiest of this blemish. It is common for a restaurant customer to be presented a nice menu with a wide range of delightful dishes, only to be informed after laboring to whittle it down to one top dish that said item is not available. In short, customers quickly get into the habit of asking the waiter "What do you not have?" after having been seated with a menu. There is an expectation from the customer for the information in the menu to be unreliable. Another outcome that might result from a Ghanaian restaurant not having the item you ordered is for the waiter to bring you the

next best thing. Manager-A from Hotel A expressed her sentiments about this occurrence. She was describing how the training (from foreigners) she got when she first got an entry level position at a French based MNE hotel changed her notion of customer service.

I realized that you know, these trainers think differently...Until I entered [the hotel] or started working there, it was ok with me if I went to a spot or a drinking place and I asked for Coca Cola and they brought me Pepsi. I wouldn't create any fuss. But when I went there [started at the hotel], I realized that value for money was really value for money. So if I asked for Fanta, I shouldn't be given Miranda. You know what I mean? - Hotel A manager-A

This small example offered by the manager gives us a window into a Ghanaian's expectations in customer service. The manager first starts by noting that "these [non-Ghanaian] trainers think differently from [Ghanaians]." Through her experiences with them, she has come to understand that it is not okay to order one thing and be served another thing. In U.S. (Western) culture, we are accustomed to the old refrain of "is Pepsi (Coke) ok" upon ordering the one beverage at an establishment that only has the other. The manager describes it as a matter of "value for money" but it is also an issue of specificity and reliability of service, getting exactly what you asked for. The understanding that in the United States the customer is automatically informed if something is not available (e.g. is Pepsi (Coke) ok?) makes that behavior a cultural syndrome characteristic of the United States customer service practices. The cultural expectation that a waiter will make a change to one's order without asking is what makes unreliability part of the cultural syndrome of the Ghanaian customer service practices. In both cases, it is possible for a customer to receive service different from these largely expected patterns.

Another way unreliability shows itself in Ghanaian customer service experience is in the form of slow service. When one orders food at a local restaurant in Ghana, it can take an hour or more for the food to arrive. In the meantime, the customer will not be informed of any particularly reason for the delay. At most the waiter might try to reassure the customer with

phrases like “it is coming” and “they’re on it”. In this way, the waiter expects the customer to understand that those in the kitchen are attending to the order and the customer should merely exercise a bit of patience. For those who have come to expect such delays, they take the situation in stride. For others who are not accustomed to it, particularly foreigners, they tend to have a strong negative reaction to such long delays. To bypass the problem all together, not only do some people ask the “what do you not have today” question to avoid ordering something not in store, but they also ask, “what is ready”. This way they know which item they can order to avoid a long wait period.

In addition to the norm of not getting what you ask for or experiencing large delays in the Ghanaian service industry, there is also the issue of the service not being consistent. This largely has to do with the challenges with the infrastructure in Ghana, most importantly electricity. Sections of Ghana (especially in Accra and other major cities) experience periodic power outage. These outages are both scheduled and unscheduled and could last anywhere from less than an hour to a whole day. Though numerous businesses compensate for this disruption with the use of generators, many small businesses such as Internet cafés and barbershops do not have such luxury. Both customers and employees/owners have come to accept this as a re-occurring challenge in everyday Ghanaian lives. Many times, after eating at a restaurant, I could not pay with my credit card even though I was told they accept cards. This was due to the fact that within the time span I was there, the “network has gone down.” This meant that the network service through which the credit card payment system operates has been interrupted, conceivably by some sort of power outage in the part of town the headquarters is located. When one is faced with the fact that you cannot print, cannot get a haircut, or cannot pay with credit whenever you wish daily, one comes to accept it and even expect it as a part of life.

The second major complaint one hears of Ghanaian customer service is the non-pleasant demeanor of the service provider. A roadside mobile money kiosk owner I interviewed explained how he put his competitor out of business merely by being polite. I asked him how he went about to draw in customers for his street-side business and he said:

That one, it depends on the way you talk to them. You see there are some kind of people when they come around and you talk to them anyhow, they won't come around again. Even though maybe eh, you can be the only person doing it at that place kraa¹ but because of the way you spoke to them they don't come around again. So I talk to them politely. In everything I say "please." And that like always moves them to come to my place. ...There was a man, a man started before I started. By now-a-days I get more customers more than him. And there was a lady also here when I started, but by now she has stopped because, the way... when she started eh, she just talked to people anyhow. Me, myself, at then, I had been going to her place to withdraw some money and stuff, the way she talked to me, like nobody. Yeah, so when I started, people stopped going to her place so now she has stopped there. – Mobile-money Store Owner

I asked him to explain what he meant by she treated him like a “nobody”. He said:

....she was very harsh, like, because you are coming for the money from her, ...even though the money is for you [meaning: it is your own money in your mobile account], but just that maybe you need the physical money. She'll just talk to you anyhow. Sometimes kraa you can come there, she'll be sitting. She'll be sitting [outside] when you're standing inside waiting for her. She'll be sitting down, talking to somebody. *laughs* so sometimes kraa, the things she was doing forced me to move to [read: patronize] this place ƧƧƧƧƧƧ², instead of going to her shop.so it depends on the way you talk to the people. Like, the way you approach them and stuff. – Mobile-Money Store Owner

In this scenario, the kiosk owner realized that he was not satisfied with the poor customer service he received from the woman. So, when he became the service provider he provided better service. It shows that within the Ghanaian culture, the concept of “polite” service is not only comprehensible but also something desired.

¹ Kraa is a word in the local language, Twi. It can mean “at all” but in this context it mean “even” as in “even if” and “even though”.

² ƧƧ is a Twi slang meaning “far away”. In Twi and many of the other Ghanaian languages, the notes of words are held out or a word is repeated to express larger degree. So in this case the participant saying ƧƧƧƧƧƧ means “very far away”.

Although politeness is desired, contentious exchanges between customer and service provider is just as frequent as (if not more frequent than) experiences of a polite exchange. Some of the hotel employees expressed that it is challenging to remain polite in the MNE workplace at all times and revealed to me how they would/did really act in the same scenario in a different (more everyday-Ghana) context. I [as Interviewer] had the following conversation with one front-office clerk [as Clerk-1] from Hotel A when I asked how her current workplace compares to her past job in the claims department of the National Health Insurance office:

CLERK-1: Oh, there was just slight difference, like how to really handle an angry guest... that would be the only thing I could say, that it's new, yeah.

INTERVIEWER: And what is the difference before versus what you do now?

CLERK-1: Before, you just try to ignore the person *laughing* that's all, but this, you don't really have to ignore the person, but you have to still put on a smile *more laughter*, just assume nothing is happening and try to calm the person. That's all. But before you just ignore the person. When that person's tired of screaming, he or she would go away *more laughing*, at least you're not fighting, but.... you know.

INTERVIEWER: ...at the beginning was it hard to do? Did you need a bit of practice with angry guests?

CLERK-1: At the beginning it was a bit frustrating if they don't really get what you're trying to tell them, but later, it's part of you. You've done it over and over, and that is not the first person who is angry so... it's ok now.

This front-office clerk saw having to entertain angry guests, rather than just ignoring their ranting, as a new aspect of customer service. Furthermore, the qualifier “at least you’re not fighting” implies that in other circumstances, much more would be done than just ignoring the rants of an angry customer. One accountant from Hotel B expresses these exact thoughts. The accountant [ACC’T-1] expressed that customer service is something new she has experienced in the MNE workplace and I asked what is new about it:

ACC’T-1: We're human beings. it could be a customer is wrong-o³, but they are telling you a customer is always right so you have to keep quiet, listen to whatever the

³ The ‘O’ sound is an emphasis Ghanaians (and many Africans in general) sometimes add on to English words for them to better fit their local accent.

person has to say, even though you know it's, it's not right. ...you work hard to tell the person this is not right but you have to say it in a nice way.

INTERVIEWER: So let's say you are in a regular shop in Ghana, maybe buying clothes or whatever, and you say something and at that time you didn't realize it's wrong but you say it. What would the store owner tell you?

ACC'T-1: It works everywhere-o, the customer is always right. It's everywhere. So the person. ...oh but if it's Makola⁴ and others... oh they'll insult you *fit of laughter*

INTERVIEWER: Oh, but why would they...

ACC'T-1: Why would they insult you? Oh you know... that place is a different thing all together. It's a different ball game because if you won't buy, somebody will come and buy. You can't tell them this and this and that. But we don't want to lose our clients [meaning at the MNE hotel]. So you have to talk to the person in a nice way, or... you don't have to tell the customer you're wrong. You just have to say it in a nice way for the person to keep on coming here.

I asked why that same logic of keeping your customers does not apply to the sellers at Makola Market.

ACC'T-1: OH! There are lots of people. If you won't buy, you can go! *laughing*

INTERVIEWER: You guys you don't have enough people here?

ACC'T-1: Oh we do. Well, we don't have enough people, we need more people. So you just have to relate to them in a nice way for them to always come back. ...even though the person will tell you nonsense but, chale⁵, you have to...

The implication made in these responses was a bit conflicting. The accountant understood that insulting an angry customer leads you to lose customers in both MNE and the everyday-Ghana setting, but it is practiced in the market setting because there is no shortage of customers. As we saw with the Mobile-Money Owner's example though, it persists even when there is a shortage of customers. It seems it is more so the case that tension between customer and service attendant is not seen as much of a taboo among Ghanaian merchants-to-customer exchanges (like it is in the MME context) and may even be expected by Ghanaian customers. Further confirmation of cultural syndrome characteristics is provided by the employees I quoted here. Clerk-1 and ACC-1 make words like "fighting" and "insulting" seem like an expected aspect of the customer

⁴ Makola is one of the largest local markets in Ghana

⁵ Chale is a colloquial friendly term with meaning and use equivalent to 'dude'

service experience in Ghana. Additionally, instructions like “service with a smile” and “the customer is always right” were viewed by these employees as “other” practices while the United States, such phrases will rather be seen as part of the expected norm. In short, these examples confirm that contentious exchanges are cultural syndrome characteristic of Ghanaian customer service but not for United States customer service.

The moments I observed the most amount of argumentative exchanges between customers and the service provider in Ghana was while navigating public transportation services. The most iconic mode of transport in Ghana are the numerous 8-14 seater (tattered) vans called tro-tro, each with a driver and a mate. The regular mode of operation for a tro-tro is to load passengers at a station until the vehicle is full, then the van takes off and the mate then collects the fare while in route. Simultaneously, the mate calls out the names of the different pre-determined roadside stops where it can pick-up more passengers after some “alight,” with the next major stations being announced as the last stop. Many times things went smoothly but too often, there was a clash between the passengers and the driver/mate. Mates particularly tussled with passengers more than the driver. When the car is one or two people shy of being full, passengers get antsy after sitting in the hot car for about an hour or more, and wish for the car to take off. Mates, who are the ones hawking for the last few passengers, get told they “like money too much”; that the car should set off because they’ll be able to pick up some on the road. These voiced concerns are nonchalantly ignored by the mate.

When it comes to collecting money, there is even more occurrences of arguments. One particular day in the tro-tro, there was confusion about fare because it was the day after petrol prices had been hiked so subsequently there was a proportional increase in fare prices. The fact that fares were not officially posted but informally known by the passengers and announced by

the mate if some customers are unaware, adds to the likelihood of argument. A passenger, who claims he was a regular on that route, and unaware of any price hike and insistent on not getting cheated, argued with the mate about the fare fervently. The mate just charged the man the old lower fare since he could not get him to calm down and said the man should pay attention to see the new charges are everywhere today.

It is not always the mate that gets yelled at by the passengers. On one occasion, a driver was going too fast and hit a pothole that is usually avoided. The passengers went into an uproar demanding the driver slow down and asking the reason for the hurry. The driver remained quiet and took more care to avoid other potholes in reaction to this. On another occasion, both driver and mate were talked about when a tro-tro full of passengers broke down in traffic on the way to the station. One of the passengers near me complained saying, *these people just pocket the money they get, and they don't fix simple issues with their car*⁶. Many others expressed their frustration directly to the driver and mate.

Yet another example of contention is when the passengers came to the aid an older woman. The woman realized she had gotten on the wrong tro-tro after it had left the station and the mate was collecting the fair. She wanted to get out. The mate and driver insisted she should pay the full fare because she essentially took the seat of another potential passenger. The other tro-tro passengers as a group voiced their opinion. Some saying it is the mate's fault for not announcing the destination of the car when he was hawking for it to load. Some said it was an honest mistake and they should not be so money hungry. The driver insisted he would not stop to let her out until she pays. At last the vehicle did stop after one passenger offered to pay the full price fare for her.

⁶ Italics in this instance means the quote was translated from Twi

On rare occasions, the driver, mate, and passengers join in one accord and insult the driving of another car. In one instance, a taxi was trying to switch lanes in a rather busy roundabout. This brought the traffic to a complete halt. Everyone started to comment on how selfish the driver is and clearly, he has no idea what he is doing because he is making things worse for everyone.

All in all, it is clear that while it is preferable for disagreements between customer and service-provider to be avoided in Ghana. It is also in many ways expected and accepted as part of everyday life (i.e. part of the customer service cultural syndrome). This is very different from Western cultural practices where anyone of these altercations would stand out in the “avoid conflict at all cost” of the service industry. Similarly, at the MNEs in Ghana, these interactions will be considered outside of the norm as the staff have come to understand that they must keep themselves in check and remain professional no matter what.

Preferential treatment and price negotiations in Ghanaian customer service

A final aspect of the Ghanaian customer service experience that is worth noting has more to do with the customers’ expectations than the service providers. In Ghana, the notion of forming a line to receive service or “first come first serve” is not such a steadfast rule. Additionally, service quality and business exchanges in Ghana are strongly swayed by ‘who you know’ mentality. With the mixture of these two patterns, customers who have “connections” often expect or may even demand they be attended to before others. An employee at hotel A who is stationed at the Business Center – where guests can come and use the computers and print – expresses some of the issues that results from these expectations. He [CLERK-2] was also

responding to a question I posed, to list one or two things that he finds to be unique in the MNE workplace, when we had this conversation.

CLERK-2: one or two things I can point out.let me use the same word again, as in 'understanding'. Sometimes, there are certain things when you can't tell an African, right, Ghanaian, but a white man can understand. A Ghanaian can walk in while you are serving somebody, "do this for me right now". Ghanaians, or Africans, don't understand this first come first serve. When they come and there's someone there and you keep telling them "oh hold on I'll attend to you." They feel you don't want to attend to them, because you're attending to one person. You see, instead of willing to be in a queue, wait for their turn, they walk out.

INTERVIEWER: ...we don't really form queues. It's more like we show up and we get the attention. Like, first to get attention, not the first to...

CLERK-2: yes, but you know Whites, when they come and there's somebody there, he'll be like, excuse me, I want to do this and this and that for me but when you're done with him then you do it for me. That understanding is there. You see the difference.

INTERVIEWER: ...is not the... well, as I said, in your regular every day, I mean when I go buy koko, it's almost like I'm fighting to... so it's completely new when they show up here.

The employee understood what I mean by "when I go to buy koko." It is because it is such an iconic everyday-life experience for Ghanaians. Koko is a hot porridge that is usually served for breakfast. Street-side koko stands and kiosk are as popular as coffee shops are in the U.S. during the morning hours in Ghana. Often when I patronized one, there will be a cluster of people. Since there is no line, it is difficult to tell who you should be served after. It has an unspoken order, and you know it was your turn when the attendant taking the orders finishes with one person and looks up and nods at you. The idea behind this system was, I surmised, that the person taking the order has made note of the order in which customers arrived. The informal order usually proceeded smoothly, with the occasional sighs of frustration heard among the 5 to 10 people waiting.

However, it always turned a bit contentious when someone comes and expects to be served more or less right away. This usually is an adult who seems familiar with the one taking

orders. Since it is often children that are sent with money to go buy koko for their siblings or even the whole family, the newly arriving adult expects preferential treatment due to seniority. It is based on the understanding of interactions like these that the Hotel A business center employee continued with the conversation.

CLERK-2: the one thing they must understand is, this is not a road-side waakye⁷ seller.
This is a hotel.

INTERVIEWER: but all we do is based off of what we practice in life, yes?

CLERK-2: the Ghana culture like this is all about who you know and who knows you.

INTERVIEWER: you know you're a returning customer and you know you spend big.
Then you come and someone ignores you, and you think ah, I thought I had connections here.

CLERK-2: you see. So it's usually like that.

The global organizational culture of the MNE differ from the Ghanaian organizational culture enough for the clerk to notice the behavioral differences between Ghanaian (and African) customers and Western customers.

The general manager of Hotel B, who is originally from the UK and is adjusting to the notion of customer service in Ghana, said the following about his experiences with African customers at Hotel B.

In the UK it's not so much compartmentalized that waiter has specific tables. The waiters in the restaurant will wait the tables. But the customer in Africa also complicates it because the customer in Africa will want to see the same waiter that starts serving them from start to finish. In Europe, YES, it's good to have the same waiter but it's not essential. If I want salt and pepper and I haven't got it, I can ask anybody, I don't wait to find the waiter who I have been dealing with to get it. I have approached tables myself to say to a customer can I help, what do you need? "No, no, I'm fine, I'm looking to speak to this man." I said well that waiter is very busy right now so you need to wait then sir, and he's like "no problem, then I'll wait." ...and all he wanted was something that's no big deal that I could have done but ...it, it's a mind-set. – Hotel B General Manager

These comments give the reader an idea about customer service in Ghana. It is by no means a guaranteed smooth interaction, though Ghanaians make note of and appreciate good customer

⁷ Waakye is the name of a popular rice and beans dish in Ghana. It is also frequently sold at street-side stands.

service when they get it. The Hotel A business center employee said the following about Ghanaians, “when they come to places like the hotel and we give them that service, they see it to be extraordinary. ...they enjoy the service a lot, but outside hotels, there's nothing like service.” Within the Ghanaian cultural context, such service quality is far from being guaranteed.

The everyday Ghana can be filled with challenges on a bad day and un-obstructed never ending preferential treatment on a good day. Ghanaian markets thrive on bargaining for the price of goods and services. Price negotiations are involved in most street-side purchases ranging from clothing, to produce, to shoes, to gadgets, etc. Taxi service in Ghana is one place where bargaining and negotiations may catch you off guard. When one hails a taxi in Ghana, it is best to state where you wish to go and ask how much it will cost. There are no meters in the cabs and the price is more or less at the discretion of the driver. While in the field, in the instances where I know what the price should be for the distance I’m going, I name a price just slightly shy of what it should be. This way, when the driver names a price slightly above the expected price, we can both compromise in the middle. If I am visiting a location where I am not familiar with the price, I either ask someone who is familiar first before stopping a car, or I hail two cars back to back to hear what the drivers would say and then use the estimates they give to determine what to negotiate for with the third car I hail. Navigating through these interactions comes as second nature to Ghanaians.

In chapter two I defined culture as a tool set that helps individuals navigate social interactions. The cultural syndrome of customer service influences the action of the service provider as well as the customer. Clerk-2 saying Ghanaian customer lack “understanding of the hotel procedures, that operations within the hotel are unlike “street side”, are all indicative of the differences between Ghanaian and international (Western) customer service practices. The

customers, according to Clerk-2, do not prescribe to the first-come-first-serve aspect of customer service that is a cultural norm in the United States. We can see another example with Hotel B General Manager's comments. Being attended to by any staff member is also a cultural norm in the United States but not in Ghana. The presence/absence of these rules impacts the type of customer service one can provide. Some Ghanaians (like Clerk-2 and others I interview) say Ghanaian's customer service is lack luster because of its norms. Certainly, from international standard view point customer service can be seen as unreliable, inconsistent, and contentious. However the level of frustration Ghanaians feel in response to these challenges is much lower than what a visitor not accustomed to such a system will feel.

Employer (Manager) and Staff Exchange

Just as the exchanges between service provider and customer can be contentious, the exchanges between employer/manager and staff are just as frequently contentious. In the Ghanaian organizational culture, there is a wide power distance between employer and staff. In chapter five, I go into more detailed explanation about the combination of conditions in Ghana that lead to this unequal power distribution. Briefly put, the traditional "respect your elders" nature of Ghanaian culture combined with high unemployment in Ghana creates working conditions where managers can almost exercise as much power as they wish. On the one hand staff must show deference to their higher-ups within the workplace, and, on the other hand, even if they feel mistreated, quitting is not an option as other jobs are not readily available.

Staff described power managers have in the workplace in multiple ways. An IT employee (1) from hotel A made the following remark when talking about the attitude of a person given a high organizational position. "With African life, when you've been offered a position, you just

give instructions.” When one has been given a post that has subordinates, all the person is left to do is “give instructions” and your commands are simply meant to be obeyed. A front desk manager from Hotel B mentioned during an interview that he was pleasantly surprised that at his old MNE workplace “workers were valued, respected, and understood.” To him, it was a nice change in pace because “it was much different from normal Ghana management system, which is more like I’m the boss what I say goes.” One MNE restaurant waiter I interviewed was sharing with me some of the complaints he had about his previous job at a local Ghanaian casino. He said, “it was the typical Ghanaian place where the manager was God and ...even if a manager makes a mistake, you can't say it.” Like the description of the customer service experiences, some MNE staff did describe past workplaces that were positive and enjoyable. However, as one can see, interviewees use terms like “normal” and “typical” to describe the particularly challenging circumstances.

Once again, the report from MNE staff show differences between Ghanaian and Western cultural practices; this time concerning management power use. The cultural syndrome characteristics (the tendency) regarding management power use is for there to be a large power difference, as implied with the word “typical.” When the large power difference is not present, the staff member states that he is “surprised.” In the context of the United States, though large power differential between an organization’s management and staff may exist in some instances, the cultural syndrome characteristics of large power difference is not overtly strong. It means it would neither be described as typical if present nor be described as surprising if absent.

In sum, the Ghanaian organizational culture is drastically different from the global organizational culture of the MNE. The Ghanaian customer service norm can be seen as sporadic in its quality and consistency and staff can even be contentious towards customers. Additionally,

as a customer, the quality of service may change depending on who you know and what you know. The working conditions in which staff provide these services are not much more pleasant. The norm is for managers to do whatever they deem is in their favor, which can be challenging for the staff. This is the context in which MNEs have settled in. It means, when MNEs operate with the organizational model of differentiating from the parent-country rather than integrating, these are the local flavors they are adapting into the MNE. In the next section, I describe the Ghanaian MNE workplace.

Section 3.3: Organizational Culture of MNEs in the Ghanaian Context

In the first section of this chapter I explained the need for MNEs to incorporate aspects of the host-country culture in their own operations while maintaining high service quality. It is clear that the global culture values the MNEs rely on achieve this end by seeking “international Standards, local flavours.” I explained that when it comes to quality standards global cultural values use an integration model, in that they import parent-country standards of service and amenities to the host-country. It means the international customer in Ghana, after paying the high price of MNEs, is promised service that is speedy and reliable from staff who are informative, pro-active, attentive, friendly, resourceful, and in general, helpful in providing said service. However, when it comes to power distribution and cultural diversity, global cultural values use a differentiation model and adopt host-country practices. In other words, Ghanaian management practices and organizational cultural practices are being used to obtain MNEs’ international standards. From the description of cultural syndrome characteristics of Ghanaian customer service, it is easy to foresee that MNEs will face challenges in establishing international standards. From my five months of internships at the two MNE hotels and the subsequent

interviews with the employees (stage one and two of data collection), I came to understand that the combination of integration and differentiation models means both the global cultural standards and the Ghanaian cultural standards are simultaneously operating in the MNEs workplace. For the remainder of this chapter, I discuss the framework through which this dualism becomes manifest. Then in the next chapter, I will discuss how and why it negatively affects managers, staff and, ultimately, hotel performance.

To properly delve into the specifics of the organizational culture of MNEs in Ghana, it helps to first categorize the types of interactions that takes place in the (hotel) workplace. Like all other social interactions, within the MNE workplace, interactions take place between pre-defined social actors. The three major categories of social actor categories at the hotel workplace include: customers/guests, staff (lower-level and supervisors), and managers (mid-level and upper level). Therefore, the three main interactions I will focus on are between staff and guests, between managers and guests, and between staff and managers.⁸ By separating the social interactions in this manner, this chapter allows me to point out the instances where the global culture and the local culture are at odds with one another.

My data will show that the global culture standard pertained to interactions between staff and guests and between managers and guests. The evidence shows that managers hold themselves and their staff up to high standard in the interest of meeting guests' needs. For interactions between managers and staff, however, the Ghanaian cultural standards were in effect. I present data that show that when management and staff interact, signs of contention,

⁸ There are many combinations of interactions between these sets of actors. For the sake of simplicity, I will not differentiate between within group levels when talking about the 3 main sets of interactions mentioned. Other (relevant) interactions that may be mentioned are interactions amongst staff, and amongst management. When needed I may make some distinctions, such as interactions solely amongst lower-level staff or solely amongst supervisors, between lower-level staff and mid-level managers, and between mid-level managers and upper-level managers

unreliability, and high power use are present. I talk about both observations in more detail in the pages that follow.

Global Culture in Ghanaian MNE

Evidence of global culture in Ghanaian MNE can be found in three key ways: skills and instructions passed to staff during the orientation process, MNE grounds décor, and the restaurant dishes. The first component of the global culture, the “international standard,” can be spotted in the orientation process of staff. The second component, the “local flavor,” can be found in the MNE grounds décor and restaurant dishes. The orientation of staff, décor of the building, and dishes of the restaurant perfectly match the global culture description in the literature.

Signs of: International Standard...

When I ask the MNE staff what they find most unique about their place of work, the main reoccurring answer was the amount and type of training they receive as employees. Specifically, employees describe the training and instructions they received during the start of workplace orientation for how to conduct themselves at the workplace and interact with customers. In this section on signs of international standards, I demonstrate the extent to which the international standard training employees received more so reflects cultural syndrome characteristics associated with Western customer service practices than Ghanaian customer service practices. From the employees quoted above, the reader is already familiar with most recalled mantra – the customer is always right. A second frequent answer I heard from the employees was mentioned by a hotel A business center employee, which was like the “customer is always right” mantra.

The first thing is, in the hospitality industry, you don't say no to a client. Also, umm, basic telephone training. You know on our personal mobile phones, you just pick a call and say hello then you expect the person to talk back. In [the hotel], when you pick a phone call, you greet the person, you mention your name, you tell the person the department where you are station, then ask the person may you be of help to him or her. So those are some of the trainings we've been going through, whether you're new or old – Hotel A, Clerk-2

Service with a smile, the customer is always right, and not saying no to a customer were often the key take away employees get from their training. Such training stood out to the Ghanaian employees because they are not aligned with the cultural syndrome of the Ghanaian customer service. The examples from the above section describe the scenarios like yelling at a customer or telling a customer “we don’t have such and such item today” was more representative of the cultural syndrome of Ghanaian customer service. Without the mentioned training, the Ghanaian MNE employees would not naturally incorporate these standards of global customer service since as stated before it is not part of their everyday experiences as Ghanaians. Aside from the on-the-phone greeting Clerk-2 mentions here, the in-person greeting was also explained to staff. A hotel A IT Personnel-2 shared that aspect of the training he received.

When I first got to [the hotel] we had training... how to talk to a guest, and how to look at a guest. If there's anything that a guests needs, how to...how to show the person where he or she can get to where they want. Yes. ...the training was like, you should smile too ...you should have this smiling face all the time. Even if you're pissed, you have to have this smiling face. Then you welcome guests by greeting the guest first and saying welcome to [the hotel]. Then you ask for what he or she needs. – Hotel A IT Personnel-2.

The hotel A IT personnel is already hitting on a crucial topic regarding the work of service industry personnel: having a friendly outward appearance no matter the emotions you are feeling. From what I have reported from the other participants, “if you’re pissed” in some Ghanaian employee-customer interactions, it is feasible for the employee to express those feelings to the customer. But within the global cultural context, employees are instructed to show a calm and friendly demeanor no matter the situation, they must manage their emotions. In Chapter four, I

discuss the significance of emotional management and emotional work in more depth. It is a taxing feat for all in the service industry, and based off the words of the IT personnel here, we can see why.

A hotel B waiter-1 explained how important it is to remember your training on difficult days. He gives an example of a situation when he felt he did well to act appropriately as an employee of an MNE. He recalled a day when he was serving pizza to a lady who kept making changes to her order.

The lady was tossing me up and down. I didn't say anything. I'll go and come back, I'll go and come back. Finally, the chef made what they wanted so I took it to them and then... the lady looked at my face and then said... "Ah [called the name on his name tag], it seems like we're worrying you. We're tossing you up and down but when you come you don't frown your face. You're rather laughing". You see-ooo. The lady was telling me that. Because what ...they knew what they were doing. If, uhh, we hadn't been at the [MNE] workplace, I would say something. So some people do [say something], the person [meaning staff member] would not mind whether they are even at the [MNE] workplace. He or she would say "*you are bothering, why?*"⁹ This and that this and that." I didn't say anything. I just put the pizza in front of her. – Hotel B Waiter-1

For this waiter, having a positive attitude toward guests at all time is very important. He attributed his composure to "the workplace," particularly because it was an MNE workplace. The emotional management exercised here by the waiter and described by the IT personnel further exhibits the presence of Western customer service Cultural syndrome within the international standard practices. Emotional management is less of an issue when the cultural syndrome includes employees yelling at customers like in the case of traditional Ghanaian customer service. The outcome of the interaction would certainly have been different if he had not been given training to maintain the global organizational cultural standard, but was rather using the Ghanaian customer service standard.

⁹ Translated from Twi.

A third theme that emerged from employees' response, aside from being friendly and agreeable to guests, was to "stay real." Stay real was a motto specific to hotel B but it was mirrored in several the MNEs in Ghana. It encouraged employees to be their authentic selves. Here is a Hotel B supervisor explaining how the "stay real" catchphrase meshes in with MNEs' customer service standards.

...you should be a genuine person, you must be consistent. Make eye to eye contact. When a guest is speaking to you, you should make the guest feel like you are in his or her shoes.be real, stay real. Give a genuine service. Yes. You have to give a service that brings out the genuinity [authenticity] of you the person. Do not be unhappy that the guest has demanded something which is beyond where you are. That you should not be angered, you should not... say this is beyond me ...or I can't provide it for you. But you should rather calm the guest down, then give him a time that you'll be coming back to him to give him a feedback if it is about food. Or maybe something special, you speak to the manager or the chef. If for instance... we do have uhh, food for vegetarian though. But some [guests] go the extra mile and say I want something special. You as a waiter busy serving and someone says I want something extra. What are you... are you to do? are you to leave the person? go and serve? You'll be divided. So you'll seat the person quickly. Within that minute or two you speak to the chef or your supervisor "please handle this person for me, he needs something like this or this extra" – Hotel B Front Office Supervisor

The supervisor is expressing much of the same sentiments the waiter dealing with the customer ordering pizza expresses. Staying real seems to resemble having a positive demeanor and being agreeable to the needs of the customer. The message theme here is strikingly similar to a French based MNE that is popular in Ghana. From visiting their HR department a few times, I noticed a mural covering the entirety of the wall directly facing the inside of the staff entrance. It was a world map image that spells out the values the MNE wishes to instill in their employees (image can be found in **Appendix E. 1**). The mural is of a blue-scale toned word map with various well-chosen adjectives and descriptive terms on it. The values listed include *energetic* and *open* as the top two most eye-catching words. Other values include *revenue & profit oriented*, *environmentally conscious*, and *young at heart*. However, related to the above quotes from

employees, the mural also said *smile, respectful, pro-active, helpful, empowered, friendly, innovative, and service minded*. These last set of values speak to the demeanor and actions employees should exhibit towards guests. Yet again these values are more examples of Western customer service cultural practices being touted as the international standard practices.

Customer service with these values will not look like the Ghanaian customer service which I described earlier as having characteristics of unreliability, inconsistency, and contention. It is plain to see the stay real is not about being true to the cultural syndrome of Ghanaian customer service. Rather it is about international standards or the cultural syndrome of the Western customer service practices. It means that when it comes to interacting with guest, MNEs in Ghana strongly aim to abide by the “international standards” component of global culture.

For the hotel B supervisor, stay real meant staff express a degree of genuine empathy and friendly demeanor towards guests. Like the mural that is dictating what international values staff should covet, the stay real hotel policy is simply making it clear to me the way staff should behave and feel within the workplace. However, by calling it “stay real”, Hotel B is even disregarding the notion that “to be real” for these Ghanaian employees might mean something rather different.

“To be real” for an employee in a Ghana customer service industry likely involves actions and attitudes like yelling at customers, ignoring them if they are making too many demands, and simply telling them no if they request for something the establishment does not have. What else could be expected from an employee since, as ACC-1 states, “we’re [only] human beings.” Rather than this type of Ghanaian realness, Hotel B has designated the “international standard” set of attitudes and behaviors as the norm. According to the mural, that includes values such as *energetic, open, revenue & profit oriented, environmentally conscious,*

young at heart, smile, respectful, pro-active, helpful, empowered, friendly, innovative, and service minded. Based on the examples offered thus far, these values more closely resemble Western customer service norms. Endorsing them as “real” in the Ghanaian cultural context creates a problematic workplace because 1) there is a cultural gap between what the Ghanaian employees know and have experienced regarding customer service and what they must now learn and provide; and 2) management do not recognize that staff need help to transform from the Ghanaian style of realness to the “international standard” style of realness. Therefore, if Ghanaian MNE staff fall short of the “international standard” realness, managers are quick to discipline them rather than help them to succeed.

For the restaurant manager, however, the tone used to describe meeting the “international standard” was different. There were concrete steps that could be taken for staff to gain the sense of self-confidence and empowerment he realized was paramount to providing quality customer service. To gain those necessary characteristics, the manager requires the staff to be knowledgeable about the items and services the restaurant provides, and to understand the mission and vision of the restaurant. The manager even shares his own transformation, from one who lacked knowledge to one who acquired knowledge (and the confidence and empowerment that accompanied it). The recognition of such a transformational process is important for MNEs successfully managing their Ghanaian employees.

In chapter four, I explain why self-confidence and empowerment are crucial to MNEs in the service industry, and in chapter five I elaborate on the importance of knowledge transfer tactics in the Ghanaian MNE workplace. These two examples between Hotel B and The Restaurant go to show that two establishments can have similar end goals regarding the type of service they wish to provide their customers, but differ in how they go about realizing said goals.

This dissertation is delving into how Ghanaian MNE managers can get their staff to meet the high standards of the MNE workplace. In the next section I discuss the “local flavors” aspect of the Ghanaian MNEs which contains more examples of standards being set without management taking into consideration how staff can meet them. The reader will notice that thus far only two of the three major categories of interactions have been addressed: staff to guest and manager to guest. In the next section, staff to manager interactions will be incorporated.

Signs of: ...Local Flavor

In this section, I delve into the two meanings I am applying to the “local flavor” aspect of the global culture model. One perspective of local flavor refers to the experience of hotel guests and customers. The other definition of local flavor refers to the experiences of Ghanaian staff. Regarding the first definition, evidence of “local flavor” incorporated into the experiences of hotel guests were abundantly present. Whitley et al. (2007) explained that although international customers enjoy experiencing the international standards from branch to branch, they also expect some differences at each branch. These differences materialize in form of unique hotel décor, phone greetings for receptionists, and food selection. These held true for the Ghanaian MNE hotels, just as the literature describes. The local flavor was strongly present in the MNEs’ décor and in the food served. In both MNE hotels, the local décor is evident right at the front entrance. Around the main entrance of Hotel A, there are multiple wooden sculptures of three men carrying and pouring water (See **Appendix E. 2**). The scene is reflective of the traditional style of fetching and storing water in Ghana.

On the wall to the left of the main double-doors, of one of the hotels, is a marble sculpture of the African continent. Then to the right of the doors is a wooden sculpture of a man

playing a xylophone. Inside the main doors of that hotel, one would find a strong presence of Ghanaian (African) décor. There is a life-size wooden sculpture of a man gazing into the distance in the lobby. The set of four steps at the far end of the lobby indicates the transition of the lobby space into the hotel restaurant. At the top of the steps, a visitor will come face to face with another life size wooden wall sculpture of a few elephants, with a large yawning-mouth mask standing to its left. If one turns left to go to the business center (as opposed to turning right to go to the restaurant), one would see a marble sculpture of Ghana. (See **Appendix E. 3 – E. 7**). In the halls of both hotels, there are paintings that further capture iconic everyday imagery of life in Ghana. In **Appendix E. 8a – E. 8d**, I present some of the paintings that are placed in the halls. The paintings of one hotel are based more in realism than those in the other, which were also of iconic Ghanaian scenes but were more of abstract style.

Another source of local flavor of these MNEs was the restaurant sector. Both hotels relish their ability to provide guest unique Ghanaian local dishes. In their restaurants, they have themed buffet nights (with a Ghanaian theme on Sundays). These are advertised boldly and proudly throughout the hotels. I had the following conversation with a Hotel B HR staff member, who was explaining the balance between setting the international standard and adding the local flavor when I asked him what services the hotel is most proud of.

HR: The food, simply because of the skill of the team members we have. And also the bit of flexibility that we've also given to them. Come out with creative ways of creating the products.

INTERVIEWER: So within the food they can demonstrate themselves.

HR: Yes

INTERVIEWER: And what does that end up looking like? Is it more, they can bring in more Ghanaian-ness or what is it?

HR: That is it! More Ghanaian-ness very good

INTERVIEWER: And so the rooms, the rooms are limited. Why are the rooms limited?

HR: The rooms are limited because you see, with rooms, there's a regimental way of doing things. Put this thing here, put this thing there, put this thing here, and that is it

INTERVIEWER: Which is ok but it's not...

HR: ...flexible enough for you to be creative. So you have to put strictly, strictly. ...so sometimes you wait at management meeting and [parent-company] issue will come up. And housekeeper say "ah, this thing, this is, you know" but we say [parent-company] says this, let's do it this way. Then we stick to that style.

INTERVIEWER: So a housekeeper will say I don't really understand that one, or it doesn't feel right or sound right but then you guys will say... the standard is the standard.

HR: Yeah. Let us stick to... yeah.

The HR means to say, when it comes to the rooms, there is no space for individual creativity.

The hotel is limited by the parent-company standards. I go on and ask if there are any limitation on food the restaurant prepares. The HR says yes there is, in terms of safety procedures of the environment the food is prepared in and the equipment used, but otherwise there is a lot more freedom.

HR: We have team members in the kitchen who can prepare a dish and add their name to it, [picking a random name from the top of his head] like Dela's cuisine, Dela's special.

INTERVIEWER: You can't do that in housekeeping. Dela's room!

HR: *Loud burst of laughter and shakes his head*

Through these combined practices of impressing good customer service on employees, maintaining parent-company standards, yet celebrating local cultural flavor when possible, it is easy to see global cultural practices is present. Global culture is the standard of operation when staff and managers are dealing with guests or activities and spaces available for guest use.

However, another category of interactions is thus far unaccounted for, the interactions between managers and employees. I had the opportunity to observe these interactions during my time in the field and realized it was in these scenarios that the Ghanaian cultural practices appeared. I finish off the description of MNEs in the Ghana by detailing how the differentiation model aspect of global culture appears in the interactions between managers and employees.

Ghanaian Organizational Culture in Ghanaian MNE: Consequences of the differentiation model

According to the global culture values, MNEs should utilize the differentiation model when it comes to power distribution (e.g. organizational decision making), and cultural diversity (e.g. organizational culture). Put differently, global culture values maintain that quality standards should be international but all managerial aspects of an MNE should be adapted to the host-country practices. I use the remainder of this section and the next chapter of this dissertation to explicate why this combination of integration and differentiation models is problematic in the Ghanaian context. In the following pages, I will first share reports from past research on international management trends of MNE hotels. This brief literature review links within organization decision making and formation of organizational culture matters to human resource management. After establishing the link, I then present the human resource management (HRM) aspects of the data I collected. I describe three major categories of complaints from staff about the back-office operations that show how local Ghanaian management tactics are being used.

The “how” aspect of global culture (i.e., management within MNEs) has only started gaining traction within the hotel and management literature. Although, within the HRM to be specific (Jiang et al. 2012), the “how” question has long been debated. Research indicates that some scholars have identified that the key to effectively building a global workplace culture lies in managing organization personnel in a strategic manner (Jiang et al. 2012, Maxwell, Watson, and Quail, 2004). In the next chapter, I give a more detailed overview of the development of HRM theories and strategies. Suffice to say for now that it is understood that responsibilities having to do with how personnel are treated are conferred to HRM in any given organization. A point worth noting is that studies of international hotels are trending within the HRM literature,

centered on international tourism and the hospitality industry (Hjalager 2007, Muscalu 2014).

Thus, aside from MNE hotels being at the center of the globalization conversation because of its use of global culture, they garner additional attention because of their overlap with the human resource management literature.

According to Lertxundi and Landeta (2012), the human resource management aspect of the international hotel industry has been largely ignored because that aspect of MNEs has been left to the mercy of host-country culture. From their analysis of MNEs, they reported that “the cultural context was mentioned as being one of the main causes of differences in work practices, and the one which generated most problems in management” (p. 1797). They continue further to state that “as for management attitude to exportation/adaptation of HR practices, we saw that, in general, managers tended to transmit the general policies and adapt sub-processes” (1797).

Meaning, the general policies are transmitted from the parent-company to maintain the international standard (e.g., MNE hotels of Accra instructing staff on the standard of customer service expected).

At the same time, the sub-processes are left to the style of the host-country (e.g., providing the staff with the right training and management personnel is left to Ghanaian means). Researchers found that “only one (smaller) chain had seriously considered ways of integrating back-office activities beyond the information systems (computer systems)” (Whitla et al. 2007, p. 787). Back-office refers to interactions between managers and employees, and behind the scenes organizational operations that happen away from the guests and customers. In short, differentiation model practices for MNEs concern HRM activities.

My time spent amongst the MNE staff and management helped unveil some of the back-office operations in Ghanaian MNEs. The employees were vocal about their within-organization

experiences. They eagerly shared their complaints and disappointments with me, often seeming like they were just glad that someone is showing interest in their ordeal. I broke down their grievances into three categories. One major category of the back-office complaints employees voiced was about monetary concerns. These included staff being unsatisfied with the low salary, as well as, at times, the delay in receiving the pay. A sales personnel-1 from Hotel B expressed that he is even too embarrassed to let some of his friends know how little they make at the hotel. The feeling was expressed by many others I interviewed. Also from Hotel B, a waiter-2 described a day a guest inquired how much he makes since he was working so hard, and the guest was shocked with how low the amount was. Regarding pay raises, Hotel B accountant-2 stated that the rate of pay increase is a source of complaint because it is lower than the rate of increase in cost of living. He considers the policy as “bola¹⁰” and an insult to the staff. Resoundingly, the staff of the MNE hotels find the pay they received to be unsatisfactory. This state of affairs is reminiscent of the everyday-Ghana workplaces. Since the employment conditions are in their favor, management can use their power to determine the working monetary matters of the workplace. These types of interactions demonstrate the high power difference between managers and employees mentioned in section 3.2.

A second major category of grievances were the MNE hotel staff complaints about the workplace rules. Often, while interning at the two hotels, I found staff staying well past their contract-stated end of shift time. If there is work left to do regarding the duties of their position, they must see to it before they can end their shift. Overtime pay in these instances was non-existent. Staff, though unhappy with such working conditions, stayed late to get their work done.

¹⁰ Twi word for garbage

During the week I was stationed at housekeeping at Hotel A where the problem was particularly stark, I asked room attendant-1 why they do not leave their work unfinished and just leave when their shift ends. She explained to me that they did so due to the combination of not wanting to leave it for the incoming shift and not wanting to draw the ire of supervisors and manager for not being a team player. Similar complaints come up regarding the two days off out of each week for staff. I saw it was normal for a staff member to be requested to come in a day scheduled to be an off day, or even to receive a call during their off day to come in. Much like the working past one's shift time, staff are largely expected to acquiesce to such requests from managers and risk negative backlash when they do not. Staff do not get an extra incentive for meeting these demands, they just get paid their regular salary rate. This lack of respect for employees' time can be attributed to the poly-chronic sense of time that is characteristic of the Ghanaian culture. But it is interesting to note that with guests, managers push for a mono-chronic view of time by instating that staff should provide prompt service. Also, managers constantly say that staff ought never to arrive late because tardiness will not be tolerated because it is an MNE. Such rules show that there are signs of the Western notion of time within the MNE when managers are applying international standards.

A last category of complaints from staff is management's attitude about staff and the staff's needs in the workplace. En masse, the hotel staff perceived management as inattentive to their needs and unappreciative of their effort. One thing that drew my attention during my internship was how conditions of the workplace frequently interfered with the staff's ability to perform their assigned tasks. Examples of these workplace shortcomings were rampant. In the housekeeping department of Hotel A, room attendants would arrive early to have their departmental briefing meeting by eight o'clock in the morning. In the thirty-minute meeting,

they received the highlights of the day, such as the day's occupancy report, expected check-in and check-out, out of order rooms, and any special notices. After the meeting, room attendants receive their assigned rooms, and with their list, they pack their trolleys with the items they will need to complete their assignments.

It is at this juncture problems arise. Room attendants at Hotel A, on average, are given 15 to 20 rooms a day to clean. While this is overwhelming above their contractual agreement of only needing to clean 12 rooms a day, they are nevertheless up for the task. However, it becomes much more insufferable when the number of bed linens, towels, pillow cases, etc., needed to get the work done is not available for them to put on their trolleys in the morning. I ask room attendants if they have approached management about this issue and the difficulties it presents for them. They say yes, and management simply says they are working on ordering some more and the staff should make do with what is there for now. I got a similar response when I spoke to housekeeping management about the matter. Room attendants cope with the situation by being selective on which rooms really need a replacement of the item in shortage for the day or waiting on the dirty items removed from rooms early in the morning to be laundered. Often, this leads to them staying beyond their shift to complete all their assigned rooms.

Such examples of less than stellar workplace conditions and equipment existed in nearly all the departments I spent time in at the hotels. In Hotel A, the laundry departments had a slew of broken washers, dryers, and irons that slowed down work drastically. In the kitchen, lack of proper industrial knives, peelers, and ovens made lunch and dinner buffet preparations challenging. In the front-office and business center, slow printers and missing printing paper greatly delayed service for guests. Many of these issues were mirrored in Hotel B. Room attendants in Hotel B had their own troubles when the service elevators for their trolleys and

other staff was out of order for about a month. Since the linens and towels were laundered by an outside agency in Hotel B, they had to deal with both delays in the delivery of the linens and having to walk the linens upstairs to the third floor when the elevator was down. The persistence of such obstacles in the workplace, the backlash of which that often fall on the staff, adds to staff's perceptions that management is not attentive to their needs. Manager's attitude of wanting to make ends meet only applies to manager to staff interactions, but it does not apply when guests are directly involved. It will be unacceptable for staff to apply that attitude towards guests.

The morale of staff in the hotels is further diminished by their view that management does not recognize their value and are unappreciative of their efforts. Among those I interviewed, the employees with long tenure at the hotels complained that their opinions are rarely considered. Staff in the front-office, kitchen, banqueting, and housekeeping department of both hotels shared with me they have ideas about how to improve the workplace experience but they do not share because "they don't respect us", or worse "they think we are being 'too-know'". A guest relations personnel-1 from hotel A explained to me that many people feel the management will see staff's attempt to bring their own ideas to the workplace as a challenge to their leadership. In the same vein, many have stopped voicing their complaints. In both hotels, through my internship experiences and staff conversations, it has become clear that management had taken on the attitude of "if you're not happy working here, then go" with the staff. According to Hotel B sales personnel-2, management has adopted the mindset that each of staff members (regardless of tenure) is expendable. These complaints offer another example of the power difference between managers and employees. Moreover, the power differential is worsened by high unemployment rate in Ghana which makes it very plausible that a new worker can be hired

within days after one leaves. Unsurprisingly, this does not instill much confidence in the staff that the managers recognize their value within the hotel or appreciate their efforts.

These three categories of complaints from staff paint a clear picture of the existence of the local Ghanaian management culture in the back-office dealings in these MNE hotels. There are signs of contention and unreliability within the workplace, but above all, the employees feel management have little regard for their comfort and needs. The authoritarian norm of the Ghanaian organizational culture is vibrantly present. Furthermore, with both global culture and local culture operating within the workplace, management have the cultural backing to insist that staff provide high quality customer service (with statements like “don’t forget this is a high-end hotel”) while also having the cultural backing to provide poor working conditions for the staff (with statements like “don’t forget this is Ghana where we do anything to make ends meet”). Though at a first glance it will seem hotel management is perfectly benefiting from this system, in the next chapter, I present the ways in which the poor working conditions are impeding staff’s overall workplace performance.

Chapter Summary

In this chapter, I have begun the process of problematizing the global culture that MNEs rely on, by describing the workplace conditions of the MNE hotels in Ghana. The data shows that the MNEs are adhering to the tenets of global culture. Like the hotel motto, they are providing international standards (integration) with local flavor (differentiation). However, by only detailing what the customer should experience and omitting the employees – that is to say, by failing to focus on HRM, the crux of MNEs’ workplace culture – the global culture tenets leave room for a plethora of problems within the workplace. The above description of some of

the back-office challenges begins to reveal some of these issues. I separated the MNE workplace into three sets of interactions between the three sets of actors (staff, management, and the guest). When the interactions are between staff and guest or between management and guest, one sees that international standards are operational. However, when staff and managers are interacting, it is the local Ghanaian management style that is in effect. This means that the hotel MNEs in Ghana are operating with two sets of cultural rules. They are using Ghanaian back-office HRM strategy to produce the outcome global organizational culture customer service.

In the next chapter, I present how the strategy of using Ghanaian management style for the back-office negatively impacts the international consumer by impeding the quality of customer service the employees can provide. My data will show that the present practice of using integration model for quality standard but differentiation model for power distribution and cultural diversity leaves the performance of MNE hotels wanting. For MNEs in the tourism and hospitality industry, improving organizational culture through HRM is a necessary precursor to long term success.

CHAPTER 4

WORKPLACE PERFORMANCE: THE IMPORTANCE OF A POSITIVE ORGANIZATIONAL CULTURE IN THE SERVICE-BASED INDUSTRY

Like all organizations, these Ghanaian MNEs wish to maintain their high standards and increase organizational performance. Such goals are especially important since competition for the business of international consumers, in growing economies like Ghana, is rapidly increasing (Tavitiyaman et al. 2012). From 2015-2016 alone, two new major MNEs opened in Accra, and construction of a third started near one of the hotels I interned. In the previous chapter, I discussed MNEs' use of global organizational culture. By adapting the tenets of global culture, MNEs used integration model when it comes to service and amenity standards. Moreover, when it came to management and back-office operations, global culture tenets encouraged a differentiation model. It means the tenets do not address how employees providing the service ought to be treated or the workplace conditions they should be provided; instead, it is left to the local cultural practices.

My description of the state of affairs at MNE hotels in Ghana illuminated how this omission can create a burdensome workplace and unsatisfied employees. In my introduction, I described the problems of the global culture tenets as twofold. Firstly, the tenets are heavily reliant on a differentiation model. Secondly, due to their dependence on differentiation, the global culture tenets largely disregard the key role organizational culture plays in ensuring high performance and productivity within the workplace. In this chapter, I draw on my data to provide evidence for the importance of organizational culture.

In the following pages, I explain why strategic human resource management (SHRM) has recently been identified as a way for MNEs in the hospitality industry to improve their

performance. Simply put, as a labor-intensive industry, SHRM is necessary for hospitality and service industry MNEs in search of a competitive advantage. Furthermore, I explain how MNEs in the Ghanaian cultural context put more demands on their workers due to the additional cultural and emotional work they must perform. I begin the chapter by discussing how management theory has evolved. I talk about understanding SHRM, competitive advantage, and why HRM is taking center stage in the hospitality industry. Lastly, I connect strong internal organizational culture to higher employee productivity and performance, using data from my study to provide empirical support for the conclusions drawn from the literature. The literature and present data analysis both concur that a sense of flexibility, support, trustworthiness and respect in the workplace are important for attaining high performance from service industry staff.

Section 4.1: Styles of Personnel Management

To better understand the process of providing quality customer service, I must briefly speak about how styles of personnel management affect working conditions within an organization. The wide arch of management theory has been explored in detail within the sociology of organization literature. I begin with Barley and Kunda's (1992) coverage of Taylor's scientific management that reigned from the start of the 20th century to the 1920s. The basis of scientific designs in the workplace was to simplify and measure all activities. It was an overly rational model pursuing specific goals in the most efficient manner possible (Delaney & Huselid 1996). The scientific management approach faced criticism for not attending to the socio-psychological needs of workers and overestimating the degree of control formal organizational rules alone can have over workers. Additionally it did not account for any variables outside the organization (Pfeffer and Salanick 1978).

In response, human resource management (HRM), based on studies of psychological well-being and ergonomics, gained popularity from early 1920s to mid-1950s. The rise of HRM largely relied on Mayo's observations of the Hawthorn factories in mid 1930s that led to the discovery of the Hawthorne effect (Mahoney and Deckop 1986, Barely and Kunda 1992). During his observations, Mayo found that attending to workers' psychological and emotional needs could improve productivity. This early HRM approach was better at addressing workers' needs than scientific management, but it still did nothing to consider the influence of forces external to the organization. As a result of this shortcoming, HRM practices faded out for a few decades. In its place came management practices that almost solely dealt with the environmental contingencies an organization faces and the decision-making process it can develop in response to those contingencies (Scott 2003, 2004, Carroll 1985, Barely and Kunda 1992, March and Simon 1958). By the 1980s, those in the workplace again found these management strategies wanting.

Starting in the 1980s, organizational cultural approach to management came into fashion. Much like HRM, organizational culture management recognized the socio-psychological needs of workers, citing the loyalty and unity of workers as critical to the success of organizations (Barley and Kunda 1992). It also took into consideration the cultural and institutional context in which an organization is located (Selznick 1949, DiMaggio and Powell 1983, Meyer and Rowan 1977, and Parson 1956). The culture management scholars' perspective was based on resource dependence theory. The relationship between organizations' internal actors (e.g., workers) and external actors (e.g., consumers and other organizations) is an exchange because organizations depend on these actors, and vice versa (Parson 1956). According to this power dependency model discussed in the sociology literature, the relative power actor A has over actor B depends

on the ability of actor A to satisfy his or her needs from actor B exclusively or from multiple sources (Pfeffer and Salancik 1978, Emerson 1962). There is a balance in power if both actor A or B depend on each other exclusively or both have equally accessible multiple sources. There is power imbalance if only one of the actors has options, leaving the other more dependent on the exchange (Pfeffer and Salancik 1978, Emerson 1962). The organizational culture management model recognizes that organizations are engaged in power dependence exchanges with workers and external actors. They can increase workers' commitment through unity and loyalty to gain a power advantage and strategically seek multiple exchange partners, decreasing their dependence on any one external actor.

As research on globalization and MNEs has increased, so has interest in HRM within MNEs. According to HRM literature, in the 1980s, MNEs started to be less fixated on the parent-company headquarters and started giving more recognition to their multinational affiliates. This means a shift away from solely formal structures based mode of operations and a greater use of informal structures (e.g. considerations of org cult) (Sparrow and Braun 2008, Jiang et al. 2012). Subsequently HRM scholars have offered their own sets of theories that greatly complement the sociological trends described above (Agbodo-Otinpong 2015, Schuler & Jackson, 2005). Much like Barley and Kunda (1992), Agbodo-Otinpong 2015 walks us through the major HRM theories and trends. One brief example is the Harvard framework from early 1980s, which encouraged organizations to view employees as valuable assets, not just cogs in an organization's operational machine. Another example was Guest's (1987) model of HRM. It stated that, if managed properly, employees can be incorporated into how organizations solve problems rather than being seen as part of the problem. Agbodo-Otinpong describes it with the following words.

“Guest’s (1987) Model of HRM was of the view that HRM strategy is seen in differentiation (or innovation), focus (quality) and cost (cost-reduction) and these [encompass] HRM practices such as recruitment and selection, employee compensation, training and development, and performance appraisal. Once these are in place, it tends to produce certain HRM outcomes such as *commitment, quality and flexibility*. The evidence of these HRM outcomes according to Guest (1997) is that behavioural outcomes like *effort/motivation, cooperation, involvement and organizational citizenship behaviours* from employees ultimately culminates into performance outcomes such as high productivity, high quality and high innovation and low absenteeism, low labour turnover, low conflicts among labour, and low levels customer complaints.” (Emphasis added, p. 23)

This description of Guest’s model draws a direct line between the responsibilities given to the human resource sector and the behavioral outcomes and benefits it can garner for the organization. If employees are managed strategically, worker’s productivity will increase, along with overall organizational performance. Wright and Ulrich (2017) define strategic human resource management (SHRM) as “the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (p. 46). Below, I go into greater detail concerning the SHRM trend.

Section 4.2: Gaining a Competitive Advantage with Strategic Human Resource Management (SHRM)

Neglecting Workers’ Experience and Other Signs of Bad Management

The notion of strategic management, as defined by Harrington and Ottenbacher (2010), refers to actions taken by management to put an organization’s resources to use in a manner that will improve the organization’s performance in its field. It would seem that for some time, those in the hospitality industry had not been implementing these tactics, a fact that was apparent in the data I collected. Harrington and Ottenbacher state “the hospitality and tourism field appear two decades behind on strategic management content trends” (p. 441). Whitla et al. (2007) describe

the opportunities for MNE hotels to improve management techniques as “under-exploited.” Both of my main sites, the two MNE hotels, exhibited signs of under-exploiting opportunities to improve the organization’s performance through management techniques.

Neglecting Workers Experience

At the hotels, management’s efforts to improve the status of the hotel were almost completely directed toward improving guest experience, neglecting the workplace experience of staff. Hotel A, after having been part of the industry for 19 years, had three impressive benchmarks over the course of my field work: opening a new wing that increased their total number of rooms by 70%, gaining four-star status, and signing on with a franchise. Hotel B, which has been part of a franchise since its start eight years ago, went through a re-branding period. In both instances, the hotels’ focus was on their outward appearance and guests’ experience. Hotel B was very explicit about their intentions (see **Appendix D**). I wrote the following excerpt in my field notes from the description of the changes the hotel was undergoing from an HR officer.

“Another endeavor has taken over the hotel now. For the last 5 or 4 years the hotel has been going through a re-branding process. This is truly the larger [parent company] operations. Rebranding is requiring the hotel to implement some new practices that will make the hotel seem more modern in the eyes of guests and clients. The problem [the hotel] was that, due to its longevity, it was starting to be viewed as an old hotel. Though the service was still good, its general outlook was started to be perceived as antique. The rebranding¹¹ is to make things fresh once more and gain some new clientele.”

The primary problem Hotel B wished to tend to was their relationship with guests and external factors. No space was created to revamp things with their workforce, a significant percentage of

¹¹ The HR officer also provided me with the exact list of duties assigned to different members of the hotel leadership team. One can see in **Appendix D** that only one or two of the 15 action items listed remotely concerns the working condition of staff.

whom had been there even before the hotel's official opening. Relatedly, Hotel B's Front-Office Manager praised the hotel's rebranding efforts and expressed certainty that the staff also feel the same way. He states "the response has been great. You know the thing is that, if they team understand why they are supposed to do certain things they'll...embrace it. So it's been great." For the manager, since the staff understand that the rebranding will bring the hotel money, it means the comprehension comes with "embracing" it.

In both hotels, it seems the management did not find fault in this omission but, through my conversation and observations, it was more than clear that the staff did. When I asked them about their reactions to the changes in the workplace, they were less than enthusiastic. One chef from Hotel A said the new wing and the four-star status only brought more pressure to an already stressful workplace. From his description, it seems the changes brought additional customers to the hotel restaurant, as well as new customer service policies (respectively), which only put more demand on the already stressed kitchen staff. It was months after these changes before the completion of a larger kitchen and a slight increase in kitchen staff. Similarly, for hotel B, employees were not enamored with the decisions of management. Accountant 2 from Hotel B stated, "Rebranding is nothing. For us, [the staff] rebranding is nothing. What it was, there was a change in certain aspects of our image. ...nothing changed for the conditions of work. ...no staff will be excited about that, no staff." By omitting staff experience from the rebranding efforts, managers squelched the sense of excitement that could have effervesced in the staff.

The issues being discussed here match the scenarios I described in the previous chapter wherein employees facing equipment failure and limited resources are still required to maintain a high standard of service. Regarding the four-star and franchising, other Hotel A employees complained that they were disappointed because they expected their working conditions and

monetary compensation to improve accordingly. A guest relations personnel-1 from Hotel A was amongst such individuals. She stated that she was able find some satisfaction in the hotel becoming a franchise because “it was another step for me to embark on.... to reach the international level” but really she was “looking forward to earning more...but I was surprised it [the pay] was the same thing.” Even beyond the pay she was expecting changes within the guest relation workspace. She was “looking for new equipment, modern things [on their computer] like Windows or other programs to challenge us.... or branded things we could give to the guest. We’ve been told its coming, coming, coming, but [months later] still they haven't come.” The guest relation staff were looking forward to things like branded pens and notepads they could give to guest to usher in the new franchise status of Hotel A, but that did not happen.

A Hotel B waiter-2 had very similar feelings about the rebranding. He says when he first learned that rebranding was going to take place he thought to himself "our lives would change, there would be improvement in our condition.” When he realized there would be no real salary increase he felt that the hotel should “at least improve... they should help us get more tools to do the service.” He gives an example about how as a waiter he is wearing a tattered uniform he had to even patch up himself. He follows up by saying that the "front desk; I'm not against them, they get new coats, but why we waiters not get that too?” If rebranding was to mean anything to him and his restaurant colleagues, a new uniform should be given out. Such changes never came. The little that changed was non-consequential to the employees.

The following two examples describe the caliber of change the employees experienced. When I visited housekeeping staff after the franchise transition, I noticed that the name on the branded tissue boxes that are placed in the rooms had changed. I commented on how nice it looks, and one of the staff members just turned her nose at it and expressed that it is just a new

sticker they have put on the old boxes. She was not impressed that the hotel could not even get newly branded boxes, but rather only put the stickers with the names of the new franchise brand over the old brand name. The same sense of being underwhelmed was expressed by the front office staff of Hotel A, who expected new uniforms to come with the four-star transition or at the very least with the new franchise transition. Instead, they only received new name placards designed with the new franchise brand.

The reactions were not so different when it came to the monetary compensation that resulted from these transitions. During interviews, the employees of Hotel A mentioned that not all received pay raises, and among those who did, it was not a significant or consistent amount. The lack of uniformity and transparency created more negative sentiment, such as confusion and irritation toward management, than positive ones. Complaints by Hotel B staff, in response to the rebranding efforts, were along the same lines. The one change staff consistently pointed to was the change in logo on the hotel's façade and behind the reception desk. Some employees reported noticing some changes in the lobby area but there was no consensus on this aspect. However, all were painfully aware there was no change in their working conditions or their salary.

To attain stability within the workplace, it is important for organizations to align the organizational goals to HR policies and employees' interests (Tavitiyaman et al. 2012, Enz 2009). The extent and the way in which an organization's goals, HR policies, and employees' interests relate is unique for each organization (Agbodo-Otinpong 2015, Tavitiyaman et al. 2012). Management must understand how those three factors interact with one another and be intentional in creating beneficial results from the interaction.

Referring again to the hotel expansion and rebranding examples that have already been mentioned, there were few instances managers were able to align their goal of improving the

workplace with employees' interest having better work conditions. Within Hotel A, a few workers expressed excitement about the changes because, for them, the new star and franchising status came with improved workplace conditions. A Hotel B IT personnel-1 described the changes to his department with the following words. "We had new things come in... mostly for the rooms. We're equipped with new devices that can handle heavier load. ...The attitude toward the work, we had a good feeling. We were much excited that the new devices would reduce some pressure on us." The staff of the IT department were excited about the changes because the new machines improved their work conditions and decreased their stress. Similar reports were given by a concierge and security staff member of Hotel A, who stated their positive sentiment about the changes in the workplace because the former got intensive training that made them feel special and the latter got a new fan and a working phone in the security office. In these scenarios managers' interest to improve the hotel were aligned with workers' wishes for better working conditions. It is unfortunate that such examples were the exceptions. For the most part, the way staff saw it, management seem to be solely focused on attending to how external forces view the establishment, with very little regard for internal factors.

And Other Signs of Bad Management

In this section, I describe more characteristics of bad HRM practices that are exhibited in most MNEs, according to research studies and link them to Ghanaian MNEs. Within the hotel industry, there have been persistent management issues that have evidenced themselves through "under-staffing, high staff turnover, poor training, employee theft and sexual harassment" (Agbodo-Otinpong 2015, p. 10). There is a general lack of understanding about how these matters directly impact the hotel's level of performance. Some researchers, however, have

examined the link between quality of management and performance. In Bloom et al. (2012), the researchers “asked the manufacturing and retail managers to identify the number of competitors they faced in the marketplace. [Their research] found that the average management score was significantly higher when firms reported facing more competitors” (p. 15). Bloom et al.’s findings suggest a link between businesses feeling the pressures of competition within their field and turning to HRM tactics to stay afloat. MNEs in Ghana will have to enact the same response for their increasingly more competitive business environment.

The hotel MNEs I observed in Ghana showed no exceptions to these criticisms, particularly to understaffing and staff turnover. Within the first few days at Hotel B, staff from the HR and Sales departments mentioned to me the continuous understaffing problem. At the time, they were uncertain about my presence but at least knew I was doing a study about the work conditions of Ghanaian staff of MNEs. Based on that, they charged me to pass on their understaffing concerns to higher up if I get a chance. The one HR officer in particular said “imagine, two HR officers seeing to 300 staff members.” To make up for permanent-workers understaffing, both hotels liberally use casuals (temporary workers). By law in Ghana, a person cannot be hired as a casual for a period over three months. However, in both hotels, there are staff members who have retained their casual status for over one or two years, if not more. A manager-B from Hotel A, who is less than a year at his current position, says he considers this use of casuals as an “abuse of the system.” He says in the hospitality industry, because the flow of work tends to be seasonal, one cannot escape the need for casuals at certain times, but over-reliance on casuals to avoid taking on needed permanent staff is bad for the hotel in the long run. The misuse of part-time workers has been a standing criticism in the hotel management literature

(Williams and Shaw 2011, Iverson & Deery, 1997; Yang et al., 2007). Although there are seasonal fluctuations in the industry, managers must find a way to combat this bad habit.

The literature describes other troubling features of work in the hospitality and service industry. One resoundingly problematic feature is that hotel employment is seen as low status and those who do hold such jobs become viewed as uncommitted (Rowley & Purcell, 2001, Agbodo-Otinpong 2015). A sales personnel-2 from Hotel B describes the resulting working conditions within hotels as “only attractive to less qualified people.” In other words, the system makes a hotel job a last resort for many, and those who do have qualification use the hotel only as a stepping stone to move on to other opportunities. This is especially true in Ghana. Hotel A manager-B described the problem of hotel jobs being viewed as a low status position in Ghana when it is not the case in other countries, like Kenya. This means the low status nature is not inherent for hotel jobs, and given the right conditions, things can change. Now however, working conditions within Ghanaian MNE hotels continue to perpetuate the undesirability of hotel industry jobs.

Another troubling feature is the problems the few trained and qualified members face because of the large number of untrained casuals or new employees. Those few trained members have to spend more of their time training others or fulfilling job duties when new employees fail to do so. These sentiments were present across a majority of my interviews. Waiter-2, a permanent employee at hotel B, expressed the frustration of working with untrained “workers who don’t care what is happening at all...they stand around until someone is observing them.” Lastly, the overuse of casuals, according to staff members, negatively impacts workplace bonding and accountability, since people are simultaneously not known to one-another and are not particularly devoted to their job and hotel due to their “casual” employment status. With such

behavior it is easy to understand researchers' claims that management pitfalls directly affect workplace performance. It is evident that HRM decisions are negatively impacting permanent workers, as their working conditions do not allow them to work efficiently or fully rely on some of their co-workers.

Internal Organizational Resources and the Differentiation Model

Striving for a competitive advantage is central to SHRM. When it comes to gaining competitive advantage, internal organizational resources are just as vital as external resources (Tavitiyaman et al. 2012, Enz 2009, Agbodo-Otinpong 2015). Earlier I mentioned that Tavitiyaman et al. (2012) and Enz (2009) place value on organizations aligning organizational goals with HR policies and employee interests. In a complementary fashion, Agbodo-Otinpong (2015) describes an organization pursuing competitive advantage as mobilizing its workforce to give more by using "cultural, structural and personnel techniques" (p. 21), which are also internal factors. In the previous chapter, I mentioned that hotel MNEs have foregone exploring SHRM with their back-office operations because the global culture frame does not include management style. It only concerns itself with customers' experiences. MNEs like to take on local management styles, according to the differentiation model, to not buck against local trends and local understanding of back-office operations (Serafini and Szamosi 2015, Lertxundi and Landeta 2012, Rosenzweig 2006). However, so far I have presented scenarios that question whether a differentiation model for HRM is best in a cultural context like Ghana.

The first example that calls the differentiation model into question was presented in chapter three where I described the unsatisfactory workplace conditions of the Ghanaian MNEs. The preceding section of this chapter provides another example. I described how managers are

investing in the customer experience but overlook the workers' experience. I argue that management omitting staff from these changes is a missed opportunity. They could have used the wave of excitement of the broader organizational changes to strengthen employees' bond with the workplace. Such a tactic would have increased organizational citizenship behavior which, according to Guest (1997), would have increased staffs' productivity in the workplace. Work by Brewer (2015) and Rosenzweig (2006) helps us to understand that this negligence is not unique to MNEs in Ghana; there is a trend of many MNEs who are focusing too much on the brand and not enough on the people, which is hurting their performance in the long run. Instead of positive HRM outcomes, a history of differentiation has led the hospitality and service industry to develop a reputation of bad managerial habits.

We must keep in mind, the differentiation versus integration discussion does not center on whether MNEs' HRM should adapt to the local cultural context, but rather to what degree should they do so, to maximize organizational performance. By completely surrendering HRM to host-country tendencies, MNEs have been hindering themselves. They end up underperforming in areas like financial performance, which Tavitiyaman et al. 2012) describe as based on "internal factors (employee training, investment in equipment, and availability of financing options) and external factors (institutional environment and product service standardization systems)" (p. 144). This means internal factors play a significant role in an organization's performance. Regarding financial performance, in some instance, the quality of an organization's product and service (the internal performance) outweighs the strength of external factors like their brand and reputation (Koh et al. 2009, Tavitiyaman et al. 2012).

Thus far we know that for an organization to gain a competitive advantage it must maximize the use of its internal resources. International management literature has identified that

much of the responsibility to maximize internal resources lies within HRM. We also know that when it comes to hotels, HRM has largely been neglected. The literature shows that hotels are notorious for bad management practices like neglecting workers' needs, bad working conditions and overusing temporary workers, all of which are supported by my data. To reverse these bad practices, MNE hotels must lean less on the differentiation model for their back-office practices and figure out how to put SHRM tactics in place, even in different cultural contexts. The next section of this chapter will continue making a case for the need of SHRM. I describe the aspects of HRM MNEs in Ghana are lacking, which are negatively impacting their performance. I provide three reasons why these bad HRM practices are decidedly negative for MNEs in the Ghanaian cultural context.

The Added Value of SHRM for Ghanaian MNEs

For Ghanaian MNE hotels – and the tourism and hospitality industry in general – there are three main reasons why underestimating SHRM might be a costlier mistake than it is for the manufacturing industry (see **Table 1**, p. 91). The first of these reasons relates to the physical (labor intensive) nature of the work done by MNE staff. The second and third reasons SHRM is needed in the hospitality and service industry are due to cultural complexities, namely cultural and emotional work. Like I stated in chapter three, culture needs to be brought to the forefront of the conversations about MNEs. The discussion here reaffirms that need.

The first point of discussion regarding why SHRM tactics should not be underestimated by Ghanaian MNEs is because the work is labor-intensive. All work in the hospitality industry is deemed “labor intensive” due to its high degree of people-to-people interaction (Tavitiyaman et al. 2012, Serafini and Szamosi 2015, Enz 2009, Kandampully et al. 2011). Agbodo-Otinpong

(2015) states the “main reasons why the hotel industry attracts certain kinds of employees may be due to the poor reputation for its conditions of service, heavy workloads and long working hours, high stress, low pay rates, few promotion opportunities and poor job security and low morale” (p. 15). In other words, the hotel industry requires much from its employees. A labor-intensive enterprise is more at mercy of the performance of staff, who are constantly coming in direct contact with customers, than workers in the manufacturing industry whose performance can be evaluated before it comes in contact with guests (Serafini and Szamosi 2015, Enz 2009). For MNEs, the additional need for customer service to meet the high international and luxury standards makes labor that much more intensive.

One characteristic of labor-intensive work is it cannot be de-skilled (Ritzer and Liska 1997, Williams and Shaw 2011). MNEs are not able to follow in the footsteps of Ritzer’s (2000) fast-food Mcdonalization trend. Like in the manufacturing industry, the fast-food industry can simplify the tasks of the individual staff members, the majority of whom do not interact with customers. When the work conditions can be controlled like in the fast-food industry, it is feasible to apply “hard” (Agbodo-Otinpong 2015) or “mechanical” (Tavitiyaman et al. 2012) management practices like scientific management. Hard HRM treats employees as cogs that are given strict and specific roles to play in the organization (Delaney & Huselid 1996, Agbodo-Otinpong 2015). However, when employees are tasked with complex responsibilities, like in MNEs, “soft HRM” (Agbodo-Otinpong 2015) or “organic HRM” (Tavitiyaman et al. 2012) will serve the organization better.

Hotel A Manager-A plainly states, “a robot cannot do this job.” Another individual, manager-A from the café, was in complete concurrence with this sentiment. She states that she likes to be on the (restaurant) floor while her staff are working to make real-time corrections and

suggestions. Even though she provided official training during the first few months of opening, she knows that the employees encounter new situations every day. A job in the service industry contains complex responsibilities, meaning that even after months of training and nearly two years of on-the-job experience, she still has patience with the staff and expects them to be learning new things. She is practicing “soft-HRM.” It may seem tedious to exert that much effort towards managing staff, but in the hospitality and service industry, it is too costly not to do so.

A Manager from the MNE restaurant also demonstrated “soft-HRM.” He views the ability for staff to provide an international standard of customer service to be something that can be learned if staff is given the right support. When asked why he places such emphasis on his staff learning more about the restaurant services, he tells of his own development over the course of his years in the hospitality industry.

The challenges that I’ve faced over there [his past MNE workplace] was a constant barrier, was like to be able to face the customers and even calm them down in some cases, in a situation of their furiousness. Like being able to literally control the customer in the time of his aggressiveness... uh, that's what I was literally trying to work on. – Restaurant Manager-A

I followed up by asking, what strategy he concocted to attain this ability to deal with customers in such fashion. He responded with.

...basically in this hospitality industry, for you to be what you need to be, for you to be confident, for you to articulate, is for you to know your product knowledge, is for you to know your surroundings and the company you are working for. – Restaurant Manager-A

Manager-A has experienced the positive transformational impact of gaining more knowledge. He puts a lot of effort into leading his staff to also learn more so that they can be as capable as he has become in relating to all types of customers.

The second reason Ghanaian MNEs should turn to SHRM is because their staff face cultural work challenges. Cultural work is needed because the international standard cultural

rules with which employees provide customer service differs so much from the Ghanaian customer service cultural rules they are accustomed to. In chapter three, I detailed how the Ghanaian customer service cultural syndrome differs from the MNE customer service cultural syndrome. Below, where I discuss organizational culture in depth, I make clear that the decision to use certain – old and familiar – cultural repertoires or scripts is often non-conscious (Vaisey 2008 and Swidler 1986). Since their (old/familiar) cultural rules are not fitting for the MNE workplace, the Ghanaian employees are forced to develop new cultural scripts and repertoires in order to be able to anticipate and navigate the cultural rules of the MNE workplace. This process of reorientation is called cultural work (Sussman 2000). It means that, the cultural navigation that once was non-conscious and effortless for the Ghanaian waiter to do, will now take a lot of conscious attention and effort. One example of effortless actions turning into conscious effort came from a Hotel A guest relation personnel-1 who spoke about the significance of making or avoiding eye contact during a conversation.

With our Ghanaian culture you can't talk to an elderly person and look into their eyes. And that is one thing that is in the hotel sector that is new. We have to get used to. So I'm talking to a guest I have to keep an eye contact. For the guest if I turn, it's like I'm not paying attention to the guest. But in our own culture, especially if an elderly person is talking to you, you bow down your head. And that means you're giving respect to the person. – Hotel A, Guest Relation Personnel-1

Something that used to take place non-consciously for her (the decision to make eye contact or not) now requires conscious attention. This same conscious attentiveness applies to other rules within the MNE workplace that are not part of the everyday Ghanaian customer service experience, such as having to provide service with a smile (Hotel A Clerk-1) and resisting arguing with irate guests (Hotel B ACC'T-1).

The management studies of Aneesh (2015) and Raghuram's (2013), mentioned in chapter three, serve as an example of culture work. The studies examined teller-communication

companies in India who were providing their staff with cultural training so they can provide customer service for American consumers. Similarly, only through cultural work can the Ghanaian employees anticipate the needs and expectations of the international customer. Also in chapter three, I pointed out that the international standards only apply during staff-to-guest and manager-to-guest interactions. Between staff and managers, however, the Ghanaian cultural syndrome practices are in effect. This makes it more difficult for staff to maintain the high international standard within the workplace since management do not commit themselves to high standard of support for the staff. Cultural work adds complexity to the already labor-intensive work of the MNE staff. Managers will need to put SHRM into practice in order to assist workers engaged in such work.

Relatedly, a third reason SHRM is needed in Ghanaian MNEs is because of emotion work. Research shows that jobs that are labor intensive and high in cultural work are also high in emotional labor. Emotional labor is when individuals express one emotion while they are feeling a different emotion altogether; it is the effort individuals exert for their emotions to follow the cultural rules of the workplace (i.e. workers should remain calm even when a customer is being unreasonable). Those who are working in the service industry, like employees at Indian call centers and Ghanaian MNE, are told to provide service with a smile, regardless of how they are actually feeling. Within the management literature, this is described as adapting a temporary emotion (Sussman 2000). In the sociological literature, temporary emotional work is labeled in organization studies as surface acting (Hallet 2003, Hochschild 1979). When one is engaged in surface acting, their external emotions do not match their internal one.

At both Hotel A and B, there were rules that explicitly required emotional work from staff. The MNE staff informed me that one rule about the workplace was for staff to “leave all

home troubles at security gate.” Meaning, at the time they clock in for work, they should leave all their personal life concerns at the door. Though on most days this was not a problem due to how busy and demanding the job is, there were days it was tough. A waiter-1 from Hotel B shared with me that when he returned to work after his mother’s death, his “demeanor was normal. Outsiders could not tell.” Others said because of the rule, they have to try to forget about things like a sick family member or having had a fight with their partner. As a café waiter-1 puts it, the trick is “not for you to show you have things on your mind, though they'll be there.” The waiter here is essentially describing surface acting. It is clear Ghanaian MNE employees are experiencing emotional work.

Table 1: Three Characteristics of Ghanaian MNE Workplace

<u>Labor Intensive:</u>	Work in Ghanaian MNEs, like all service industry jobs, is considered labor intensive due to its high degree of people-to-people interaction
<u>Cultural Work:</u>	Culture work is the effort individuals who enter a new culture put in adapting to the rules and expectation of the new culture. In Ghanaian MNEs requires Ghanaian employees engage in culture work to adapt to the Western-culture based practices of Global organizational culture.
<u>Emotional Work:</u>	Emotional work is the effort individuals exert in order for their emotions to follow the cultural rules of the workplace, particularly those in the service industry. In Ghanaian MNEs, employees engage in emotional work to maintain aspects of international standard of customer service such as “service with a smile” no matter their own emotional and psychological state.

These three aspects of the Ghanaian MNE workplace – labor intensive with cultural and emotional work – all indicate that it is easy for Ghanaian MNE staff to be overwhelmed in the workplace. Under such conditions, it is important for management to equip themselves with strategies to provide strong leadership and guidance for the employees. Having two sets of cultural practices in the workplace does not help staff who have to produce an international

standard style customer service under Ghanaian management style support from managers.

SHRM can give Ghanaian MNEs a large degree of competitive advantage, particularly due to the cross-cultural component of their challenges. However, it is not enough to simply point to SHRM as the key to MNEs' management problem. It is important to understand why SHRM provides this benefit. The answer lies in a better understanding of the impact organizational culture has on employees' workplace behavior, as detailed in the last two sections of this chapter.

The Value of Organizational Culture

At the start of this chapter I reviewed different types of personnel management. SHRM has risen in popularity in the international management and tourism literature because the current HRM practices of hotels are rife with problems like neglecting the needs of the staff and understaffing. As an alternative, the strategic management movement that is driving the increased popularity of SHRM puts emphasis on management actions that make the most of an organization's resources to improve the organization's performance in its field (Harrington and Ottenbacher 2010). Because it strategically makes use of organization's resources, SHRM tactics have been identified as the type of personnel management that will reap MNEs, particular luxury hotels, high levels of performance and productivity from their staff.

To revisit Barley and Kunda (1992), focusing on organizational culture as a personnel management tactic means meeting staffs' socio-psychological needs in the workplace, taking cultural and institutional context of the organization into account, as well as managing the power relationship between actors internal and external to the workplace. In this section I argue SHRM obtained such superlatives because it brings organizational culture to foreground. Organizational culture is about creating a workplace climate by not simply just implementing and enforcing

rules (Seibert 2004). In this section, I first explain why organizational culture impacts employees' behaviors, and then I explain how organizational culture helps managers to get more productivity and better performance from their personnel.

Simply put, an organization engaged in SHRM is one that needs to be in tune with its workplace culture. Muscalu (2014), in talking about SHRM, states that "the aim of management is to use some knowledge about the culture of the organization in order to design the most effective organizational strategy and structure, so as to make possible efficient use of human capital" (p. 122). In this sense, it is difficult to separate SHRM from the cultural management approach discussed by Barely and Kunda (1992). In chapter two, I established that this study recognizes culture as complex. My use of culture is based on Sewell's (1992) and Swidler's (1986) conceptualization. They define culture as the sets of repertoires and scripts that individuals use as tool kits to navigate and make sense of everyday social interactions and events. This definition is rooted in social constructionist and symbolic interactionist views of agentic actors. Within this perspective, individuals rely on culture to inform them of the acceptable attitudes and actions when interacting with others. I will spend the remainder of this chapter explaining how culture is linked to decision-making and power use within an organization. My data shows that it is through this link that managers are presented the opportunity to implement SHRM tactics.

Impact of Culture on Decision Making and Power in the Workplace

The relationship between culture and individual action is dynamic, in that culture influences the behaviors of actors and actors' collective behaviors maintain culture (Vaisey 2008, 2009, Erez and Gati 2004). The decision to use familiar cultural repertoires or scripts is

often non-conscious (Vaisey 2008 and Swidler 1986). Whether we recognize it or not, we rely on these familiar repertoires and scripts in everyday exchanges. We rely on various cultural objects to assist in our mundane conversations, which include: “physical objects (trees, mountains, rivers, and animals), social objects (other actors, and their actions), and finally, abstract cultural objects (gestures, words, and ideas)” (Amuquandoh 2010, p. 36). However, when our cultural contexts change and we are placed in a new environment, as agentic actors, we can (and often do) learn new cultural practices. These new cultural practices then change our behavior (Berson et al. 2014, Elsbach 1994). The process of learning new cultural practices due to a change in one’s cultural environment is the cultural work referred to in the above section. Doing cultural work is a conscious decision the Ghanaian MNE employees must make. Actors have the agency to make decisions based on their own self-interest in any given situation, but below I talk about how organizations gain strong influence on employees’ decision making.

Decision theorists:

Through organization culture, I see a connection between SHRM and the work of decision-making theorists. Within organizations, culture can have a regulative effect on employees. Organizational culture can be understood as “the cognitive and normative aspect” (Agbodo-Otinpong 2015) of an enterprise. Organizational culture plays a role in “creating the hierarchy of values upon which [that shapes] the strategic direction of the system, establish[ing] the paradigm of human relations, interpretation of time and space, ...[and] determining fundamental attitudes towards the internal and external environment” (Muscalu 2014, p. 122). How management designs and applies rules of the workplace, what they express as important

both in their words and their actions, communicates to the rest of the employees which values they should deem as important, and ultimately, how they make decisions.

Decision-making theorists examine how individual attributes and interests mesh with the organizational context to affect decision-making in organizations. Scott (2003) and March and Simon (1958) talk in detail about the steps organizations take to co-opt the interest of its members to align them with the interests of the organization, which includes making use of organizational identity, stories, boundaries, and most importantly, incentives. Research has found that regardless of an individual's initial set of interests, the organizational context is the most influential factor on the decision members make (Cyert and March 1963). This is because the context is what controls the information system that members use to make their decisions. For March and Simon (1958), the information system of an organization is so significant to the decisions and behaviors of the organization that they see it as the determinant factor that categorizes organizations. The information system can have such influence because it directs the attention of organization members.

March and Simon (1958) also made note that actors have limited cognitive abilities and discussed the concept of bounded rationality that accompanies this limitation. In economic literature, rational actors are portrayed with the ability to maximize; they can make the best possible choices by processing all information needed to make a decision (Cyert and March 1963). Bounded rational actors in the social psychology literature, however, mostly satisfice, rather than maximize, when it comes to decision-making (Simon 1955, March and Simon 1958). Satisficing is recognizing that one has limited time and ability to collect and analyze all relevant information to make a decision. Therefore, actors usually settle on the first option they deem satisfactory (satisfice), rather than holding out for the best possible option to present itself

(maximize). Given this limitation, an actor's attention greatly dictates the type of decision the actor makes, since actors will make use of whatever information available to them to make a decision, in the interest of satisficing. Ocasio (1937) theorizes that attention is composed of an actors' use of their time and effort. Similarly, Fama (1980) highlights how framing in organizations affects actors' attention, which is composed of energy, perception, and interpretation. The way March and Simon (1958) describe how organizations direct attention is greatly in accord with SHRM tactics. Organizations direct member's attention with the use of organizational goals, standard operating procedures, and social hierarchy. In sum, decision theorists explain how managers within an organization can influence their labor force.

Formal and informal power:

So far, I have established that much rests in the hands of management when it comes to SHRM and organizational culture. Now I will talk about the pathways management can use to exert their influence within the workplace. Managers can impact the workplace in two ways: through formal or informal pathways (Hallet 2003, Seibert 2004, Sparrow and Braun 2008). Formal pathways cover much of what I have mentioned above (e.g. organizational goals, standard operating procedures, and social hierarchy), and include official on-the-job training, specification of job title and description, etc. Informal pathways in an organization refer to the unspoken rules and shared understandings within the workplace. This refers to the sense of respect given, the warm regard individuals have towards one another, the tendency to go outside the bounds of the job description to assist others, and other considerations that express a genuine concern for the success of the organization and one's employer. In HRM studies, as mentioned

earlier, informal processes have come to play a big role in strategically managing workers to increase their performance.

Organizational culture scholars have detailed how the formal and informal pathways of the workplace are linked (Hallet 2003, Owen 1987). Hallet (2003), in a piece titled *Symbolic Power and Organizational Culture*, explains why managers have a large degree of control through informal pathways. Management gain (informal) symbolic power, through the formal power endowed through their ascribed position. This is how the latter gets transformed into the former. In any given social interaction, the social actors must come to a shared meaning or understanding of events taking place. Hallet calls this process negotiated order. The actor (or group) whose view-point others come to accept as the shared understanding is granted symbolic power. It often, though not always, happens that those given formal power are the ones whose view-point gets accepted as the shared understanding, thereby conferring symbolic power. All in all it means managers can use their formal power to gain symbolic power with which they can set the within organizational culture climate. With this understanding of decisions and power within the workplace, it is clear why SHRM's focus on organization culture impacts employees' behavior. I will now detail how managers can make use of organizational culture to get the most out of their employees.

Outcomes of Strategic Use of Power in the Workplace

Both formal power and informal (symbolic) power can be used to influence employees' actions and mindset. Management can engineer workplace conditions that illicit the high levels of performance needed from employees for hospitality industry MNEs to thrive. In this section, I first discuss how management can use their power to seem trustworthy and supportive, and to

make the staff feel they are in a flexible workplace that values and respects them. Next, I present the positive outcomes (such as increase in staff satisfaction and commitment) that result from successfully establishing these characteristics in the workplace.

Competence, benevolence, and integrity:

An important component of a positive organizational culture is for management to establish trustworthiness. Trustworthiness is a combination of being viewed as possessing competency (one has the ability to meet the responsibilities of one's role), benevolence (one places the group's needs above individual needs), and integrity (showing reliability or consistency in one's performance) (Campos-Castillo and Ewoodzie 2014). Much of establishing trustworthiness can be done using formal power. Management can create formal rules and structures and apply them in a reliable and competent manner to instill confidence in employees about the formal operations of the organization. If not executed well, the implementation of formal rules can decrease staffs' confidence in the organization. While interning at Hotel B, management called a hotel-wide meeting during which they introduced new rules for those working late shifts. Whereas before, those working late shift will be paid higher transportation fee allowance each night (for them to go home more safely with a taxi than with the cheaper tro-tro option), now they will only be given the allowance if they work over 20 days of night shift. Many of the staff were not happy about this announcement. After one staff member expressed the new rule is "not fair," management only said it is a necessary change to make up for an increase in operational costs. Such an arbitrary change in the rules does not instill confidence in staff about management.

Similarly, in Hotel A, the employees were one day informed that their employment will no longer include a provident fund. The provident fund was a savings account in which the hotel placed a percentage of a staff member's monthly pay and matched the amount deposited. The idea was that the total saved will be released to the staff member after five years or upon their termination of employment. The announcement of an end to the providential fund came with an arbitrary lump sum pay to staff, with no statement showing the past deposit records or whether the hotel had indeed been matching staffs' contributions. The failure for the hotel to keep the fund going as stated in the employment contract, and to demonstrate they have held up their end of the matching contribution bargain when it did end, hampered employees' views of management's reliability.

Employees also formulate their thoughts on managers' reliability and competency through their direct and indirect experiences with the hotel's hiring, firing, and compensation policies; namely if it helps the organization and its workers or only the individuals in charge (Agbodo-Otinpong 2015, Tavitiyaman et al. 2012). Moreover, it is important for management to provide sufficient training for employees, and to set up a transparent system for performance evaluation and recognition in order to be perceived as reliable and competent in their leadership role (Agbodo-Otinpong 2015, Tavitiyaman et al. 2012).

In both Hotel A and B, a slew of problems stemmed from issues with hiring practices, specifically managements' overuse of casual workers as mentioned earlier. The complaints range from managers noting that the casual system is being misused, to staff that have been casual for many years feeling undervalued since they are not getting the same pay and benefits as those who have been made permanent, despite doing the same amount work as permanent staff. For permanent staff, the overuse of casuals negatively impacts the workplace because it leads to high

turnover. It means veteran staff are frequently training new staffers and there are weak bonds between workers who do not get a chance to know each other well. The consensus for both Hotel A and B staff is that it will be much more favorable for management to hire more permanent staff who are better qualified to work in the hospitality industry.

One example of how overusing casuals leads to poor perceptions of managers comes from a day in the field while I was stationed at the banqueting department at hotel B. One morning Banquet supervisor-1 informed me that there had been a few major events the evening before. The three banqueting staff members that did the event setup up, served the food and drinks, and cleaned up afterwards were all casuals. Such an understaffing should not have happened in the first place, although the three individuals (who have remained at the casuals status for multiple years) handled the events perfectly. The main point the supervisor was making was, if management trusts the casuals enough to leave them unsupervised during events, and if the casuals have proven themselves by surviving such an ordeal, then they fully deserve to be made permanent staff. Anything short of that should be seen as cheating those individuals. By failing to make the right decisions regarding hiring, staff see management as less competent, and lacking benevolence as they seem more interested in reducing operational cost by making use of cheaper labor instead of having more permanent staff to ensure quality customer service. Through better hiring policies, management can establish themselves as more competent and benevolent, and be seen as trustworthy.

Autonomy and empowerment:

For management to demonstrate they respect and value employees, it requires incorporating informal structures. It is the socio-psychological needs of the workers that will

need to be considered (Mahoney & Deckop, 1986, Barely and Kunda 1992). The importance of informal interactions should not be underestimated as they ensure smooth within-organization interactions beyond what formal interactions can do (Granovetter 1985, Morrill 2008, Kilduff and Dougherty 2000). Putting symbolic power to use means managers making employees feel empowered (Beardwell and Wright 2007, Rosenzweig 2006), feel like they belong and fit in the workplace (Lee et al. 2004, Erez and Gati 2004), and feel like their expectations are met (Stinchcomb and Ordaz 2007, Kraimer et al. 2012, Madlock 2013, Harris, Kwansa, and Lattuca Jr 2006). Empowerment means giving workers autonomy in the workplace and incorporating them in organizational decision-making. Employees feel like they fit within the workplace when they are placed in a situation where their talents are put to good use.

When I asked the hotel staff how they felt managers could improve their working environment, empowering workers was a frequent answer. As already mentioned in chapter three, staff wished for managers to take time to ask about their needs and more importantly to act on the information. There is a combination of staff feeling like they are more informed about on-the-floor operations and the performance of other colleagues than managers, but not feeling like it is advisable to speak up for fear of being seen as a know-it-all or challenging the manager in charge.

Additionally, staff wish to have autonomy (i.e. be granted control over their immediate workplace surroundings). There were many instances where the employees I interviewed felt they lacked autonomy. Hotel A's Clerk-2 described a situation where they did not have paper to print a document for a guest, but to get more paper, they needed permission from the manager. He felt that the hotel must trust and empower individuals to act if staff are to increase their productivity. In contrast, waiter-1 from the local bar stated that in his past job, he felt he was

highly productive due to the autonomy he was given. He worked door-to-door in a business district of Accra, selling phone credits. Since the business district customer could buy larger bundles of credit he was able to request more of them, rather than being given the smaller bundles more popular in the residential areas. The autonomy allowed him to provide reliable service that earned him customer loyalty. To maintain that loyalty, he says “if a customer is waiting for you, you need to take them exactly what they need. You don’t arrive there to say you don’t have any more of this or that.” Since the details of his shift were in his control, he could plan wisely and keep his loyal customers.

Some staff react adversely if they do not feel empowerment through decisions and granted autonomy. They report that in such cases they have retreated into their shell when it comes to the workplace because they feel managers discourage them from proposing new ideas. Worse yet, some report the experience of managers taking an employee’s idea without giving the employee credit. In her interview, one Hotel A Guest relations personnel-2 shared these thoughts with me when I asked what changes she would like to see from management: “you can’t solve everybody’s problem but you can listen... I know some people who have very good ideas so managers just need to listen. Some actually do listen to your ideas, but then they go and make it seem like it their own. That’s not good. Listen and give the person credit.” If people feel like they either cannot share ideas or get acknowledged for coming up with idea, they will not feel engaged in the workplace. In still other cases, staff feel managers play favorites by only listening to some employees’ ideas and ignoring others, based on workplace politics. With little empowerment and autonomy in the workplace, staff end up feeling management have little respect for them and do not value staff.

Individuating:

Another important informal interactions concept for managers to consider is individuating. Leornardi and Lluesma (2013) describes the process of managers individuating employees by getting to know them on a personal level and not stereotyping. A manager expressing personal interest in staff members goes a long way in bridging the power gap between the two and increasing the quality of communication within the workplace (Kale et al. 2000). The MNE employees I spoke with confirmed that a manager expressing personal interest in the staff, though it seems like a simple act, really does reap significant positive communication outcomes. Staff say individuating brings managers “down to our level” and we feel managers better “understand where we’re coming from.” A Café waiter-1 pointed out that a manager from his past job knew staff well enough to know when someone was in a bad mood. The manager would ask what the issue is, which helped them feel he valued them as individuals, not just workers.

In addition to bringing more openness to the workplace, individuating helps managers learn the different strengths and weaknesses of staff members. A manager equipped with this information can improve the workplace by tailoring specific task for staff members. In return, staff members will feel appreciated for their skills and, as a few stated, will feel “encouraged to do the work.” Lastly, when managers individuate, they create a workplace environment in which staff can be open towards one another. Hotel A salesperson-1 expressed that staff cannot create a sharing environment on their own if the manager is not interested. When staff are open and share their knowledge with one another, the workplace interactions lead to more productivity. In the hospitality industry, increased openness that takes advantage of staffs’ strengths will make a significant difference in making staff feel valued and providing quality customer service.

Meeting expectations:

Meeting expectations is particularly impactful because it is a crucial way for management to project trustworthiness and demonstrate they respect and value workers. It starts from managers making sure actual working conditions match what employees expected the work to be before getting hired. Next, if unexpected changes do arise regarding the working conditions, managers should do everything in their power to make things right with staff (Stinchcombe and Ordaz 2007, Kraimer et al. 2012, Madlock 2013). Within my data, complaints about managers falling short of staff's expectations can be placed into two categories.

One major category relates to managers not meeting staffs' needs, specifically about workers expecting to be paid a living wage and receive recognition for good performance. In interviews, many of the hotel employees stated they wished their salary was enough for them to live on. When I asked what they hoped they could do with the money they receive, staff said they would like a salary that allowed them to pay their bills, buy food, pay their kid's school fees, support some family members and still be able to save a small amount. But as it is now, they are living paycheck to paycheck, or as they say in Ghana "hand to mouth." A chef from Hotel A said he wanted a salary that will make him feel like a "respectable man, a working man... and not the one that by the end of the month you have to borrow." Waiter-2 from the Local Bar said the following regarding her monthly salary – "if I know my salary can take care of the other parts of my life, then when I am at work, I can focus." A living wage is a great first step for managers to make staff feel respected (and respectable) both within the workplace and outside the workplace.

Another way staff expect their needs to be met, is to be recognized for their hard work in the workplace. In both hotels, staff complained that "going extra-mile is not matched on the

monetary side.” According to Hotel A Clerk-1, with no recognition and rewards, people just come to see the job as “after my eight hours I am gone.” They do not try to put much effort into it. In Hotel B, staff who have been there since its conception have experience with a few regime changes in management. They say at the start there were promises of staff being placed at international branches, performance-based monetary rewards, and much more, but with the new management the incentives that motivated them to put in extra effort have disappeared. I asked room attendant-1 from hotel B if they have inquired about the reason for the disappearance from the management. She said the response from management was “those are the old management promises so it has nothing to do with us.” In contrast, the Waiter-1 from the Local Bar, stated that while working at his old job of selling phone credit, performance-based rewards kept them on their toes and motivated them to do more. Meeting staffs’ expectations of being rewarded for going above and beyond their job responsibilities helps workers feel valued and respected by managers.

The second set of complaints that fall under the expectations category involves managers not showing enough concern about staff and/or customers’ experience. This set of complaints further breaks down into two groups, the first being managers creating a job environment that makes it difficult for staff to provide quality customer service, and the second being staff feeling like they show more concern than managers regarding guest satisfaction. I referenced the former of these sets in chapter three. A mixture of broken and missing equipment in places like the laundry rooms and kitchens of the hotels made work slow and laborious. Room attendant-2 from Hotel B, when talking about the lack of sufficient resources in the housekeeping department said, “we’re tired by time we start working because we have to fight for linens.” If not having the necessary work equipment drains one’s energy, it means having everything needed can add to

one's energy. A lecturer-1 at a top university in Ghana, speaking about the days when he found he had the proper text book and technology to teach his courses, said it added excitement to the job and incited more creativity. Much like the hospitality industry, teaching can also be labor intensive. In both cases excitement and creativity is crucial to attaining success.

The latter group of complaints (of managers not showing enough concern) involved staff feeling like they demonstrate more concern for guest satisfaction than managers. For most of the MNE hospitality workers I interacted with, providing quality customer service was a positive experience. Regarding working at the Local Bar, one of the staff members said, "it is easier to do the work when the guest is happy." Another staff member of the bar said: "when the tables, chairs and other things at the bar looked new and fresh, it felt good to serve; but now that some of the furniture look rundown, I feel shy about seating people sometimes, and staff fight to give out the new-looking menus and avoid the old-looking ones." When I asked if managers are responsive when staff report that furniture or menus are worn down, she said unfortunately only sometimes. Within the hotels, staff gave a similar response to the outcome of reporting broken things to managers. A concierge-1 at Hotel A states that sometimes, when staff inform managers of something like a broken A/C unit, a manager might answer "let's try it for some time" and not take steps for it to be fixed immediately. The concierge then says, when he is taking a guest to a room he knows the A/C unit is not working, he does not feel comfortable because he knows he has to "tell stories" about why the unit is not working. If staff, on one hand, hear managers demand that quality customer service is paramount, and then on the other hand, see managers not attending to issues like a faulty A/C unit, they (the staff) begin to doubt the managers' intentions. Managers become less consistent, less reliable, and ultimately less trustworthy in the eyes of the staff.

If management set on a course of being seen as trustworthy leaders who respect and value their staff, employees' satisfaction improves. The above description about staff training, empowerment, being granted autonomy, individuating, and meeting expectations provides the empirical support for Guest's (1987) model. According to the model, a proper HRM strategy produces "outcomes such as commitment, quality and flexibility" in the staff; which is evidenced by "behavioural outcomes like effort/motivation, cooperation, involvement and organizational citizenship behaviours from employees" and "performance outcomes such as high productivity, high quality and high innovation and low absenteeism, low labour turnover, low conflicts among labour, and low levels of customer complaints." In other words, the data show that by using formal and informal structures, managers create an organizational culture in which staff see management as trustworthy, feel respected and feel valued.

The sentiments about building trustworthiness and its consequences also rings true with other findings in the HRM literature. HRM scholars discuss it in terms of creating "psychological empowerment" (Seibert 2004). Seibert describes the four components to employees gaining psychological empowerment as: 1) doing something that one values (in the moral sense); 2) feeling like one has the skills for the work task; 3) having a sense of self-efficacy or autonomy within the workplace; and 4) having some influence (some degree of power, be it symbolic or formal). Just like the conclusion that trustworthiness will lead to better workplace performance, Siebert also concludes that psychological empowerment leads to increased workplace productivity, service quality, and customer satisfaction.

Chapter Summary

The main take-away from chapter three was that Ghanaian MNEs are using Ghanaian back-office HRM strategy to produce the global organizational culture customer service outcome. In this chapter, I set out to describe the type of HRM strategy international management and service industry scholars say can improve performance for enterprises committed to producing global organizational culture customer service. I have done so using research findings and empirical support from my data. In the end, the analysis shows that management can use organizational culture to improve workplace conditions to help staff face the labor-intensive challenges of the MNE workplace.

The additional cultural and emotional labor aspect of Ghanaian MNEs make organizational culture that much more critical. I described in this chapter why staff of Ghanaian MNEs are forced to engage in cultural and emotional work. Due to the additional stress that comes from these demands, they need a strong sense of support and motivation. As the problem stems from culture, alleviating the problem also lies in focusing on culture. The MNE managers cannot use Ghanaian cultural management practices since they require staff to provide customer service that is atypical of Ghana. Managers must also engage in cultural work to create a workplace environment that is atypical of Ghana. By following SHRM tactics, the management team of Ghanaian MNEs can present themselves as trustworthy leaders who respect and value their workers. From there, managers can create the right organizational culture where they can positively relate to staff and the staff will be motivated and able to provide the best customer service.

This chapter further challenges the differentiation model of global organizational culture found within global culture studies. In the previous chapter, I described the shortcomings of the

differentiation model by describing the state of affairs within the Ghanaian MNE workplace. In this chapter, I described what MNEs actually need to achieve success – SHRM, which requires culturally mindful management. The reader will concur that the description of the cultural syndrome of Ghanaian organizational management established in chapter three revealed characteristics that widely vary from those attributed to SHRM management practices. In the next chapter, I explain why the call to follow SHRM tactics is easier said than done. Implementing SHRM tactics in the Ghanaian cultural context has a wide range of challenges. I will now identify these challenges and describe how some managers are overcoming them.

CHAPTER 5

THE INTERNATIONALIZATION TREND: LINKING CULTURAL DISTANCE AND KNOWLEDGE TRANSFER TACTICS

At the heels of the spread of globalization is the trend of internationalization, particularly among enterprises in the tourism industry. In my introduction, I mentioned that in this dissertation I will identify a) problems with the differentiation model that the global culture and internationalization literature relies on, and b) cultural process that must be brought to the foreground. Also, I stated that, using empirical data, I will c) describe the inherent complexities and challenges of globalization and cultural boundary crossing and how to overcome them. I tackled the former in chapter three, as I described global organizational culture in detail. I explained that the combination of integration and differentiation models of global culture is less than ideal for operations in MNEs. It does not place value on the working conditions in which MNE employees can provide high quality service, (i.e. how the organizational culture can increase staff's workplace performance by creating satisfactory conditions and interactions in the workplace).

In chapter four, I presented why organizational culture is worth tending to, particularly for Ghanaian MNEs in the service and hospitality industry. I used hotels and other MNEs in my study to empirically demonstrate why managers should be trustworthy leaders who respect and value their employees. Such efforts, according to the data and literature, will yield higher levels of organizational performance, meaning better customer service for the hotel guests.

In this chapter, I would like to take the discussion a step further, focusing more specifically on the challenges unique to the Ghanaian cultural context. It is true that Ghanaian

MNEs will benefit more from SHRM tactics due to cultural distance from global organizational culture. Ghanaian MNEs must recognize and understand that due to the cultural distance, it takes more effort to instill SHRM tactics in the workplace, which means it is costly within organization strategies. However, SHRM will lead to big rewards because MNEs that are able to fully implement SHRM in the Ghanaian cultural context will gain considerable competitive advantages. I use Ghana as an example in this project, although the implications apply to all enterprises interested in forming a lasting integration between global organizational culture practices and a host-country's organizational cultural practices. All MNEs must fully come to grips with the intricate nature of such a feat if they wish to benefit from SHRM. In the following pages, I explain how the condition of the Ghanaian economy, plus the significant difference in cultural characteristics, and organizational management behavior from SHRM results in high operations costs for Ghanaian MNEs. Through my data, I provide examples of managers who have established SHRM practices in the workplace by building trust through personal relationships, respecting and valuing staff, being patient with them, and explaining the reason behind the workplace rules. In essence, these are managers engaged in costly SHRM management tactics in an effort to close the cultural distance gap and improve workplace performance.

Section 5.1: The problematic trend of Internationalization

Over the two-year period it took to collect the 12 months of field data for this project, it became clear that the internationalization bandwagon is expanding in Ghana. Enterprises that have only recently started to tap into the market of international consumers or are beginning to position themselves to increase their access to the market were numerous. In

their own way, all these enterprises recognized that competition is tough and sought for a way to stay a step ahead of others. Competition has certainly been reported as the main reason why internationalization is increasing (Williams and Shaw 2011). In chapter four, I described how the MNE hotels were responding to the increase in competition for international consumers. The hotels sought to redefine their image through strategies like rebranding campaigns, expanding the hotel in size and star-status, and even franchising. The reader already knows how the employees responded to these strategies, which were almost solely focused on customer's experience and largely disregarded the staff workplace experience. What I will discuss here is the notion of branding itself, why hotels engaged in it, and what research have concluded about it.

It is well known as to why organizations seek to franchise. They wish to “[deliver] tourism products with [perceived] reduced risks” and to gain the benefits of “having a known and trusted brand” (Williams and Shaw 2011, p. 33). Similarly, Koh et al. (2009), when talking about the service industry, stated that a “good reputation is considered as a critical business asset that brings sustained business success...particularly in the international setting” (p. 621). The ability for branding/franchising to drum up new business is certainly a positive for enterprises. The feedback the staff at the MNE hotels gave when I asked why they thought their workplace has been part of or has just now become part of a franchise concurred with these scholars. The staff and managers alike cited growing presence of competition as the reason for franchising. They acknowledged that for foreigners who are visiting Ghana for the first time, seeing a name they recognize at the entrance of the hotel will help them feel more comfortable. Clerk-1 from Hotel A even mentioned that the cost per room has gone down to match the other branches of the

franchise so guests are happier now. So it seems there are perks for both the host-country branch and the customer when it comes to franchising.

Though these intentions are comprehensible, the warning mentioned in chapter four remains. Too much focus on external image alone is not conducive to good organizational performance. This means that while branding has its pros, there are cons depending on the degree of attention paid to it. Koh et al.'s (2009) piece examined an MNE company's recognition and reputation versus its financial performance. In the end, they report that an increase in the former did not guarantee an increase in the latter. They found that an organization must tend to internal operations as well their external image if they wish for financial success. In chapter four, I discussed how, according to staff, managers' disregard of internal operations when it comes to rebranding, hotel expansion, and franchising, at best, made the staff more dissatisfied and, at worst, negatively impacted quality of service provided. It means that, even though there are some benefits to branding, there are significant backlash to organizations overly attending to it.

From my interviews, I could tell that some managers recognize the importance of staff in the mission to provide international standard of customer service. I quoted Hotel A Manager-A in the previous chapter, saying a robot cannot do the job of an MNE hotel staff. She also said "people can be, in fact are, the most valuable aspect. PEOPLE PEOPLE PEOPLE!" Due to this high degree of importance, staff from both Hotel A and B express a feeling that managers should treat staff as attentively and considerately as they treat guests. Staff should be considered "internal guests" and customers should be seen as "external guests." If the internationalization trend is compelling organizations to be overly absorbed with external outlook and less mindful of internal aspects of their enterprise, it can lead to negative outcomes. The data presented in the previous chapters confirms this exact concern.

Another negative aspect of branding/internationalization comes from the research side. Overwhelmingly, research on internationalization has focused on enterprises moving from parent-countries to host-countries. As Dahms (2015) describes it, this results in research limiting themselves to analysis of large corporations. Just as managers are blinded to internal operation factors, international and hospitality management researchers also stand guilty of a similar flaw. The flaw I find in the literature pertains to the exclusion of organizations that are ‘born global’ (i.e. small to medium size companies that set their sights on the international tourism market from their inception) (Prashantham 2008, Williams and Shaw 2011). Born global companies are spear headed by host-country nationals. Their unique position will require researchers to use a new typology to understand their challenges since it will no longer be the same parent-country to host-country dynamic (Williams and Shaw 2011). If born global organizations can shift the research analysis trend away from inundated topics like branding and tracking MNEs’ transition from parent to host country, then they can increase the chances of researchers gaining a more comprehensive understanding of the internationalization process.

It is important for social scientist to not oversimplify the effort it takes for the worldwide trend of cultural integration to be successful and beneficial. A notable example can be found within the HR literature which sheds details about strategic international HRM (SIHRM). SIHRM is defined as “human resource management issues, functions, and policies and practices that result from the strategic activities of multinational enterprises and that impact the international concerns and goals of those enterprises” (Wright and Ulrich 2017, p. 56). MNEs practicing SIHRM must first know if they are classified as a multidomestic or a global institution. The former functions with a differentiation model, as being multidomestic, each branch in any given host-country adapts to local practices. The latter functions with an

integration model. As a global institution, standards of operation will be consistent throughout all the branches. Understanding these and other complexities of MNEs in the Ghanaian context is only one example of what is taking place in many cultural contexts. All MNEs entering the international consumer market should not just focus on the end product or services they wish to offer, but also on the tools and materials available to build with. This perspective requires that each cultural context be treated differently to understand the particular sets of challenges and opportunities it offers, vis-à-vis the internationalization process.

For the remainder of this chapter, I use my data to lay out the myriad of challenges that complicates the internationalization efforts in the Ghanaian cultural context. First, I explain that as a peripheral-country in the global economy there are important economic-based challenges Ghanaian MNEs should anticipate. For example, there are some infrastructure and access to raw materials issues Ghana will have that a global economy core-country will not have. Additionally, I explain that the struggling Ghanaian economic context means fewer locals can afford the luxury of patronizing pricey MNE hotels, which creates more challenges for MNE management on both the financial performance and staffing side. I show how these challenges lead to high operation costs for MNE management. I label these economic challenges.

Aside from economic challenges, I will speak in detail about cultural challenges. I present data about two contrasting views Ghanaians hold about Ghanaian culture. My data will demonstrate that one who views Ghanaians as friendly, adaptive, and hardworking, will have better management style in the MNE workplace than one that sees Ghanaians as opportunistic, lazy and complacent. This category is referred to as the culture work challenges. Another category of cultural challenges falls into the institutional distance category. I will identify the multiple ways the cultural syndrome of the Ghanaian organization management differs from the

cultural syndrome of global organizational management and use my data to show how those differences translates to behavioral challenges in Ghanaian MNEs. These will be called the HRM strategies challenges. Lastly, I present an example of the laborious ways some MNEs are overcoming these challenges. I elaborate on knowledge transfer tactics some “born global” enterprises are using. I link these tactics to SHRM management styles. Although knowledge transfer is a costly investment for Ghanaian MNEs, my data will show that they must adapt some of the tactics if they wish to increase the productivity of the Ghanaian employees striving to provide customer service on the internal standard level.

Section 5.2: Socio-Economic Challenges

Before delving into the challenges MNEs face in Ghana due to cultural differences, I will take some time to talk about economically-based challenges. Countries’ participation in the global economy can be divided into categories such as core-country, semi-peripheral, and peripheral (Wallerstein 2011). Efforts to engage in internationalization differs in core-countries, where there is comparatively more capital and socio-economic stability, than in peripheral-countries like Ghana, where there is comparatively less capital and socio-economic stability. The understanding here is that economically-based challenges will be found in any social peripheral (or even semi-peripheral) country. In Ghana, these challenges exhibit themselves in the forms of poor infrastructure and inaccessibility to some raw materials. From my time in the field and conversations with employees, these challenges frequently interfered with operations and were very costly to overcome.

Challenges with Infrastructure and Access to Raw Materials

Ghanaian infrastructure problems, which I alluded to in chapter three, stem from the frequent rolling power-outages that have been occurring in Ghana for some years now. This is due to a shortage in electricity production on the national level. The problem is especially bad for highly populated sections of the country like Accra city where the high rate of electricity use puts pressure on the system. As a result, at the peak of the crisis, sections of the city could experience scheduled power outage from a few hours to upwards of a whole day. In response, most businesses incorporate the use of generators to prevent interruption in the services they provide guests. However, the use of generators makes monthly energy costs very high for MNEs. According to Hotel A Manager-B, because “utility in Ghana is much costlier than in Kenya [where he had experience working in the hospitality industry] ...the overall [MNE] hotel stay in Ghana is more expensive than in Europe.” Both upper-management and the guests bear the brunt of the high cost of overcoming the infrastructure challenges in providing international standard of service in the Ghanaian context.

Another economically-motivated challenge is the inaccessibility to raw materials. Managers and staff alike feel the negative impact of this matter in their everyday operations. In the preceding chapters, I have touched on how the lack of resources and machines staff need to do their work well and in a timely fashion put a lot of strain on employees. According to Hotel B HR, not only is importing the right equipment expensive but maintaining and servicing the equipment can also incur some major additional costs. Sometimes the experts and parts must be sought for from outside the country. The importing of goods into Ghana is not simple task. Manager-B from Hotel A says, based on his long career in the hospitality business spanning multiple African countries, he finds logistics of importing supplies and machines into Ghana

overly complex and inefficient. The reader can now begin to understand why management might adopt the attitude of “let’s try it for some time” when a staffer reports something like a room’s A/C unit is malfunctioning (see Meeting Expectations in Chapter four).

Beyond these logistic challenges, I heard complaints in Hotel B (which is part of a franchise) about difficulties with information exchange with its parent-company. A front-office manager from Hotel B said in the earlier years of the hotel’s founding, the parent company representatives were close by, making communication easier. Presently however, no representative is close at hand. Now, when new promotions are announced by the parent-company up “you have to go online and try to understand. Need to call them and sometimes the people there are not even aware.” For him and his team, it is tiring having to put in all that effort, so sometimes they just do their own take on things based on the little information they get. In short challenges to accessing physical goods as well as information are increasing the operational cost of the hotel and level of stress on both managers and staff.

Challenges with Low Socio-Economic Standard of Living

Due to the low average standard of living in Ghana, individuals are not able to participate in the tourism opportunities available. This is problematic for the Ghanaian MNE businesses on two levels. The first manner in which it causes problems concerns the MNEs’ market size (the potential customers they can target); namely, there only a small local market for the MNE companies to target. This is problematic because local guests often make up the majority of MNE customers (Stahl et al. 2012). In general, the tourism industry is thriving more so due to domestic tourists (within country travelers) than international tourists (between country travelers) (Aramberri 2009). The problem with Ghana, and other countries like Ghana, is that the

domestic travelers make up very little of the tourist population. According to the Ghana Tourism Authority (GTA, 2012), only three percent of all domestic travel is for leisure and pleasure; the majority is for visiting friends and family for funerals, weddings and the like, and for business. In their 15-year plan, the GTA emphasized on marketing tourism and leisure travel to locals, particularly the young, to generate more revenue for the Ghana tourism industry.

However, for domestic tourism to increase, tourism related services must be affordable for Ghanaians. Manager-B from Hotel A, who is originally East-African, makes this link of high cost in hotel operation and high price tag on hotel service for me during our interview. He states that with his time in Ghana, he has noticed that the hospitality industry is “an industry that ideally every middle class.... should be able to afford ...should be able to come here for lunch every day. ...but you find out it is people that have money. Or you come here only during a business transaction and you want to impress.” The locals do not treat the hotel services as something they can afford on a regular basis, only on special occasion, which are infrequent. The sentiments were echoed by Café Manager-B, a Ghanaian who has had the tourism experience in multiple countries. She says in South American countries, hotel stays are cheaper, and attributes the high cost of hospitality industry service as the reasons Ghanaians patronizing hotels only out of necessity, not leisure. In her opinion, if government finds a way to make the tourism experience more accessible to locals, the sector as, a whole, would benefit. She rounds off her criticism of Ghanaian tourism and hospitality industry by adding that “currently we see only upper-class folks doing it.” The MNE sector is finding it difficult to provide economical options of the services they provide because of the high operational cost they incur at the onset.

The second way the low average Ghanaian standard of living is problematic is that many of the employees have never been exposed to the MNE culture before starting their work there.

When I ask them what they imagined, before getting hired, being a staff member in an MNE would be like, the responses about their expectations that I received were misguidedly high. The buildings of these hotels, because of the grand appearance, often made strong impressions on the staff who were entering a building of its kind only for the first time. A concierge-2 at Hotel A said that initially he thought to himself, "...place looks nice. Working there would help me make a living. All about wow." A hotel B waiter-2 mentioned, when he saw the building he said "wow". He told himself "if one day I can become a worker at this hotel, I'll be very happy", he continued with "...why? Because the building is so nice, it must mean those inside are also just as great." These are high expectations that will be difficult for any organization to live up to.

It was not the building alone that was creating expectations, the hotels' brand and reputation certainly preceded them. In one extreme case, a Hotel B Sales Personnel-1 expressed that, based on what he read about the hotel online before the work began, he expected staff to be paid in dollars, with a few of them being offered cars and apartments to live in. In addition to that example, most staff expected their MNE hotel to serve as a gateway to an international hotelier career, through being posted at different branches of the franchise. Those not expecting large incentives, or international travel, at least expected to live like an "oga", to have a rich and flashy lifestyle. In many cases, the staff felt the reality fell rather short of their expectations. One day in Hotel B, while I was in the cafeteria, a steward in the middle of his cleaning duties struck up a conversation with me in which he expressed his various frustrations with the workplace. He concluded the rant by saying "you see the beautiful building from outside but the inside is trash." In chapter four, I made a strong case about how meeting staffs' expectations within the workplace is critical for MNEs in the hospitality industry. The high – and unrealistic in some

cases – expectations employees hold of the international workplace sets up managers for failure, adding to the list of germinal challenges of MNEs in Ghana.

Besides the expectations problem, another cause for concern with the lack of staffs' pre-employment exposure to MNEs is that most of the employees have not experienced the service they are providing. Without firsthand experience of the service, employees have poor conceptualization of what quality luxurious customer service should look like in the first place, making it more difficult to fully comprehend the job they get hired to do. They are not pre-exposed to the MNE global organizational culture.

At the start of the chapter, I mentioned the three reasons for the high operations costs of Ghanaian MNEs are Ghanaian economy, plus the significant difference in cultural characteristics, and organizational management behavior from SHRM. Since I have laid out the economically-based challenges in this section, I discuss the other two reasons, which stem from the impact culturally-based challenges has on MNEs, in the next two sections.

Section 5.3: Views of the Ghanaian Culture

The crux of the challenges a Ghanaian MNEs face implementing SHRM tactics lies within the cultural difference between the Ghanaian and global organizational culture. From chapter four, we know what a strong, positive organizational culture should contain. In the next two sections, I will identify some of the cultural and institutional specific obstacles in managers' way. I then end the chapter describing what it will take for managers to overcome those obstacles.

Numerous researchers have endorsed the need to evaluate different cultural context of MNEs and warned of the consequences of the failure to do so. Lertxundi and Landeta (2012)

state that it is important for internationalization “to take into account both the cultural and the institutional contexts, as well as the ability and incentive of the local management staff to implement these practices” (p. 1791). Furthermore, they make it clear that although the appreciation for quality customer service may be universal, “there are certain restrictions to its globalisation so that it [internationalization] should be implemented with sensitivity towards the local context” (1791). This means, each cultural context likely has its unique limitation which MNEs should be responsive to.

This holds true for Ghanaian MNEs as well. Ignoring the cultural syndrome characteristics of Ghanaian organizational culture and the internationalization practices “can cause failure in application of HR practices in [Ghanaian MNEs] ...and give rise to innumerable conflicts and inefficiencies” (p. 1791). This warning aligns with one of the takeaway points mentioned in chapter three. I mentioned that Ghanaian MNEs are using Ghanaian back-office HRM strategy to produce the outcome global organizational culture customer service. Due to their failure to recognize the limited ability for Ghanaian HRM strategy to produce an international standard of customer service, the Ghanaian MNEs are experiencing “innumerable conflicts and inefficiencies.” The reader already has a good understanding of the nature of these conflicts and inefficiencies based on the data I presented in chapters three and four. I will discuss more reasons in the rest of this section and the next.

The Private and Public Spheres of Life in Ghana

Like in chapter three, the description of Ghanaian cultural characteristics that follows stems from multiple sources: personal knowledge as a native of Ghana, recorded experiences during the 12 months of data collection, data collected during my internship and interviews.

Additionally, I include here few scholarly works that also offer a description of the Ghanaian culture. Afterwards, I will fit the description into the cultural dimensions discussed in cross-cultural management studies, which will be instrumental in understanding how the Ghanaian cultural context challenges the global culture of MNEs. To attempt to paint a holistic picture of Ghanaian culture in these next few pages is an impossibility. Instead, I bring fore the aspects that are taken into consideration by the Global Leadership and Organizational Behavior Effectiveness (GLOBE) studies. However, before I introduce these dimensions, I will like to discuss some conflicting portions of the Ghanaian culture I arrived upon in my data collection. The contradiction sprouted from the responses my interview participants gave to the question of how they would describe Ghanaians or Ghanaian culture to an inquiring newly-arrived non-Ghanaian tourist.

One category of people ascribed to the iconic description of people of Ghana: hospitable and friendly (particularly to foreigners). Furthermore, they see Ghanaians as resourceful, hardworking, content and caring. A laundry attendant from Hotel A says “Ghanaians are hard working. But there’s a lot of stress when you don’t have enough.” Meaning, it is often the case that one is working hard but does not see much fruit from the labor. Hotel A concierge-2 feels that due to the constant life challenges, Ghanaians are a resilient people; “we are ok with everything, because we are accustomed to hardships.” To put it another way, a Hotel B Clerk-1 stated that Ghanaians do not let the daily struggles get them down; “we make life simple for ourselves, we joke about everything.” Though acknowledging their daily struggles, these staff described Ghanaians as peaceful, friendly, respectful, hospitable, and adaptable (i.e. going with the “flow” and “fluid”). When it comes to pride for work, Hotel B waiter-2, who had spent time in other West African countries, said “even the shoe shiner takes his work like a professional. If

it is a national holiday, he won't come because he sees himself as a professional.” By and large, these employees see the best in the people and culture of Ghana.

A second category of people were much more critical of the people of Ghana, describing them as opportunistic, unambitious, and lazy with a don't-care (complacent) attitude. Those in this group see the friendliness of Ghanaians as “not genuine,” especially when it comes to relating to foreigners because they are “expecting something from them.” Café manager-B echoed this sentiment, saying Ghanaians are “friendly to an extent... introductorily pleasant. More open to Whites than with other Blacks.” Ghanaians' behavior towards other West Africans, she says, is like "we're better than them.” When it comes to the workplace, this group see Ghanaians as selfish, lazy, lacking discipline, unwilling to learn or hustle. When the other group described Ghanaians as adaptable and content, these individuals see Ghanaians as complacent and afraid to take risks or be innovators. Hotel B sales personnel-3 says Ghanaians are non-committal and unwilling to learn new things. Overall, this group see more of the shortcomings of the people and culture of Ghana.

The Private Sphere

The crux of the challenges a Ghanaian MNEs face implementing SHRM tactics lies within the cultural difference between the Ghanaian and global organizational culture. From chapter four, we know what a strong, positive organizational culture should contain. In the next two sections, I will identify some of the cultural and institutional specific obstacles in managers' way. I then end the chapter describing what it will take for managers to overcome those obstacles.

One way to make sense of these seemingly contradictory descriptions of the same group of people is to apply these descriptors to the different social spheres of everyday Ghanaian life, the private sphere and the public sphere. The private-sphere of life in Ghana is still largely traditional, particularly in rural communities like the ones I was familiar with during my childhood. I remember that the rural/traditional lifestyle very much reflected the “it takes a village to raise a child” axiom that is frequently evoked simply as an “African proverb.” This meant, if children were misbehaving in town, any nearby adult could scold them, as well as inform their parents for them to be reprimanded again when they returned home. In theme with this collectivist approach to life was the strong sense of hospitality. Amuquandoh (2010), after studying a community’s relationship with tourists and tourism in the Ashanti region of Ghana, concluded the practice of welcoming strangers is deeply embedded into the Ghanaian culture. Being welcoming and kind to family and strangers alike is a strong component of the traditional way of life.

Another major component of the Ghanaian traditional way of life is respect for the elderly (Van der Geest 1998). In interactions between one who is younger and one who is older, the younger one owes the elder deference. It also means that in any scenario, the eldest person around can take command. In a sense, the respect your elder perspective also plays a part in the “it takes a village” axiom. The Hotel B front desk supervisor described the feeling of growing up in such a collective traditional community – “you feel like you’re a son to all in the community.” The respect for your elder and the hospitality aspect combines to showing a lot of deference when hosting and serving one’s parents in the home. A café waiter-2 stated “if I want to serve my dad, I set the table, bring water to wash hand, go to the kitchen prepare the food and bring the food.” Hosting and serving is a large aspect of one’s traditional home training.

Another strong characteristic of the traditional Ghanaian family is strict parenting. Within the immediate family, the relationship between children and their parents is authoritarian, meaning a child must strictly obey their parent. A restaurant waiter reflected on one scene he saw with a “White family” at a restaurant when sharing his thoughts about Ghanaian parent to child relationships. He had noticed a mother who had taken her visibly angry child aside to ask why he is misbehaving at the table. He heard the mother say “I am not happy with the way you have been, do you have a problem? If you have a problem let’s talk about it. I’m your mother you can’t do this to us....” The restaurant waiter continued by expressing his surprise with how conversational the exchange was after the son has just exhibited disrespectful behavior. “They were talking and, and I noticed, he was very angry replying her back but they were talking.” This starkly contrasted the traditional Ghanaian cultural norm – “here you just get shouted at and don’t say anything back.” Talking back to one’s parent after misbehaving is counter to the expectation of respecting one’s elderly, so, a conversation is not likely to take place in the scenario the waiter observed if it were between a Ghanaian mother and son. To summarize, in the traditional private sphere, individuals have a collective community mindset, are hospitable, and expect the young to show respect for their elders.

The Public Sphere

However, within the public sphere, some of these traditional practices are breaking down. This is especially so in the big cities and urbanized areas. Ghanaian culture is heavily dependent on informal social sanctions and accountability. But studies of urbanization trends in cities all over the world reveal that, within urbanized areas, there is a decrease in social structures (Schooler 1996). Research from Harris (2006) also states that urbanization and economic growth

leads to a more individualistic society. The sentiment is corroborated by clerk-1 from Hotel B who stated that one would not find the traditional way of life in Accra city, instead it's "more in the village." Restaurant manager-A and I had a conversation about the difference in the private and public spheres of life in Ghana. He said "Ghanaians don't bring their culture outside. They literally keep it inside. The moral and etiquette are all stuck indoors. They like... don't portray it." I follow up by expressing then the statement (he had previously made) that "Ghanaians don't know hospitality" is not true, since when they are in their homes, Ghanaians know how to receive and host family members and their elders. The problem seems to be, that behavior does not translate into the public. Manager-A picks up from here saying "...into the public, yeah. And it's very bad that the public, you really need that person's money. So you even need to please that person more. ...than your auntie, you don't need anything from your auntie. But you need to please that person to take the money out of that person. But you rather piss that person off with *'if you can't buy then go*¹².'" This particular conversation with Manger-B is how I began to categorize between private and public sphere of life in Ghana.

In response to the uncertainties that comes from diminishing traditional rules, Ghanaians are much less trusting and open-minded about the public-sphere, and a lot more bureaucratic and cautious. The bureaucracy and caution faces limitations however because there is a lack of resources to enforce the various formal rules and structures put into place. The result of these clashing conditions is a system that is both very bureaucratic and impassable at times, and at other times it is perfectly accommodating and forthright. It means that individuals at any given formal post, from street side kiosk to government official, can chose to be formal and procedural, or they can be very obliging. The restaurant manager-A added these words after discussing these

¹² Translated from Twi

two extremes in our interview. “What you said is also very true. Ghanaians like to be a bit selective. Maybe when you dress a little, not shabby, but when you dress so simple they might think you're just a mere person you have nothing. Until you start buying something and it's like 'oh really', then it's like ‘*brother please, next time come again*¹³.’” The manager means people are selective based on the outward appearance of the person's status or class. If the store owner or attendant does not see a person as a big spender, then the person will receive the normal Ghanaian customer service which is not very friendly or attentive. It is only after seeing the person could spend a lot might the store attendant give more smiles and attention. The tendency to be selective in customer service quality is exhibited within the MNE hotel in a couple of ways.

The two ways being selective in customer service quality shows within the MNEs is through the customer side and the staff side. In chapter three, I briefly discussed the issue of preferential treatment as an expected norm for Ghanaian customers when it comes to customer service. One hotel employee was quoted describing how “important” Ghanaian customers do not like the notion of “first come first serve” when they require assistance. In the instances when staff do not abide to the traditional informal rules, but insist on the formal rules, there is a chance of upsetting some guests. However, there are instances when staff do apply the informal traditional rules. From my time in the field, I recall examples of selectiveness in service quality based on the employee's familiarity with the customer. Front desk clerks at both Hotel A and B will be distant and stonewall some guest they are not familiar with (by strictly adhering to hotel policy), but with the guests they are familiar with, they will spend the extra time to make sure the guest receives exactly what they asked for.

¹³ Translated from Twi

This brief description of differences in the cultural practices in the private and public-sector lives of Ghanaians helps in understanding how Ghanaians MNE employees painted such drastically different pictures when describing the people and culture of Ghana. These views can significantly impact management styles. Those who are critical of the Ghanaian people and culture would be less patient with their staff and more suspicious of their intentions. Such individuals are not likely to make use of the “soft management” discussed in chapter four, and less likely to invest in the transformational tactics needed for staff’s success. In the next section, I discuss other ways the Ghanaian cultural context impacts manager’s behavior within organizations.

Section 5.4: Institutional Distance Challenges

In this section, I introduce the notion of institutional distance and connect it to this study’s on-going discussion about the differentiation versus integration model of MNEs’ global culture. I use the nine dimensions of the GLOBE studies to determine how culturally distant Ghanaian organizational culture is from MNEs’ global culture. The analysis will reveal the nature of the challenges due to cultural differences. Then I identify the behavioral changes that will need to take place in Ghanaians’ management style to foster the type of workplace conditions that is conducive for an MNE trying to provide international standard of customer service. This latter group makes up the set of HRM challenges.

Institutional distance is “defined as an approximation of the extent to which countries differ in their institutional settings” (Dahms 2015, p. 93). One aspect of this dissertation project is to point out that when it comes to MNE parent and host countries, institutional differences have been largely neglected within the global culture practices. However, awareness of

institutional differences has come up in HRM research. I made mention of such research about SHRM and the internationalization trend, and the difference between an organization being global versus being multidomestic earlier in this chapter (section 5.1). Additionally, in chapter four I discussed psychological empowerment research. I now mention Bloom et al. (2012), who investigated about 10,000 organizations in 23 different countries and claimed that there are some universal aspects to HR management that organizations need to attain high performance. They determined that all HRM must strive for the following three things: set goals with a viable goal-attainment action plan, measure performance of staff, and reward (or punish) staff based on performance (Bloom et al. 2012). Like psychological empowerment, they found that these managerial characteristics were “linked to higher productivity, profitability, and growth” (p. 3). Despite these strong connections, Bloom et al. (2012) recognized that there are some contingencies that must be considered regarding the pursuit of these HRM practices (e.g. a country’s cultural or historic institutional setting).

Bloom et al. (2012) are rehashing the differentiation versus integration debate, but with a slight twist. They recognize that at the bare minimum, an MNE must have a goal attainment plan plus a system for measuring and rewarding performance. Their findings add an important note to the analysis in this study. When I discussed the differentiation versus integration debates in earlier chapters, the question that remained was to what degree branches in host countries should differentiate and to what degree should they integrate. Bloom et al. (2012) offer an answer to this inquiry. They have determined the minimum characteristics MNEs must attempt to obtain in order to maximize their performance. Although they are providing some answers, these researchers add a caveat. The authors acknowledge that in the past, it has not always been

feasible for their three HRM practices to be established in all institutional setting. “The management practices we assess have not been equally beneficial throughout history. For example, rigorously and systematically using data to deal with issues and make decisions is facilitated by the dramatic drop in the real cost of information technology” (Bloom et al. 2012, p. 24). They are recognizing that present-day advances in technology make some things possible that were not in the past. This is like Koh et al. (2009), who mentioned technological advances as one of seven reason the rate of globalization is increasing. Technology plays an important role in the spread of role in the spread of globalization as well as in the onset of better HRM tactics.

Along with Bloom and his colleagues, other researchers have joined in the effort to draw attention to taking institutional context into consideration. Dahms (2015) draws on new institutional economics theory to raise the awareness of the role institutional settings play among MNEs. Dahms (2015) states that, since any given combination of parent and host country will be unique, it important for assessment of institutional context be done less on a global level and more so on an inter-country level. Such a shift will help MNEs develop strategies that specifically target the weakness of the host-country, as well as take advantage of its strengths. Though the few studies mentioned here take institutional distance into account, most of the research about MNEs does not. The lack of consideration for institutional distance matches with the problem of the oversimplification of complex processes involved in the internationalization trend. In the next section of this chapter, I treat the institutional distance between Ghana and the MNE global culture as an example and make it clear why such differences need ample consideration.

The Nine Dimensions of the GLOBE Studies

An institutional setting is the similarities in organizational culture and the (formal and informal) practices across a set of organizations within a particular industry or region. It is feasible to link the description of the Ghanaian cultural context to institutional setting. Williams and Shaw (2011) even conflate the two concepts by using the terms “‘psychically close’ and ‘psychically distant’ markets, which are based on “cultural, language, and business practices.” The link is further acknowledged by Javidan et al. (2006), whose GLOBE studies project included nine cultural dimensions that operate on both the organizational and national cultural level. The GLOBE study’s dimensions, as stated in **Table 2** below, are power distance, uncertainty avoidance, humane orientation, institutional collectivism, in-group collectivism, assertiveness, and gender egalitarianism (Javidan et al. 2006, Hoppe 2007). To help compartmentalize these dimensions, I will continue to use the three HRM categories Bloom et al. (2012) identified (setting goals with a viable goal-attainment action plan, measuring performance of staff, and rewarding (or punishing) staff based on performance) as linked to an organization’s higher productivity, profitability, and growth. There are certain organizational cultural values an MNE should have to be able to 1) set goals with a viable goal-attainment action plan, 2) measure performance of staff, and 3) reward (or punish) staff based on performance.

In chapter four, I reviewed how an organization’s cultural context can influence workers’ behavior through decision making processes and power use. From that discussion, I stated that management should show they are trustworthy by demonstrating their competence, benevolence and integrity, and by meeting staff’s expectations. Managers should also show they respect and value their staff by individuating and meeting their staff’s expectations about salary, rewards, and work conditions. When I superimpose Bloom et al.’s (2012) findings with my conclusions

from chapter four, there is noticeable overlap. Setting attainable goals and establishing a system that can measure and reward performance is in tune with being trustworthy managers who respect and value their staff. I will now apply the GLOBE cultural dimensions to these managerial characteristics. Since culture influences behavior, the presence or absence of the cultural characteristics that are associated with managerial characteristics will indicate if management are exhibiting behavior that is in line with productivity, profitability, and growth in the MNE workplace or not.

Table 2: The Nine Dimensions of the GLOBE Studies

<u>Power Distance:</u>	The degree to which members of a collective expect power to be distributed equally.
<u>Uncertainty Avoidance:</u>	The extent to which a society, organization, or group relies on social norms, rules, and procedures to alleviate unpredictability of future events.
<u>Humane Orientation:</u>	The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
<u>Collectivism I: (Institutional)</u>	The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
<u>Collectivism II: (In-Group)</u>	The degree to which individuals express pride, loyalty, and cohesiveness in their organization or families.
<u>Assertiveness:</u>	The degree to which individuals are assertive, confrontational, and aggressive in their relationships with others.
<u>Gender Egalitarianism:</u>	The degree to which a collective minimizes gender inequality.
<u>Future Orientation:</u>	The extent to which individuals engage in future-oriented behaviors such as delaying gratification, planning, and investing in the future.
<u>Performance Orientation:</u>	The degree to which a collective encourages and rewards group members for performance improvement and excellence.

Source: Adopted from Hoppe 2007

The first managerial characteristic I will discuss is setting actionable goals. When it comes to setting actionable goals, three of the nine GLOBE dimensions can be applied: being future oriented (delaying gratification for future gains), and instilling institutional collectivism (the fair distribution of resources within the workplace) and in-group collectivism (pride and loyalty for one's organization) amongst employees. For MNEs management to be deemed trustworthy in their leadership position, they should possess these cultural characteristics. Sticking to and accomplishing long term organizational goals require future oriented investments and rallying one's employees to collectively work toward those goals (with a sense of pride and loyalty). In Ghanaian MNEs, these cultural characteristics are not present. Staff in Ghanaian MNEs feel future orientation is low when management repeatedly refuse to invest in the proper materials and equipment needed to do the job well for the long term and improve customer experience.

Regarding institutional collectivism, it is low because Ghanaian MNE staff do not feel like they get rewarded for going "the extra mile" for the company so they feel they must look out for themselves. Regarding the cultural syndrome of collectivism, in-group collectivism is high only in the outside of workplace context of Ghana, meaning to their families. Within the MNE workplace, in-group collectivism is mostly strong among sets of lower level staff, divided by department, but lacking on the larger organization level. As Hotel A Clerk-1 said, people just come to see the job as "after my eight hours I am gone." There is no inspiration to work towards larger collective goals for the Ghanaian MNE staff. These missing cultural characteristics are signs of cultural distance between cultural syndrome of the management style needed to support the international standards of an MNE workplace and the cultural syndrome of Ghanaian management style.

The second managerial characteristic to discuss is the measurement of staff and overall organizational performance. The two GLOBE cultural characteristics that apply here is uncertainty avoidance (the effort to alleviate unpredictability in the workplace) and assertiveness (being attentive to competition and adapting clear communication). MNEs that wish to keep tabs on the progress of individual and organizational performance must set clear standards and benchmarks. Moreover, it must be able to communicate these standards and hold managers and staff members alike accountable to meeting them. Ghanaian MNEs do not exhibit these cultural characteristics. Ghanaian MNEs are high in uncertainty. Employees complain that they are often unclear about the criteria used for reward and evaluation programs established in the workplace; they are also unclear on when and why they get cancelled. They just wait to see what the managers claim to be the outcome of the evaluations.

Assertiveness is similarly low in the Ghanaian MNE as staff feel that feedback from management about their yearly evaluation meeting is often unclear and not very direct. Hotel B Clerk-1 mentioned that she will be told her performance was unsatisfactory at her evaluation meetings with her manager without being told why or how to improve. Clerk-1 stated she expected the hotel to follow up after being told that in her evaluations that her performance is unsatisfactory but, as she put it, “nothing happened. I continued doing the same job the same way.no additional training.” The staff member is left unsure about what part of her performance is subpar. This is an example of poor uncertainty avoidance and assertiveness. These missing cultural characteristics continue to reveal the extent of the cultural distance between the management style needed to support the international standards of an MNE workplace and the Ghanaian management style.

The third managerial characteristic from Bloom et al. (2012) is performance based staff reward or punish in the workplace or more generally “incentives/people management.” The GLOBE cultural characteristics applicable here include the self-explanatory performance orientation, power distance (the degree to which power is (un)equally distributed), human orientation, and gender egalitarianism (minimizing gender inequality). MNE management wishing to demonstrate they value and respect their employees need to be attentive to their needs and appreciative of their performance. Using incentives to manage people increases employee satisfaction. In chapter four, I stated that satisfaction is necessary for employees to meet the labor, cultural work and emotional work demands of the Ghanaian MNE workplace. My data shows performance orientation is low in Ghanaian MNEs because the staff hardly see promotions or recognition for a job well done, but rather readily see disciplinary action for blunders.

In addition, the study has shown that MNEs in Ghana have high power distance. Employees feel like what managers say goes, and they have no means to voice their complaints. Ghanaian MNEs are low in humane orientation because employees do not feel like managers care for their health and well-being. In some cases they feel grossly overworked and undercompensated. Regarding gender based issues in the MNE workplace, the data did not reveal much. It is worth noting that some women on the staff still reported the negative side of being a woman in the hospitality industry in Ghana (e.g. housekeeping women are always weary of unwanted advances when cleaning male guests’ rooms with them present). Management should help women feel as safe to do their job as the men so they can show their full potential within the workplace and be recognized for it.

Beyond the cultural characteristics from GLOBE dimensions, other dimensional differences between Ghanaian and the global culture workplace practices are worth noting. Nijhuis et al.'s (2012) article described the experiences of a Dutch based international team working in Ghana to develop new educational programs. The two significant cultural differences they identified concerned the preferred style of communication (high versus low context) and perception of time (Poly-time versus Mono-time). Concerning the former, Ghanaians prefer high context styles like face-to-face meetings over low context styles of communication like emails (Hall and Hall 2001). Within the MNE workplace, low-context is often utilized, particularly regarding communicating with foreign guests and companies. Ghanaians' preference for high-context communication impedes the ability to conduct business over long distance. With the perception of time, Ghanaians often operate with a flexible timing system, poly-chronic, as opposed to the Western sense of mono-chronic endorse in the MNE workplace (Nijhuis et al. 2012). A mono-chronic perspective of events is something Ghanaian employees must learn to be more successful at within the MNE workplace. Chapter three discussed the poly-time tendencies using restaurant service delays as an example. Similarly, at the front desk of the MNE hotels, guests that call or come to the front for information are at times told to wait for exorbitant amounts of time. To the Ghanaian employee it may seem like a perfectly reasonable amount of time while the customer from a mon-chronic culture might be frustrated by the length of the wait. These last dimensions only further widen the institutional distance between Ghana and the MNE global culture.

The take away from this discussion of cultural characteristics/dimensions is that there is significant degree of cultural distance between Ghanaian organizational cultural practices and the organizational cultural practices needed for the MNE workplace. Based on research from Bloom

et al. (2012), the organizational cultural practices in an MNE should to be able to 1) set goals with a viable goal-attainment action plan, 2) measure performance of staff, and 3) reward (or punish) staff based on performance. My analysis of the role of organizational culture on individuals' decisions and behavior within the workplace led to the conclusion that management should show they are trustworthy by demonstrating their competence, benevolence, and integrity, and meeting staff's expectations. I then linked the nine GLOBE cultural dimensions plus the findings of Nijhuis et al. (2012) to show how culturally distant the practices going on in Ghanaian MNEs are from what research shows it ought to be. In the next section, I point out the behavioral characteristics that result from the type of cultural characteristics found within the Ghanaian institutional setting. From the challenges based on the cultural differences, I now move to the challenges based on managers' behaviors.

Behavioral Challenges of Ghanaian Institutional Setting

In this section, I talk about the behaviors and attitudes that come out of the Ghanaian organizational cultural context described in the previous section and chapters. By and large, the Ghanaian institutional setting makes it difficult for managers to be seen as being trustworthy leaders. To kick off the discussion, I call up past research that described problematic behavioral patterns that can result from toxic institutional settings. Then I identify those same behaviors in the Ghanaian management practices. My analysis will show that changing the Ghanaian organizational culture to one that is suitable for the MNE global cultural practices would require changes with the cultural practices as well as individuals' behavior and attitudes.

Past research of other economically peripheral countries by Serafini and Szamosi (2015) documents other institutional settings with behavior like those exhibited in the Ghanaian

institutional setting. The authors analyzed MNEs in post-Soviet and post-communist countries to see if vestigial signs of the communist past – namely corruption, political arrangements, cronyism, patronage and nepotism – were hindering “traditional” HRM activities such as hiring decisions, “performance appraisal, training, motivation, compensation and benefits” (Serafini and Szamosi 2015, p. 974). They find that because of their communist past, the HRM of organizations in these countries were falling significantly short of their traditional duties. The organizational leadership were seen as politicking within the workplace, offering rewards solely based on personal volition, and failing to understand that the workforce is an asset, not a cost, to an organization.

Much of the behavioral characteristics of the institutional setting Serafini and Szamosi (2015) described applies to the Ghanaian institutional setting. Favoritism, cronyism, nepotism, corruption, and politicking in the workplace, though not due to a communist-past, are all present and accounted for in Ghana. I start with discussing favoritism. There are multiple reports of management showing favoritism in my data. One report about favoritism came from a lecturer-2 at University in Ghana, who recalled the time he interned at a radio station. He stated there was definitely favoritism in terms of who got assigned a story. He knew he just had to do the best he could, given the circumstances of being in such a system. The MNE hotel staff also expressed a similar feeling. A few of the Hotel B staff expressed how subjective the yearly appraisal review forms were. The criterion for being given a non-satisfactory grade was not clear, and from staff point of view, it was largely based on if the manager liked you or not. Like the service inconsistency and contentious exchanges, I discussed in chapter three, Ghanaians are accustomed to see favoritism appear within the workplace.

There were also reports of cronyism, nepotism, and politicking within the MNEs. In Hotel A, a concierge-2 stated he felt that upper-managements' "family and friends are taking over the hotel" in response to the large degree of cronyism and nepotism he has seen. Politicking also had a very strong presence in the hotels. Sales personnel-3 from Hotel B described politicking as having a large negative effect on staff conduct. Middle management made a habit of reporting "gossip" about individuals to upper-management, who would then react in a harsh and swift manner without inquiring further information. According to the sales personnel, the threat of having your name be reported for even the most trivial of things keeps people from going out on the limb or taking the smallest risks. It means that there are rarely any changes made for the improvement of the workplace since that would require risk taking. Politicking was such a significant problem that one of the upper managers addressed it at a companywide meeting. He said the company is too old and facing too many hardships for there to be "all of this in-house fighting." He continued by saying "the house is burning down and you are bickering about petty things." But that was the extent of the rebuke. Nothing further was said about the topic; the change was expected to take place based on those words from upper-management. Knowing the extent to which the habit is ingrained in both the cultural practices and individuals' behaviors and attitudes, I am sure many knew that message alone would not curb the issue. These negative behaviors and attitudes of management in Ghana are influenced by the institutional setting. Without a clear effort to change the institutional setting, the behaviors described here will not change.

Like with Serafini and Szamosi's (2015) findings, favoritism, cronyism, nepotism, and politicking negatively impact the ability for positive HRM practices in Ghanaian MNEs. Managers who participated in these behaviors were not seen as trustworthy in their leadership

role. A Clerk-2 from Hotel A said, because of the lack of trust in management, he knows of co-workers who are keeping certain skills to themselves. He states he is aware of an individual who “knows how to fold restaurant napkins in very nice ways” but does not offer to do so because he does not trust management. In both hotels, the front desk staff and restaurant staff hesitate to give discounts to loyal or unhappy customers because managers might react negatively, or may think the staff member is personally benefiting from the action through a side deal with the guest. The lack of trust undermines staffs’ ability to give their best to the hotel.

In the previous section, I focused on challenges related to cultural differences. I talked about how institutional distance gives the Ghanaian organizational culture different characteristics than the one an MNE needs to maximize success. In this section, I focused on HRM challenges. I described some of the behavioral outcomes of the Ghanaian institutional setting. The analysis indicate that Ghanaian institutional setting is rife with obstacles the service industry MNEs must acknowledge and strategically counter, to reliably provide the high-quality international standard service needed for lasting success. The combination of the challenges due to cultural differences, the HRM practices of the Ghanaian institutional setting and the economically-based challenges introduced earlier paints a daunting picture of what a Ghanaian MNE must overcome to fare well in the international standard business. During my time in the field, I encountered a small category of service industry MNEs that seem to be smartly tackling these challenges, the born-global enterprises. Born-global enterprises began with the understanding of what it will take to create the right working conditions to provide international standard of service in the Ghanaian cultural context. The last portion of this chapter, reviews the tactics some born-global enterprises are using to help bridge the institutional distance gap between the Ghanaian and global culture practices.

Section 5.5: Knowledge Transfer Within SHRM

The challenges of Ghanaian MNEs I have discussed so far include poor infrastructure and little domestic tourism market, lack of access to raw materials and human capital, numerous illustrations of cultural and institutional distance between the Ghanaian and the MNE global culture workplace, which are leading to less than ideal management behaviors (e.g. politicking, corruption, lack of transparencies, etc.) and wholly unfavorable views of the workplace (e.g. staff seeing management as not trustworthy and not supportive, staff being unsatisfied with work conditions, etc.). I have placed these challenges into three categories: economic challenges, significant difference in cultural characteristics, and organizational management behavior from SHRM. The former, which include issues with infrastructure, low domestic tourism market, and lack of easy access to raw materials, forces the MNE operation to be costly. Cultural and institutional distance challenges are due to the differences in cultural syndrome characteristics. Lastly, I point out how managements' behavior negatively impact workers' sentiments about the workplace. The first of these three, the economic-based challenges, is unescapable for any organization in Ghana. However, in what follows, I present the technique used by the born-global enterprises to overcome the latter two challenge categories.

While in the field, I encountered two born-global MNEs (one is a small café, which I have been referring to as The Café, the other a medium sized restaurant, referred to as The Restaurant) that appeared to be making the most progress towards overcoming the various challenges to provide international standard of customer service in the Ghanaian context. In both organizations, the higher-ups have acknowledged that in the Ghanaian context, the service they wish to provide their customers come with unique challenges, and they have dedicated

themselves to tackling these challenges. This attitude alone is more than can be said for the hotel MNEs, who acknowledge there are challenges in trying to provide quality customer service for their guest, but chalk it up to the laziness and negative attitude of the staff as the cause.

The born-global enterprises are addressing the HRM and cultural work challenges as a knowledge gap problem. In other words, the born-global management see staff's and other managers' lack of knowledge about the international goods, equipment, and services as the bases of a large portion of the challenges MNEs in Ghana face. In response, they take up knowledge transfer strategies to counter the shortcomings. In the remaining two sections of this chapter, I briefly touch on why know-how knowledge is more complex to transfer, and explain why it is needed in the service industry. Then I reveal the comprehensive yet costly tactics the born-global enterprises have committed to in order to transfer know-how knowledge to their staff.

Informational and Know-How Knowledge

According to knowledge-based organizational studies (a variant of the sociological resource-based organizational theory), there are two types of knowledge: a) informational, and b) know-how or tacit (Williams and Shaw 2011, Yang and Kim 2007). Out of the two, Williams and Shaw (2011) state that it is know-how knowledge that is considered “the most significant determinant of competitiveness because of its complexity and being difficult to imitate... much of that knowledge is tacit, and some can only be transferred via co-presence” (p. 30). Know-how knowledge is so nuanced that it is best acquired through a full immersion hands-on experience. Management can make rules and set standards for the workplace, but without the appropriate knowledge, employees cannot properly follow the rule or meet the standards. It is agreed that

between informational and know-how knowledge, the former is simpler and less costly to pass on than the latter.

The born global enterprises, which were flourishing within the Ghanaian service industry, saw knowledge acquisition as particularly important. I documented multiple examples of informational knowledge transfer during my time in the field. Restaurant Manager-A reported that when he started working in the service industry as a waiter, he quickly realized he must become familiar with all the food and drinks on the menu to have the confidence to “upsell.” Upselling is an important part of being in the service and hospitality industry. The more knowledgeable one is about the establishment’s products, the better one will be able to make suggestions to guests that will increase sales. In both restaurant and café, upper-management exhibited their comprehension of the value of knowledge by organizing taste tests for their staff to be familiar with the largely foreign menu items. The restaurant even requires their hostesses to know the history of the restaurant so they can confidently respond to all guest inquiries. The most extreme show of commitment to knowledge transfer comes from the restaurant where managers even opened expensive bottles of wine for staff so they can taste it and learn how to describe it to customers.

In some cases, employees found a way to gain knowledge about their product and service even when it was not structured by their workplace. Those who did take such initiatives truly shined in their workplace. A waiter-1 from the Local Bar was one such individual. He mentioned to me that he took it upon himself to taste the extra batch of drinks made during his shift, to be more knowledgeable about the product he is selling. Such habits, plus additional studying through online research, allowed him to quickly rise above his colleagues in the workplace. He

quickly moved from being a cleaner, to waiter, and then to floor manager because of his in-depth knowledge.

Multiple employees agreed that, yes, there is a strong link between knowledge and workplace performance. Consequently, when the knowledge is lacking, performance is negatively affected. Some examples of Ghanaian MNE staff lacking information knowledge include: a Hotel A staff recalling an experience where a waiter told a guest that the hotel “does not have coke-light, we only have soft drinks” due to not being aware what coke-light is. Other examples of informational knowledge from both the café and restaurant include staff not knowing the difference between the types of teas and coffees served and needed careful explanation. With a bit of effort either by management or employees through their own volition, informational knowledge transfer was taking place.

While these pieces of missing knowledge can be provided to the staff in a straight forward (if not costly) manner, it is not so simple when know-how knowledge is lacking. Management from all the Ghanaian MNEs recognize that their staff have little to no firsthand experience they can draw on to help them comprehend what successful quality customer service is. The extent of the problematic nature of not having firsthand experiences is revealed when managers are attempting to train staff to develop new habits on how to provide service in a service industry MNE. Restaurant Manager-B shared that she contends with the struggle of training staff to get into the habit of asking customers if they will like to have coffee or tea after they have finished their meal. Time after time, the Ghanaian staff fail to remember to offer customers the option. Manager-B, a European, has learned that in Ghana, coffee or tea is usually taken solely in the morning, so the employees do not naturally grasp the idea of offering those drinks at lunch and dinner.

Similarly, Restaurant Manager-C finds it difficult to get staff in the habit of upselling by offering guest to order a side a bread when they order salad, or a piece of cake when they order coffee. One staff who was not following this rule told Manager-C, “I was waiting till they finish their coffee first”, showing that there is a lack of know-how knowledge about the practice. The employee finds it acceptable to be waiting until the customer finishes the coffee before offering the cake because to her (the waiter), she does not see those two items as needing to be paired. That means, even with the rule in place, the action of offering cake to a customer having coffee cannot be properly executed unless know-how knowledge is acquired. In the café, waiter-1 expressed that it was not until his present employment that learned that some individuals like to order a starter, then a main course, followed by dessert. He says “it makes you feel like you’re not in Ghana. You can’t do this in a chop bar¹⁴.” The concept of a three-course meal is foreign enough to the waiter, that he feels like he is in a different country when he is at his workplace where the customers see it as a norm.

Along the same lines, another waiter-3 disclosed to me one of her most difficult days at the café. It was a day she asked a customer which one of the café’s three burgers she wanted. The customer replied that she would like one of each. The response was followed by a confusing exchange, during which the waiter was insisting that the customer must pick one. The disagreement was significant enough that the manager had to come settle things. Waiter-3 said she was confused by the customer’s answer because she said “it never dawned on me that, that’s possible. I never knew.” Her confusion is a clear lapse in know-how knowledge, which, the reader can see, are more difficult to train and prepare staff for. To combat some of the know-how gap, upper management of the Café took the entire staff out for a dining experience that is

¹⁴ Chop bars are small hole-in-the-wall restaurants that typically serve the widely popular Ghanaian dish, fufu (pounded cassava and plantains), with different types of soup.

similar to what they are meant to provide at the Café. This small example is a sign of the management investing in their employees in hopes of increasing their workplace performance.

For staff to develop a new perception of what customer service is, it will involve significant cultural reorientation. In chapter four, I introduced cultural work. It is because staff lack knowledge of the cultural script, like the examples above, that they need to engage in cultural work. As Hotel B, sales personnel-3 stated, in the MNEs, the staff is really learning to provide “customized customer service.” Without knowledge of what the service should be, it is difficult for staff to reliably and consistently provide quality customized customer service. In the last part of this chapter, I discuss in detail why some MNEs have selected to not engage in knowledge transfer tactics.

The High Cost of Knowledge Transfer

Although knowledge transfer is important for the service and hospitality industry, not all MNEs in Ghana are engaged in it. The MNEs that do not provide knowledge transfer for their staff give at least one of two reasons. First reason they cite is the high cost involved in knowledge transfer. For informational transfer, the Restaurant and Café do things like allowing the staff to taste and comment on all the food and beverages on the menu, even the expensive wines. One can understand how this can become a costly affair for large MNEs like Hotel A and B. Know-how knowledge transfers is even more tasking. It can only be achieved through repeated trainings. In chapter four I gave an example of a “soft HRM” approach from Café manager-B when she dedicated countless hours to be close to her waiting staff during operational hours, to correct their mistakes and bad habits in situ. This time investment symbolizes the commitment needed for know-how transfer. Café Manager-B said it took about three months of

intensive training for the staff to become accustomed to the high customer service standard; and even after that, she is still always on the floor providing feedback. Know-how transfer, in some cases, includes taking staff to experience eating in other MNE restaurants. This requirement is not something one would expect to see in training of restaurant staff in western countries. With perhaps the exception of customer service at truly higher-echelon establishment, managers can safely assume that staff know what “international standard” of customer service ought to look and feel like. In the Ghanaian cultural context, managers are forced to assume the opposite.

Transferring know-how knowledge may even require sending staff members to foreign branches to learn new skills. In the past, Hotel B did just that with one guest relations staff member, but now the managers deem the venture as too costly. As I mentioned earlier in this section, MNEs in Ghana already face high cost of operations due to the economic-cost challenges.

Since that category’s challenges are unavoidable, MNE management seek other ways in which they can cut cost. Frequently, they will forego tending to either cultural differences or management behavior based challenges, and or even both. If one is following global cultural values, this seems like a feasible option. After all, the differentiation model allows for local practices to be adapted as MNE organizational cultural practices. However, the data presented here show that Ghanaian Hotel MNEs should consider the integration model slightly and invest in knowledge transfer strategies. The high-end hospitality industry of MNE hotels are classified as global institutions (instead of multidomestic institutions). For Ghanaian employees to maintain the international standards expected by the global culture demands, they require the same knowledge and HRM support other MNE employees rely upon. Since such knowledge is not native of the Ghanaian cultural practices, it means knowledge transfer is not optional for

Ghanaian MNEs. Schuler et al. (1993) foresaw the high cost MNEs in the Ghanaian cultural context would face regarding knowledge transfer. In their studies, they concluded that the larger the cultural distance the “greater will be the resources devoted to integrative HR policies, practices and functions” (p. 425). In this chapter, I have explored the various ways there is cultural distance between Ghana and the Western cultural practices MNE international standards are based on. In short, although these shortcuts seem like cost saving, they are counter-productive to long term success.

The (Organizational Culture) Barriers to Knowledge Transfer

The second reason MNEs in Ghana cite for not engaging in knowledge transfer practices is the barriers that can prevent MNEs from getting the benefits from the investment. There are two ways managers experience the high risk, the high turnover within the industry and potential lack of motivation to learn from the staff. Sparrow and Braun (2008), based on their understanding of knowledge-based theory, would describe an organization having issues with knowledge transfer as an organization with a low capacity to receive new knowledge. They state that for an organization to be able to boast high knowledge transfer capacity, it must have management willing to implement the new practices formally and the staff willing internalize the information (informally). Relatedly, Wright and Ulrich (2017) report that an organization with satisfied and motivated employees has more absorptive capacities. They are more likely to successfully receive tacit knowledge. Based on these findings, I will connect the misgivings Ghanaian MNEs have about investing in costly knowledge transfer practices directly with their poor organizational cultural practices which is reducing their employees’ absorptive capacity.

The Problem of High Turnover

Firstly, in an industry where turnover is high, investing in an individual through costly training may be problematic if they are likely to leave to go work elsewhere after the training. The hotel will not benefit from the investment in that instance. There is a general sense of lack of organizational commitment from the employees. Management's concerns are not baseless as many hotel A and B staff only see their time at their respective hotel as a "stepping stone," and many of them were actively job searching and seeking for better opportunities. Café Manager-B, however, has come to terms with this dilemma by making it part of her vision for her staff. She views staffs' time at the café as a training institution, from which one day they will graduate. While they are there though, she strives to make the staff feel greatly satisfied with the work and the people, to the extent that it will be difficult for them to find anywhere else more preferable. When explaining this to me she sits back with a smile and says, "I'm curious where they will go from here." For Manager-B, the café staff are being prepared for something bigger than just the service industry. She has told the staff, with skills they acquire mixed with the relationship they build with the café's high-status clientele, there is no telling where it can lead them.

This strategy is a far cry from what the hotel MNEs have adapted. Knowing that their staff can move on at any moment, they have in some ways given up on seeing to their satisfaction, but rather continuously remind the staff how replaceable they are. The café's strategy leaves staff satisfied and giving their best to the organization. The hotels' strategy leaves the staff unsatisfied and lacking dedication to their work, always looking for an opportunity to leave. Between the two strategies it seems management of the café have induced one aspect of the characteristics associated with having a high absorptive capacity, employees' commitment.

Satisfied employees show more commitment to the organization they belong to, and will therefore be committed to internalizing new knowledge that the management attempts to pass onto them. Furthermore, the Café's pledge to groom staff for bigger better things decreases turnover. According to Social Exchange Theory, organizations that positively impact employees' (present and future) life opportunities, create a sense of obligation and loyalty towards the organization in those employees. By cultivating her employees to grow and advance to a better future, the Café manager is actually reducing the turnover rate of the workplace.

The Problem of No Motivation to Learn

A second aspect of barriers that keeps an MNE from engaging in knowledge transfer tactics for fear of not benefitting from it has to do with the possibility of the staff being unwilling to learn. My data show that there is a minimum level of motivations for the staff to learn. A manager-C from the restaurant said this obstacle is "a major challenge. In that after giving [the staff] the training and tool, they are still unwilling to do it." Other managers from the restaurant expressed that some staff members just see exercises like the taste testing as free snacks, and do not really respect it as the learning opportunity it truly is. The Hotel B front office manager shared his frustration with the staff concerning this matter during our interview.

If management has taken time to get programs in place ...training programs and stuff, in place, which they have gone through and been given certificate. ...you are in an environment where you have an opportunity to grow. You have a password, you can always go online to do a lot of trainings you don't pay for. Instantly you are given a certificate, which hardly ever happens in other organizations. You can even stay in the comfort of your home and do the trainings. Don't you think it an opportunity that people will pay for? ...Even that, management has to force them to access those training programs. – Hotel B Front Office Manager

The front manager's frustration is understandable, but the problem still needs addressing. To do their job well, Ghanaian MNE staff need to willingly engage in informational and know-how

knowledge transfer process. Based on the degree of the institutional distance between the Ghanaian and MNE workplace, such knowledge transfer requires cultural and emotional work on behalf of the staff. Management must find a way to internally motivate workers for the staff member to be successful in this endeavor. If managers fail to create the type of workplace conditions that makes it possible for staff to be internally motivated, then the whole process fails, regardless of how many learning opportunities are made available to them. Williams and Shaw (2011) state that “internationalization poses particular challenges in terms of openness and the tolerance/encouragement of diversity if knowledge is to be absorbed successfully” (p. 34). In order for the knowledge transfer needed for cultural work to be possible, HRM must create an open environment in which the employees feel motivated to learn.

When it comes to creating the right workplace environment, many of the managers had some ideas on what they need to do. One important step is to remain patient with the staff and not get frustrated. Café Manager-B says managers must realize that since the task is so foreign to the Ghanaian staff, it requires a lot of “hammering.” If you let up on them, “they’ll resort to their natural [Ghanaian] tendencies.” Additionally, she says, no matter how well a manager tries to prepare their staff for the job, the expectation on paper is always very different from actual experience. Because of that, she is almost always present to give advice to staff and correct the mistakes they commit. Restaurant Manager-C echoed the same sentiments by saying managers should not think they are repeating themselves because workers are “lazy or stubborn”, because it can be the case that the workers just “lack the understanding of the concept” you are trying to teach them. If a person does not exercise patience or holds a negative view of the culture and people of Ghana, then it is likely that person will not have the right perspective to put this advice into practice.

Aside from being patient with the workers, another important aspect, mentioned by Sales Personnel-3, is for managers to build trust – “because with trust [benevolence], training will be absorbed [by staff] and [the staff will] stay.” Repetition will be futile if the staff do not trust you as someone who can teach them worthwhile skills. Hotel A Manager-A puts it differently. She says, as a manager, you must get the staff “to be on your side.” She does not want a workplace where the staff only follow instructions when they are in her presence. The first step in her strategy to win over staff is to form a personal bond with them (individuate). That means, for Hotel Manager A, it is only once a manager knows the staff personally, that the manager can then move to second step of explaining why things must be done a certain way. Other managers I spoke to, Hotel A Manager-B and Restaurant Manager-B, co-signed the important of “explaining why” to the staff. The former stated that “if you want something to be done, then you need to sell why it should be done; so they come to understand the benefits.” The latter stated “it’s important to not just say do it like this, but explain why you do it like this. Why you put the fork like this; and they understand it and run with it.” When individuals understand the meaning behind something, not only are they more likely to be impacted by it, but it also increases the chances of them taking ownership of it. Ownership, according to Sparrow and Braun (2008), is an important component of employees internalizing new knowledge.

These suggestions from the managers are all pointing to SHRM tactics presented in chapter four. Knowledge transfer requires trust within the workplace and an open environment where staff will be motivated to learn. Like the sales personnel and manager were calling for, SHRM requires managers to be trustworthy leaders who respect and value their staff. One manager’s idea to get to know staff member before explaining the reason for the rules is an example of individuating, which help staff feel respected and valued within the workplace. It is

clear that part of the reason SHRM is needed for the global organizational culture of the MNEs to successfully provide quality customer service is because it creates conditions that facilitates the critical training and knowledge transfer for the staff.

Chapter Summary

The aim of this chapter was to demonstrate that internationalization, particularly in the Ghanaian cultural context, is far from simple. It is filled with challenges that managers must overcome to truly be successful. Due to the condition of the economy, plus the significant difference in cultural characteristics, and organizational management behavior from SHRM, the operations costs maybe high for Ghanaian MNEs, but managers must resist the temptation of taking shortcuts that will inhibit the satisfaction of their workers. In chapter four, I discussed how managers being trustworthy and respecting and valuing staff member are the keys to successfully meeting the demands of the labor-intensive MNE service industry. Towards the end of this chapter, we come to see the reason why all those aspects of an organizational culture should be in place. Trustworthy leaders who value and respect their staff can minimize the barriers that stand in the way of an MNE benefitting from investing in knowledge transfer tactics for their staff. Individuals are more likely to stay if they are satisfied with the workplace conditions and they are more likely to be motivated to learn if they trust the one instructing them.

CHAPTER 6

CONCLUSION

For this dissertation, I set out to formulate a better understanding of the cross-cultural exchange component within the globalization process. As globalization is a broad and abstract concept, I narrowed my study to the workplace of MNEs situated in the tourism and hospitality industry to accomplish this. This technique stems from Ghaziani's (2009) view of how to study culture. Ghaziani states that culture is everywhere at all times as an "amorphous mist", which is a large problem when it comes to measuring. In response to the problem, he takes up the strategy of only focusing on how culture works in a particular situation, like within (social movement) organizations. If culture is everywhere with multiple meanings and values, then (according to Ghaziani) we can just look at one collective group and examine how they utilize the different aspects of the mist. Ghaziani found that moments of internal conflict about definitions and processes were ideal in observing how culture works. For my project, I wished to examine the socio-cultural aspect of the globalization through the workplace cultural interactions of MNE hotels in Ghana.

On the scholarly side, MNE hotels have been increasingly gaining more attention in the international management and HRM literature. However, as made clear from my analysis here, the global culture literature that accompanies the globalization and internationalization studies have some missing pieces regarding MNE hotels. My study discussed the persisting problems with the global organizational culture literature and practices. Specifically, I pointed out how the combination of integration and differentiation models that shapes the global culture values and practices is impeding performance in the workplace of tourism and hospitality industry MNEs. I

add to this first point by emphasizing that the dependence on differentiation is because scholars have gravely underestimated the role of culture in the globalization phenomenon. Furthermore, I indicated that my project makes three major theoretical contributions to the globalization literature through the tourism and hospitality industry aspect of the international management literature.

The first contribution of this study is it provided an empirical challenge of the suitability of the differentiation model of global organizational culture. It details the problems that result from what happens when an organization demands their employees to implement global customer service standards, but fails to implement SHRM on the managerial level. Secondly, it added to how we understand the socio-cultural boundary crossing aspect of globalization. I did so by presenting a ground-level view of the cultural clashes that emerge within MNEs as they bring western values into non-western contexts with non-western employees and by detailing the extent the MNE workplace is physically, culturally, and emotionally demanding. Regarding the study's third contribution, I used the Ghanaian cultural context to demonstrate why context-specific cultural differences should be considered when it comes to the global organizational culture practices. I offer some suggestions as to how Ghanaian MNEs can overcome their cultural challenges. Throughout the chapters of the dissertation, I diligently made a case for each of these three contributions. In this concluding chapter; I review the takeaways from the preceding chapters; I present one additional way one can re-frame the issues I have identified with the differentiation model; and I end with why it is important for Ghanaian MNEs to address the cultural challenges they are facing by any means accessible to them.

Section 6.1: Summaries

After explaining how I collected my data and the theoretical reasoning behind it in chapter two, I started chapter three by providing the reader with an in-depth discussion on the internationalization trend among MNEs and the resulting development of the global culture values. My data showed that the tenets of the global culture (i.e. providing international standards with local flavor) leave a lot of rooms for problems to develop within the MNE workplace. A large aspect of why problems arise is because the global culture values only detail what the customer should experience and omit the employees' experiences – that is to say they fail to focus on MNEs' workplace culture. My data revealed that both global cultural and local cultural rules were operating in the Ghanaian MNE workplace, the former for guest-related interactions and spaces, the latter activated for staff and management HRM interactions.

In chapter four, I explained why if Ghanaian MNE hotels want to get ahead of the rising competition in their field, they ought not Ghanaian HRM standards to produce international standard customer service. The chapter mainly focused on what an MNE's organizational culture should consist of for Ghanaian staff to succeed at providing international standard of customer service. Having the right organizational culture is important for Ghanaian MNEs because my data showed that the MNE workplace is demanding on the physical, cultural, and emotional level for the staff. Past research shows that a strong organizational culture can significantly improve employees' workplace performance. According to my analysis, if Ghanaian MNEs put SHRM practices into place, management will create work conditions that will help staff feel satisfied and supported enough to meet the high demands. The combination of data analysis in chapters three and four served as evidence of the first two contributions of this study.

In chapter five, I treated the Ghanaian cultural context as an example of why institutional cultural limits and habits should be considered when MNEs are being established in a host-country. I make a case of why global organization culture literature should not only focus on the customer side of operations within MNEs, but should also focus on personnel management. HRM practices differ from culture to culture. Since different HRM practices determines the type of workplace conditions one can create, factors such as institutional distance between a parent and host country should be considered. In chapter four, I explained why the MNE management should portray themselves as trustworthy leaders who value and respect their staff. I use the GLOBE cultural dimensions and a combination of data and past research in chapter five, to point out all the ways it is difficult for Ghanaian management to establish such an organizational culture. However, I introduce “born-global” hospitality industry MNEs as a category of MNEs that can offer some answers against these seemingly insurmountable cultural challenges. My data showed that the born-global management teams were engaged in knowledge transfer tactics. Although they were costly to put into practice, knowledge transfer tactics proved to help Ghanaian staff to succeed at providing international standard of customer service. The exercises resembled much of the SHRM tactics that data analysis showed is needed for the MNE workplace. When it comes to MNEs, culturally motivated conversation like the one in this study is what is needed, both on the scholarly and practical side, to know how cultural practices do or do not spread through globalization.

Section 6.2: Reframing the Differentiation Model Problem

With the remaining few pages of this chapter, I will revisit a framing of my study I mentioned briefly in the opening pages. In his (2016) book, *Best Laid Plans*, McDonnell takes

aim at the notion of “best practices” when it comes to how health organizations design and execute AIDS campaigns. Using a longitudinal study on AIDS campaigns in Accra City, Ghana, McDonnell discusses the problem with the “best practices” model. Health organizations that follow the field’s best practices are encouraged to put a lot of effort into the early stages of designing and planning a campaign. It boils down to running a lot of focus groups, and including the voice of the community leaders and members while satisfying the wishes of the parent organizations who will be funding the final product.

McDonnell (2016) gave examples of a few campaigns that, by all intents and purposes, thoroughly abided by the best practices yet got some unexpected results after launching the campaign. One notable example is from an organization that used community youth to design t-shirts with a safe sex message on it; it said, “Don’t Be Shy Use a Condom.” After printing thousands of shirts created by the community youth, the organization could hardly get anyone of them to wear it. In another example, an organization recognized they were finally succeeding in handing out condoms to the young women of a particular community. Presumably, this meant the women were engaging in safe sex. However, the organization later found out that there was a new trend of making bracelets out of condoms and the young women were using the organization’s condoms to make and sell them. All though these organizations would likely say these unexpected outcomes were because they did not follow the “best practices” model enough (more data gathering and focus groups needed), McDonnell lays blame on “cultural entropy.”

McDonnell (2016) defines cultural entropy as “the process through which the intended meanings and uses of a cultural object fracture into alternative meanings, new practices, failed interactions, and blatant disregard” (p.29) Because of an over-reliance on the “best practices” model, McDonnell argues that health organizations have become blind to the extent to which

culture is complex and culture entropy occurs. No amount of data gathering or focus groups can guarantee what befalls the slogans and objects organizations develop once they have been launched into public space. Any number of unforeseen scenarios can alter the “intended meanings” that will keep shirts from being worn or even turn condoms into bracelets. Rather than doubling down by attempting to refine the “best practices” model to decrease cultural entropy, McDonnell suggests health organizations should embrace it. Health organizations should spend less time trying to perfect a campaign, which makes it inflexible and consequently abandoned once it faces cultural entropy after being launched. Instead they should launch numerous campaigns and invest more time and money into monitoring public reaction and adjusting to maximize the campaigns’ impact.

In chapter three I likened Ghanaian MNEs’ reliance on the differentiation model of the global organizational culture practices to the health organizations’ reliance on the “best practices” model. I made mention of the fact that McDonnell finds the health organization guilty of oversimplifying complex cultural communities into the voice of the few leaders and members heard or observed through focus groups. Similarly, in chapter three, I identify oversimplification of culture as a problematic aspect of the globalization literature. The words of Aneesh (2015) summarized the point: “Global integration is not effortless: it is often assumed that once data communication links have been established, global integration—for example, the global village—will of necessity follow. This assumption ignores the work that goes into social and cultural integration” (p. 234). In the globalization literature, after the legal and technological hindrances of culture boundary crossing have been overcome, the signposts of “the global village” are expected to appear. This study points out that the transition is not as smooth; it takes effort. In these two ways (over reliance on a particular model and oversimplification of culture),

the critiques McDonnell lays out about health organizations are similar to the critiques I make about the MNEs.

The solution offered in *Best Laid Plans* is also in theme with the knowledge transfer tactics I discussed in chapter five. McDonnell advises health organizations to focus less on the making rules for the front end of a campaign launch, which ends up making the campaign rigid and unresponsive to cultural entropy. Cultural entropy is not avoidable and without flexibility each campaign will be vulnerable. The “born-global” enterprises in my data who engaged in knowledge transfer tactics similarly valued their staff being prepped to face unforeseen challenges. These enterprises chose to rely less on creating rules for the workers to follow in the workplace and more on empowering the staff by building the staff’s knowledge and confidence within the workplace. As empowered individuals, staff members can be more creative and better at responding to the myriad of unplanned scenarios one encounters in the workplace of MNEs in the hospitality industry. An example of empowering staff can be found in The Restaurant regarding the staff wide wine taste testing. The staff were made to taste the wine so they could create a description of what the wine taste like for themselves rather than use the pre-prepared descriptors that the Ghanaian staff cannot relate to. Once the staff make the descriptors their own, they have a stronger connection to it, which means they are better able to sell the wines to customers who need convincing.

When it comes to cultural exchanges, one cannot be rigid and narrow minded, but rather must be flexible and adaptive to multiple scenarios. For both health organizations and the Ghanaian MNE, what happens in theory (during the information gathering phase or the staff training phase) is rarely exactly what is encountered in practice. My data suggests that enterprises practicing knowledge transfer exercises and SHRM had the employees who were

more capable of responding to the unexpected. Other HRM research recognize the importance of flexibility. As it was stated earlier, Ghanaian MNEs are in the business of providing customized customer service. The staff must be prepared for any socio-cultural encounter.

Section 6.3: Making Cultural Changes in the Workplace

It is important to note that the high cost nature of the knowledge transfer practices (like allowing staff to taste test drink and food items on the MNE menu) may prove to be too much for the likes of large MNE hotels. However, it is also worth noting that there are still significant cultural habits managers can alter amongst themselves to improve workplace conditions for workers. The born-global enterprises from my data were invested in knowledge transfer for their staff of 50 or less employees. The large hotels, however, average around 300 employees. Understandably, Ghanaian MNE hotels cannot follow in the exact same footsteps as the smaller born-global enterprises. Nevertheless, per the discussion in chapters four and five, there is still a variety of things even large Ghanaian MNEs can begin to do, that does not involve financial investment. Chapter four established that managers ought to be trustworthy leaders who respect and value their workers. Bloom et al. (2012), in chapter five, emphasized that management also ought to set attainable goals and establish a system that can measure and reward performance. In large part, these are behavioral corrections that demands operational changes from managers with no financial burden. The goal of the discussion in this dissertation is to alter workplace conditions to better enable Ghanaian staff to provide international customer service. It is worthwhile for Ghanaian MNE owners and upper management to start with achieve such a goal is to better train their managers.

It must be noted that the challenges management who seek to provide global standard of customer service face, are significant. Bloom et al. (2012) identified that the advances in technology and information gathering is a major reason why SHRM tactics are more easily adapted in the present day than in past. The technology (and other similar resources) is still a persistence in Ghana today. This makes information gathering complicated for those in the service and hospitality industry, ranging from the individual organizational level, to institutional, and even on the national level (GTA 2012). At the end of the day, there are limited options available to a manager to implement SHRM within the workplace, and the options are likely to be costly.

Despite these limitation, I see a large degree of the persistence of unsatisfactory working conditions for the Ghanaian MNE employees, is due to lack of awareness. Ghanaian management and owners do not grasp the degree to which the job they are asking their Ghanaian employee to do is complex. It is unlikely that the organizational culture that impacts the employees' satisfaction with the workplace will develop if the awareness of its needs does not surface within the MNEs. I hope some of the questions I raised during my time in the field, and this study and others like it can help managers take steps towards raising their awareness of the role cultural differences is adding to the complexity of an already laborious work.

Improving the workplace behavior and performance of management within the Ghanaian workplace will likely have positive ripple effect among the behavior and performance of the staff. It is true that from my interviews with employees, they requested for monetary gains like increase in salary and yearly bonuses. However, a considerable number of staff members asked for behavioral changes from management either in place of or in addition to the monetary requests. These changes will not be easily conjured though. In chapter five, I indicated that

managements' behavioral challenges, like staff's behavioral challenges, are rooted in Ghanaian cultural norms. This presents an opportunity for large Ghanaian MNEs however. Even if MNEs are not in the position to train all of their staff through the costly knowledge transfer tactics, it may still be worth focusing solely on the managerial staff. It is an opportunity for employers to positively impact the workplace at a lower cost. In the end, Ghanaian MNEs, small or large, must recognize that in the Ghanaian MNE context, significant effort of some form must be made to bridge the gap between the Ghanaian and global organizational cultural practices.

In a globalizing world, multiple cultures are frequently intersecting within the workplace. The call to be more diverse is being echoed in many institutions, and not just MNEs. The global culture is a perfect presentation of this new world perspective, as it values: free choice, free market, individualism, low power distance and diversity. However, what is being left out of the conversation is the understanding that it takes more than just stating values and setting policy. An individual from culture A cannot produce the customer service or cultural practices of culture B effortlessly. It requires SHRM tactics to creating the right environment to facilitate that transition. Additionally, individuals from culture A will neither be motivated to engage in the learning and nor willing to exert the effort needed to successfully engage in the cultural and emotional work needed to provide culture B customer service. Managers should learn how to create strong positive organizational culture using SHRM tactics. Diversity and multi-culturalism is about more than policy, it requires attention and investment.

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APPENDIX A

Employee Interviews

Observations of the Workplace

Tell me about when you first started working here? What were some of your initial impressions about working at the hotel?

How did it compare to the past places you have worked?

How does the management structure here compare to management structure at your past jobs?

What would you say have been defining moments? Was the transition to being an employee here difficult? Why or why not?

What aspects of working here do you see as unique to the international workplace? What skills have learned (or relied on) that you didn't expect?

Does the hotel detail how employees should relate to or interact with customers? If yes, how so? If no, why not?

What part of the services you provide to customers would you say the hotel is most proud of? Why is that?

Which area is most profitable (room, food, or other)?

What would you say are some of the biggest reasons the hotel joined a franchise?

What is the most difficult aspect of trying to meet the international standard in Ghana? ...is it working with other local organizations?

Observations of Employees

Could you tell me about the hiring and orientation procedure for new employees? What kinds of information do managers focus on?

How would you describe employee turnover here? Which type of employee do you feel stick around for longest time?

If you know: What government policies, if any, affect how you structure the workplace (payment, hours, hiring, firing, etc.)

What does the rebranding/new star status efforts of this hotel mean to you and your co-workers?

Are you guys learning new international standards to provide service for customers? Or is it just re-using different parts of Ghanaian culture?

Would you say you know your co-workers/manager personally, outside of working-hours context?
Or vice versa? Would you like them to?

How does that impact your working relationship with them, if at all?

In what ways do you think your workplace has let you (workplace has let employees) down? And in those instances, what have the workplace done to mend the relationship?

What value does the workplace place on a positive relationship between employee and employer?

Observations About Yourself and the Workplace

Describe yourself: “I am.....” has it/will it change (d)... when and why

Do you feel your workplace has your interests and well-being in mind? Why or why not?

How has working here impacted other parts of your life (like at home or with your friends)?

Is this different from the impact of past work experiences? Why or why not?

What is the daily transition from home to work like? When do you finally feel like you are at work? At the end of the day, how do you transition from work to home?

In general, are you satisfied with the experiences you have had on this job?

I hear “it ain’t easy” a lot. If you had to rephrase it, what else would you say?

To you, what does it mean to be Ghanaian? Do you describe yourself as having a Ghanaian lifestyle? Why?

What do you think of other employees here? What does it mean to them to be Ghanaian? Do they have a Ghanaian life style?

What about the patrons who come to stay at the hotel, do they understand what it means to be Ghanaian? How do their life styles differ from Ghanaians, if at all?

If given a chance to improve your workplace how would you do it? Or if you were asked to create a new workplace at a new job?

APPENDIX B

Managers

Observations of the Workplace

Tell me about when you first started working here? What were some of your initial impressions about working at the hotel?

How did it compare to the past places you have worked?

How does the management structure here compare to management structure at your past jobs?

What would you say have been defining moments? Was the transition to being an employee here difficult? Why or why not?

What aspects of working here do you see as unique to the international workplace? What skills have learned (or relied on) that you didn't expect?

Does the hotel detail how employees should relate to or interact with customers? If yes, how so? If no, why not?

Does the hotel detail how supervisors or other managers should relate or interact with other staff?

What part of the services you provide to customers would you say the hotel is most proud of? Why is that?

Which area is most profitable (room, food, other?)

Would you describe your services here more tailored to British or U.S. customers? Why?

What would you say are some of the biggest reasons the hotel joined a franchise?

What is the most difficult aspect of trying to meet the international standard in Ghana? ...is it working with other local organizations?

Observations of Employees

Could you tell me about the hiring and orientation procedure for new employees? What kinds of information do you like to focus on?

How would you describe employee turnover here? Which type of employee do you feel stick around for longest time?

For HR: What government policies, if any, affect how you structure the workplace (payment, hours, hiring, firing, etc.)

What does the rebranding/new star status efforts of this hotel mean to you? What does it mean to your staff?

Are workers learning new international standards to provide service for customers? Or is it just re-using different parts of Ghanaian culture?

Would you say you know your worker/manager personally, outside of working-hours context? Or vice versa? Would you like them to? How does that impact your working relationship with them, if at all?

In what ways do you think your workplace has let you (workplace has let employees) down? And in those instances, what have the workplace done to mend the relationship?

What value does the workplace place on a positive relationship between employee and employer?

Observations About Yourself and the Workplace

Describe yourself: "I am....." has it/will it change (d)... when and why

Do you feel your workplace has your interests and well-being in mind? Why or why not?

How has working here impacted other parts of your life (like at home or with your friends)? Is this different from the impact of past work experiences? Why or why not?

What is the daily transition from home to work like? When do you finally feel like you are at work? At the end of the day, how do you transition from work to home?

In general, are you satisfied with the experiences you have had on this job?

I hear "it ain't easy" a lot. If you had to rephrase it, what else would you say?

To you, what does it mean to be Ghanaian? Do you describe yourself as having a Ghanaian lifestyle? Why?

What do you think of other hotel employees? What does it mean to them to be Ghanaian? Do they have a Ghanaian life style?

What about the patrons who come to stay at the hotel, do they understand what it means to be Ghanaian? How do their life styles differ from Ghanaians, if at all?

If given a chance to improve your workplace how would you do it? Or if you were asked to create a new workplace at a new job?

APPENDIX C

Employees

Observations of the Workplace

Tell me about when you first started working here? What were some of your initial impressions about working here?

How did it compare to the past places you have worked?

How does the management structure here compare to management structure at your past jobs?

What would you say have been defining moments? Was the transition to being an employee here difficult? Why or why not?

What aspects of working here do you see as unique to this work? What skills have learned (or relied on) that you didn't expect?

Does the workplace detail how employees should relate to or interact with customers? If yes, how so? If no, why not?

What part of the services you provide to customers would you say your workplace is most proud of? Why is that?

Which area is most profitable?

What is the most difficult aspect of trying to provide great customer service in Ghana? ...is it working with other local organizations?

Observations of Employees

Could you tell me about the hiring and orientation procedure for new employees? What kinds of information do you like to focus on?

How would you describe employee turnover here? Which type of employee do you feel stick around for longest time?

Have you seen changes/renovations to the workplace since starting here? What do the changes mean to you and your co-workers?

Are you guys learning standards to provide service for customers? Or is it just re-using different parts of Ghanaian culture?

Would you say you know your worker/manager personally, outside of working-hours context? Or vice versa? Would you like them to? How does that impact your working relationship with them, if at all?

In what ways do you think your workplace has let you (workplace has let employees) down? And in those instances, what have the workplace done to mend the relationship?

What value does the workplace place on a positive relationship between employee and employer?

Observations About Yourself and the Workplace

Describe yourself: "I am....." has it/will it change (d)... when and why

Do you feel your workplace has your interests and well-being in mind? Why or why not?

How has working here impacted other parts of your life (like at home or with your friends)?

Is this different from the impact of past work experiences? Why or why not?

What is the daily transition from home to work like? When do you finally feel like you are at work? At the end of the day, how do you transition from work to home?

In general, are you satisfied with the experiences you have had on this job?

To you, what does it mean to be Ghanaian? Do you describe yourself as having a Ghanaian lifestyle? Why?

What do you think of other employees here? What does it mean to them to be Ghanaian? Do they have a Ghanaian life style?

What about the patrons who come here, do they understand what it means to be Ghanaian? How do their life styles differ from Ghanaians, if at all?

If given a chance to improve your workplace how would you do it? Or if you were asked to create a new workplace at a new job?

APPENDIX D

The New Brand Standard Compliant

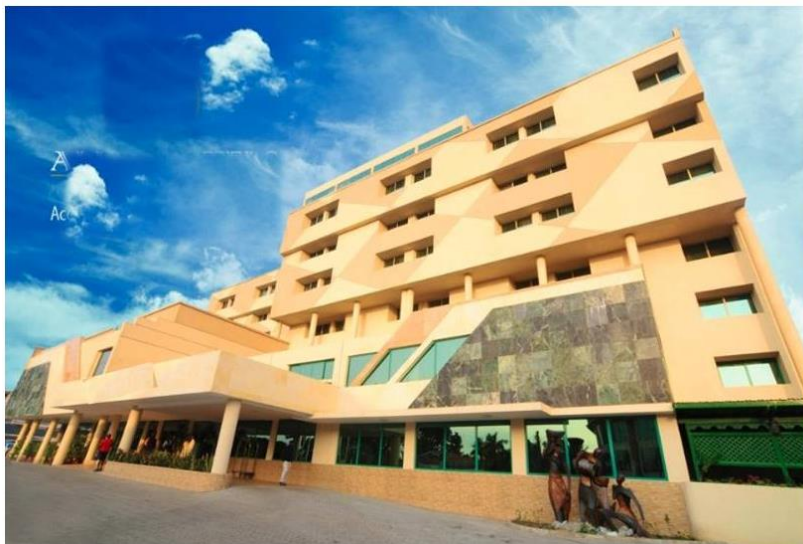
The following points are the list of things that we have to be compliant with as specified by the New Brand Standard and are with those in-charge:

1. The [Parent-Company] Green Engage - Stephen
2. Human Right – [HR]
3. External Privacy Statement - Ewuradjoa and Andrew
4. Staff Washroom - Paul and Stephen
5. Priority Check - Ewuradjoa
6. External Facade - Stephen
7. Facial Tissue - Richard
8. Scheduled Deep Cleaning - Richard
9. Laundry Bags - Richard
10. Mini Bar Minimum - Nan B.
11. Glass Not Permitted in Breakfast Nana B.
12. Review on Conferences and Meetings Organized in the Hotel- Nana B.
13. Disinfectants for Guest Use - Ewuradjoa, Richard and Stephen
14. Business Services - Ewuradjoa
15. Food Audit - Bransford, Nana B. and Ewuradjoa

Appendix E. 1: Values Mural



Appendix E. 2: Hotel A Front



Appendix E. 3: Hotel B Front



Appendix E. 4: Hotel B Entrance



Appendix E. 5: Hotel B Lobby



Appendix E. 6: Hotel B Inside



Appendix E. 7: Hotel B Hall



Appendix E. 8a: Local Décor Painting One



Appendix E. 8b: Local Décor Painting Two



Appendix E. 8c: Local Décor Painting Three



Appendix E. 8d: Local Décor Painting Four

