

AN INTERVENTION STUDY TO IMPROVE EFFICIENCY AND PERFORMANCE IN MULTI NATIONAL ENTERPRISE: AN IRAQI CONTEXT

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ABSTRACT

There is a necessity for multi-national enterprise (MNEs) operating in Iraq to give greater interest in understanding the relationship between entrepreneurship and business culture with dimensions of cultural differences in the international work environment. Despite an abundance of research, still there is a gap in understanding the underlying management and entrepreneurial behavior of companies associated with the different cultural mechanisms among nations in the literature. This study contributes to the debate through a new perspective of analysis based on qualimetrics theory (SEAM). Specifically, this research analyzes the role that SEAM plays in improve the (MNEs) performance and profitability through identifying the underlying causes(dysfunctions) of performance and then suggest solutions for those dysfunctions .The data will be taken directly during the diagnostic phase through direct interviews with actors inside company X, a Turkish company operating in the oil and gas sector in Iraq, after which the expert's opinion and suggested solutions, implementation and evaluation will be given during the project phase.

Keywords: Multi-national enterprise (MNEs), Entrepreneurship, Business culture, Cultural differences, Qualimetrics theory(SEAM)

1. INTRODUCTION

Iraq is a country with a market economy which entices and supports overseas investors to commence new businesses. The Iraq economy mainly depend on huge sector: Oil and Gas Iraq is blessed with vast reserve s of oil and natural gas, and is one of the most auspicious, still mainly undeveloped sources of hydrocarbon resources in the world. After decades of underinvestment due to war and economic sanctions, the value of oil is not only limited to its significance in developing Iraq but overrun that to the role which it can act on the level of the global oil market for the huge reserves which can be enriched in the future because of Iraq's become one of the most complied countries to the increase demand of energy and it is predicted for Iraq to be the second or third largest global resource for the raw oil. This sector participated to the GDP with the fixed prices by 51% during the year

2019 while the growth rate in the GDP for the era 2017-2020 regarding this sector is 14.6%.

Iraq is strongly attempting international investment and proficiency to assist in the expansion of its oil and gas sectors. From attempts to utilized associated gas from southern oil fields to the opening and negotiation of Iraq's first oil and gas bid rounds after 2003 war, Iraq has started the process of fundamental reengagement with investors and multinational enterprise from around the world to operate in this sector(world bank group, 2020). Soon, these companies ran into barriers related to different cultures, activities, perceptions and practices of employees and management inside and outside the organization.

The study will be implemented to fill the highlighted culture and performance gaps within the private sector in general and oil and gas sector in particular, to fill these gaps we chose. The Socio-Economic Approach to Management (SEAM)(Savall, H. and Zardet, 1987), an action and intervention methodology aiming at examine the six categories of dysfunctions within any organization such as: working conditions, work organization, communication-coordination-cooperation, time management, integrated training and strategic implementation. The research will be conducted on a medium size Turkish company operation in oil and Gas sector south of Iraq which employs 125 employees Local and expats.

2. PROBLEM STATEMENT

In international business, there is a major problem that multinational enterprise management need to fully understand the cultural factors, behaviors of employees they work in organization, their background, knowledge, language, how they communicate, and what are the most important factors that hinder the fulfillment of functions within the organization. Managers also need to recognize the general social and economic environment the organization operating in.

Several multinational enterprises operating in oil and gas sector in Iraq still suffering from different cultures and national factors which lead to a dysfunction in the company performance on both organizational and national level. To resist the competitive environment and to be part of the future, huge effort should be implemented to reduce work dysfunction and increasing profitability to enhance their performance and their social and economic role in the society.

3. RESEARCH OBJECTIVES

The overall objectives of this study is to determine the impact SEAM has on multinational enterprises (MNEs) activities. Therefore, the objectives are:

- 1- Reduce or eliminate cultural differences constraints
- 2- Improve human potential to increase the (MNEs) performance
- 3- Increase (MNEs) profitability

4. CORE HYPOTHESIS

The central hypothesis describes the research object, its field and completeness in one key sentence(Savall& zardet,2011).The central hypothesis of this doctoral research we detail as:

Enhance the (MNEs) ability to deal with dimensions of cultural differences in the international work environment throw reducing the hidden cost and developing human potential and efficiency effectiveness and enhancing profitability with sustainable growth. This core hypothesis will be broken down into:

Descriptive Hypothesis	Explicative Hypothesis	Prescriptive Hypothesis
DH01: A negative work environment ,lots of gossiping , rumors and conflict specially between local and expat employees.	EH01: lack of sensitization towards synergy and acclimatize to cultural differences among employees	PH01: Create a spirit of cooperation and synergy between foreign and local employees
DH02: Devices and equipment in the office are not enough or not updated.	EH02:limited budget for equipment and supplies set by top management	PH02: Allocate a necessary budget for upgrade and purchase equipment
DH03: Low number of skilled employees	EH03: Limited budget for hiring skilled employees reduces company's employability	PH03: Allocate a necessary budget for hiring more skilled employees

<p>DH04: Unclear description of rules, regulation, tasks and functions lead to reducing the level of productivity</p>	<p>EH04: Absence of clear description of rules, regulation leads to disputes and conflicts between employees</p>	<p>PH04: Adopting clear and proper description of rules, regulation, tasks and functions</p>
<p>DH05: Weakness in leave management process , succession systems. Leads to decrease employee satisfaction and retention</p>	<p>EH05: Absence of proper leave management process and succession systems.</p>	<p>PH05: Adopting proper leave management process and succession systems.</p>
<p>DH06: Ineffective harmonizing, aligning and synchronizing inside the company It impedes performance</p>	<p>EH06: Adopting improper vertical and horizontal communication and coordination strategies in the company</p>	<p>PH06: Develop strong communication and coordination skills to enhance proper communication with all involved parties</p>
<p>DH07: Weakness in planning and scheduling activities That led to project</p>	<p>EH07: The planning and scheduling strategy is very weak and randomly designed .</p>	<p>PH07: Improved <i>planning and scheduling of activities</i> to be aligned with the vision</p>

delays, cost overruns and low client satisfaction		and mission of the company
DH08: Poor employee training leads to a decrease in the individual's level of productivity	EH08: Limited training budget and training resources	PH08: Allocate a necessary budget for design proper training programs aligned with the development strategy
DH09: The company suffers from a high rate of turnover leading to weak regulatory structure and quality of performance	EH09: There is an improper strategy for reduce employee turnover that occurs as a result of workload and poor reward and compensation system	PH09: Re-design reward and compensation system and reduce workload
DH10: There is a major gap between company's strategic orientation and foreign business environment that reduces the company's	EH10: The top management delayed in launch of a new business strategy appropriate to the	PH10: Adopting new business strategy appropriate to the foreign business environment

performance and profitability	foreign business environment	
DH11: There is unfair salary hierarchy and lots of unpaid work hours leads to decrease the level of employee and company performance	EH11: There is an inefficient compensation structure in the company	PH11: Set a unified financial vision for growing the business

DH12: Weakness in the process of improving performance, raising efficiency and competitiveness.	EH12: Absence of proper performance measurement systems limits top management's ability to identify and measure weaknesses	PH12: Adopt collection of performance measures with the characteristics necessary to help managers to achieve strategic objectives
DH13: Weakness in strategic ,tactical and operational decisions leads to reduce quality of company performance	EH13: Adopting Indecisive ,abusive and micromanager management style It leads to poor decision-making	PH13: Avoid inappropriate management styles by providing business leadership training workshops and courses

5. LITERATURE REVIEW

5.1. Introduction

In this part we are going to clarify some theoretical concepts and look to studies done previously by scholars relevant to our work topic and research objectives. This part consists of five sections. First section will define concept of culture from the viewpoints of different researchers. Second section will display previous studies that focused on impact of culture in the area of international human resource management. Third section looks to clarify several literatures which have been done by researchers and reviewed on impact of cultural differences on international business management. Fourth section will display a variety of empirical and theoretical frameworks have been followed in the area of research and finally we will show the gaps that were discovered in the literature reviews.

5.2. The concept of culture

Cultural differences is very complicated to define, it doesn't even have one single definition on which majority of scholars can agree due to, its ambiguity as a connotation. There are quite a number of theories, concepts and classifications of culture difference as there are authors and scholars in various fields of researches who has studied on it. We cannot discard notion that the international business environment is subjected to change in different ways and shapes. As well does the international cultural environment that is considered one of the most important and challenging areas for majority of international markets and economies. In order to understand the market, increase competitiveness, achieve profitability and stability, foreign companies must understand different cultures.

According to (Hofstede, 1980)'s definition "The collective programming of the mind which distinguishes the members of one human group from another. The definition is significantly focusing on describing human behavior and attitudes, other scholars see it as a means of communication. (Hall, E.T. and Hall, 1990) described culture as a system for creating, sending, storing and processing information. Also, researchers (Namenwirth A. and Weber R., 1987) define culture as a group of ideas and contend that these ideas assign system design for living. Here we follow both Hofstede, Namenwirth and Weber by viewing "culture" as a system of values, norms and principles that are mutual among a group of people and which, when taken together, are essential factors for designing a livelihood. By Values, it means core ideas about what a community thinks are essential, good and desirable. On the other hand, values are common assumptions about how things should be. By Norms It mean the rules of behavior are the guiding principles of the society that determine the appropriate behavior in specific situations. Based on (Eagleton, 2000), our modern concept of culture is extracted from anthropology and developed in the nineteenth century and it became related to international management. (Rodrigues, n.d. 2001) culture consistence of a group of social norms and principles that condition people's behavior, it is acquired and developed, it is a system of rules and behavior styles that an individual acquires but does not inherit at birth. Culture help people to make sense of their world environment, and it is strange only to those outside such cultural union. (Rugman, A. M., & Collinson, 2006) define culture as total of sum beliefs, rules, techniques,

institutions, and artefacts that sampling human populations or the collective programming of the mind of the society. In addition, they noticed culture as the acquired values and knowledge people use to explain experience and to produce social behaviors. Other researchers (Czinkota, M. Ronkainen, 2007) said cultural factors have an significant effect on the efficacy of international business management and every society has its own factors of culture.

These factors of culture are appearing through: Language, Religion, Values and attitudes, Manners and customs, Material elements, Aesthetics, Education and Social institutions acclimation of these factors for an international company rely on its level in the market participation.

5.3. Role of Culture in Human Resources Management

Knowing the effect of cultural differences between countries on human resources management is a matter of great importance for multinational enterprise while building the company its own human resource management system. This is important when using inappropriate system for particular country with different culture and values that will generate employee's dissatisfaction which leading to reduce the performance and productivity of individuals. According to (Brewster, Ch., Sparrow, P. & Vernon, 2007) international, national, and organizational bands effecting human resource management policies and functions. The impact of such constraints, essentially in the waist of a growingly globalized society, is of mostly importance with the persistent growth of multinational enterprise. With the increase in cross border business, which has become characterized by rapid entry and expansion, where adjustments in human resource management practices are considered necessary in order to take into account the cultural and economic differences between countries, as (Tayeb, 1998) research shows that multinational companies seek to develop and transfer existing HRM practices to their foreign subsidiaries.

The impact of national culture is also explored when it comes to educate, training and development of the employees. Furthermore, the impact of culture can be explored through the design of the training programs this impact, it can be seen from the findings of the study (Stone, D. L., Stone-Romero, F. E. & Lukaszewski, 2007) . Implemented on the group of students in the USA who come from several countries and cultures. Research has found that the Anglo Americans (individualistic culture) choose training programs that are individualized and goal oriented (focused on the understanding of punctually defined tasks and goals) and where the learning environment is competitive. On the other hand, students who come from countries in Latin America (collectivist cultures), it was shown that they prefer unstructured learning style, informal environment through the training programs, keep track by training styles that group oriented, as well as training style that allow very active participation and experimentation .Another study found that students from Asia (collectivist culture) want formal training sessions, training style that are group oriented, cooperative learning environment, etc.(Chi-Ching, Y., & Noi, 2001).

Culture can also influence employee's performance appraisal system. This impact can be recognized at each stage of work process. Stone and his colleagues (2007) found that the values recommended by the members of particular national culture, first of all, influence the principles which usually are used for evaluate the job

performance of the employees, approaches that are used to measure employees' job performance, as well as the techniques that are used to stock employees with feedback. In explaining how cultural differences effect the performance appraisal system style these authors shown that there are two types of principles usually used in achievement management systems: task performance and contextual performance principles. These authors proposed that individualist culture that is more likely to be used job performance criteria. In this case, employees' performance will be associated to the performance standards, tasks and responsibilities limited in job description. Some factors of culture have an influence on the work preferences when it comes to the techniques that organizations use for employee's evaluation purposes. consequently, certain studies proposed that the in individualist cultures it is mostly use objectives in formal and individual appraisal system, while in collectivist cultures it is informal and subjective appraisal system(Stone-Romero, E. F. & Stone, 2002).

In other research it was discovered that it is possible to recognize the influence of culture on employee behaviors when it was discovered that it is possible to identify the influence of culture when it comes to the way individuals communicate with others during the feedback interview , as well as what is the cause and focus of communication, as it was found that in individual cultures and customs, evaluations are often achieved through communication and direct speaking between the employees, while in cultures, whereas in group cultures feedback is usually given indirectly through some types of friendly conversation(Hofstede, 1983) . Regarding the content of the feedback, some studies have proposed that when it is related to feedback interview, in individualist cultures, employees sometimes react negatively, i.e. they show anger, and even a inclination toward a kind of revenge to the feedback agent in order to protect their impartiality (Stone, D. L., Stone-Romero, F. E. & Lukaszewski, 2007). Regarding the impact of national culture on the recruitment of candidates this impact can be show how national culture differences influence this process through the value system of the recruiters, but also through the system of values and what job applicants preferences(Stone, et al 2007). Stone and his colleagues found that if recruiters come from countries with collectivistic values, in that case it is probably that the advantage will be given to the individual or relationship-oriented recruitment sources, such as employee referrals, networking at job fairs etc. conversely, when recruiters belong to countries where individualistic value are controlled aforesaid authors assent that the recruiters in this case will choose for recruitment sources such as employment agencies, social media advertisements, online recruiting, or sources where personal knowledge and personal contacts are not of magnificent importance .(Reiche, S. B., Lee, Y. T. & Quintanilla, 2012) also said that national culture has some influence on the process of recruitment They also show that in collective cultures organizations briefer firstly individuals for the vacant job within the organization (internal recruitment) in order to increase loyalty and commitment of the existing employees.

Intergroup Intergroup conflict can also influence by culture factors,(Thompson, L., & Janice, 2000) defined Intergroup conflict as clash that appear between group members in the same group or with other groups(Kashima, 2016) argued that conflicts that are intergroup stand due to the different concerns and hence this effect the behaviors that members have towards other groups In other study(Koyuncu & Denise Chipindu, 2020)examines cultural differences that effect

conflict within an organization. Conflict is appeared when there are cultural differences between individuals within an organization or through general dealing with each other. This frequently leads to cross-cultural conflict which generally happen in the context that individuals are not interested to understand each other's differences in cultures.

5.4. Role of Culture in International business Management

During the past two decades, cultural differences and their influences on international business management have emerged and have been analyzed and studied by many researchers. Most cross-cultural entrepreneurship contributions was by Hofstede's(2004) and GLOBE(2006) cultural dimensions . Based On the Hofstede's model, cultural dimensions : power distance, individualism, masculinity and uncertainty avoidance , These dimensions were later followed and examined by many studies such as(Pinillos, M. J., & Reyes, 2011; Wennekers, S., Van Wennekers, A., Thurik, R., & Reynolds, 2005).

Whereas, GLOBE broadened the scope of the study of the influences of cultural differences on international business through his method which classified nine cultural dimensions of: uncertainty avoidance, future orientation, power distance, institutional collectivism, in-group collectivism, humane orientation, performance orientation, gender egalitarianism, and assertiveness cultural. recently ,scholars have started referring more consistently to the GLOBE project such as(Alon, I., Lerner, M., & Shoham, 2016; Canestrino, R., Ćwiklicki, M., Magliocca, P., & Pawełek, 2020; Castillo-Palacio, M., Batista-Canino, R. M., & Zúñiga Collazos, 2017). According to (Srivastava et al., 2020) GLOBE's project is better and more effective for examine and analyzing influences of culture differences because, First, it considered as one of the four major cross-cultural methods due to the quantity of direct perceptions and the A recent period of time in which it was operated, which makes data more valid and realistic . Second, it provides more updated data and huge number of values than before, and this facilitates the search of more values and facts in societies under study. Thus, we chose to base our literature on the GLOBE's cultural dimensions.

Uncertainty Avoidance (UA), Based on GLOBE's indicates, individuals avoid ambiguity .(Hofstede, G., & McCrae, 2004) recognized that uncertainty avoidance magnifies entrepreneurship rates because people consider entrepreneurial activities as a way to minimize their dissatisfaction. (Cornelissen, J. P., & Clarke, 2010) claimed that the encouragement to avoid uncertainty enhance the inductive procedure of thinking in the develop of novel ventures and international business activities. However, many studies found a negative relationship between UA and entrepreneurial motivation (Kreiser et al., 2010) since entrepreneurship is a risky actions and entrepreneurs have extra positive attitude across risk than non-entrepreneurs .This is mostly due to the verity that entrepreneurs are more risk-takers who do not avoid uncertainty.

Future orientation, According to (Lumpkin, G. T., Brigham, K. H., & Moss, 2010) Long-term orientation is notionally anticipated to be linked to advanced innovativeness, proactive, and independent of international business. In civilizations with advanced scores on future orientation (FO), individuals are extremely motivated and organizations have extended strategic orientation. Future-oriented societies evaluate the attempt of successful entrepreneurs to

Planning, Strategic thinking, hard work, and delayed satisfaction are characteristics of such societies. Cornelissen and Clarke (2010) claimed that the motivation to avoid uncertainty reinforces the inductive process of reasoning in the creation of novel ventures and entrepreneurial activities.

Power Distance (PD) According to House et al. (2004) mirrors the degree to which a society admits power differences and concessions. Through the literature on international business management, PD pointed out that it has mixed impact on business management. House et al. (2004) found out that PD can extend individuals' job dissatisfaction and pushes people in the direction of business management. Though, other scholars found a negative connotation between PD and international business management (Kreiser, et al., 2010).

Institutional collectivism and in-group Collectivism House et al., (2004) separated collectivism into Institutional collectivism (Col I) and In-group Collectivism (Col II). Col I is the degree to which institutions inspire collective activities, while Col II refers to the degree of individuals' allegiance to groups and families. Scholars show no substantial relation between individualism/collectivism and international business management activities. Indeed, (Tiessen, 1997) found that individualism and collectivism are not the two extremes of the continuum in regard to international business. It is energetic to know, though, that collectivists are encouraged by the group's implied norms. Furthermore, findings of the empirical analysis by (Pinillos, M. J., & Reyes, 2011) showed that the influences of collectivism and individualism on international business activities diverge according to the situation. Other Researchers do not approve the influence of collectivism on entrepreneurship. (Lee, S. M., & Peterson, 2000), explained that in countries with a huge level of in-group collectivism people are discouraged from individual creativities.

Humane Orientation (HO) only few researchers have investigated the influence of HO on and international business management activities. (Gelbrich, et al., 2016) said HO measures how much each culture promotes and rewards fairness, altruism, generosity, and kindness to others. House et al. (2004) point out that in HO societies, the need to belonging and be allied is the main motivation. however, (Zhao, X., Li, H., & Rauch, 2012) related HO with traditionalism in society and supposed a positive influence of HO on international business activities, assumed that traditionalism may support people deal with the risks of international business through social support.

Performance orientation According to House et al. (2004) High PO societies are driven and characterized by an orientation to behave and to determine systematic review targets. Changes in strategy and planning new activities are satisfactory. People are more disposed to take creativity than to emphasize relationships and status in such societies House et al. (2004). (Stephan, U., & Uhlaner, 2010) defined advanced order cultural norms of socially supportive vs. performance-based culture (PBC). Their study found that PBC forecasts demand-side variables of international business, such as 'opportunity existence' and 'quality of official institutions to support international business. Although PBC does not directly influence international business, cultures concerned with performance deliver demands for international business activities.

Gender egalitarianism According to (Gupta, V. K., Turban, D. B., Wasti, S. A., & Sikdar, 2009), who implemented a worthy study in (India, Turkey, and

the US) about gender stereotypes and international business activities among adults of this nations ,pointed out that international business activities is viewed as masculine in general and tendencies of men toward entrepreneurship and international business activities are higher than women. In addition, GLOBE show that societies with more Gender Egalitarianism (GE) minimize impact of differences between. Zhao et al. (2012) found an opposite relationship between gender egalitarianism and entrepreneurship.

Assertiveness According to GLOBE, societies that score more on confidence value, competition, success and tasks, and believe that anybody can be successful in case of serious hard work. Assertive societies value taking creativity, and having governor over the environment. Furthermore House et al. (2004) said Assertiveness mentions to people who are prevailing, assertive, and strict.

5.5. Empirical evidence on Culture differences

This research area has explored various empirical and theoretical frameworks to identify the influence of cultural difference on the internationalization process in both micro and macro organizational levels. Based on firm's performance view, studies have used managerial performance, irregular returns, value creating and survival as key dependent variables.(Kostova, et al., 2016) in their quantitative study proposed a structure where connected to complementary resources were effected by cultural dimensions at the national and organizational levels to encourage actions aimed at achieving greater performance. This model was broadly used due to structure of this suggestion were more related to clarify how key support and incorporation behavior, as intermediaries produce a firm's optimistic performance. Few studies have posited that multinational enterprise had efforts developing performance because of company conflicts, complexity and uncertainty in directing activities. But these could produce higher transaction costs, subject in active communication and coordination, and variety of processes, all of which can be straightly connected to cultural differences. But many studies pointed out a positive relationship between cultural distance and performance.

As an indicator of Cross Cultural Management Practice , (Ouellet, S. M., Facal, J., & Herbert, 2015)applied multi-interview design framework to examine Cultural Difference Management through Charles Taylor's Philosophy in four firms from the food processing industry from France and Canada. In this study variables such as positive liberty, social ontology, expressivism, civic republicanism and common spaces, were examined in their analysis and they went on to find out how culture effect the decisions regarding corporate international expansion. (Saranya, R., & Duraisamy, 2015) carried out an empirical study on Cross Cultural Management case of India. The aims of this was addressing the leadership styles employed by foreigners in the country. The author use Questionnaires of which the aims respondents were Upper Middle Level Managers operating in IT Sector to examine how the leadership style of foreigners influence the job performance of employee's because of following variables: Management and leadership style, Motivation Strategies, Organization, Communication and Control Mechanisms, Negotiation practices, Organizational Behavior and Management Culture.

Many other subsequent studies were enriched international business research by investigating the impact of cultural differences on various other domain activities related to internationalization scenarios like finance(Dai & Nahata, 2016) in their

study examined quantitatively financial data for 6433 private companies in which the main investor is a foreign venture capitalist in some countries like, China, Indonesia, Mexico, New Zealand, Philippines, Singapore, Switzerland, and Thailand, focusing on the potential association between cultural differences and the construction of venture capitalist syndicates. The study found that a greater cultural difference between the countries of investors and their companies is truly related with smaller venture capitalist syndicates. This is directed largely by lesser local investor illustration in foreign venture capitalist led syndicates. Furthermore, these culture related syndication approaches are significantly connected with venture capitalist financing and controlling strategies in worldwide investments and their eventual success.

Using multi group confirmatory factor analysis on 25,622 employees from 42 countries (Muethel & Bond, 2013) tested how national forces leading outgroup trust. The study find positive relationship between culture and other national features and outgroup trust .furthermore, the author argue that for dispositional and rule-based societal trust to rise, and for categorization based societal trust to reduce employees' out-group trust through different kinds of socialization.(Sarala & Vaara, 2010)applied quantitative survey to observe the impact of cultural factors on knowledge transfer. The study shows positive relation between national cultural differences as sources of knowledge transfer this analysis underlines the importance of national cultural differences as sources of knowledge transfer. (Ahmed et al., 2019) In their study refer to the knowledge-based view which suggests a closely monitored and curated knowledge transfer mechanism to avoid uncertainties due to large cultural (Gilal et al., 2018)examined the relationship between product design and consumer willingness-to-pay a premium and word-of-mouth, and further explore cross-cultural gender-specific differences through Pakistan and China the finding was less gender differences in the functional design and self-determined requests satisfaction for both Pakistanis and Chinese. In both countries for men and women, the quality and main functionality of the product is a significant criterion. Therefore, marketers should continue the quality of the product to avoid customer dissatisfaction.

5.6. Gaps in Literature

In previous studies we have mention above, various theories, frameworks and level of analysis have been used such as individual, firm, country and multi-level analysis and methods such as empirical approaches, exploratory studies, and theoretical reviews were widely used. Among these the majority of studies were empirical in nature and log it regression was used extensively to explain the output variables.(Srivastava et al., 2020) in their analytical and systematic review of articles published between 2009 and 2019 which aimed to explores the role of culture and international business in internationalization outcomes through eight research clusters classified as national culture, external uncertainty avoidance, knowledge transfer & collaboration, HRM & management practices, international diversification research, entrepreneurial mindset, interaction, and firm performance . The study pointed out that the quantitative studies outnumbered qualitative studies in this area of research and the and authors suggested that multiple methodologies should be used beyond surveys. Overall, the critical

literature reviews of the existing studies in the particle research area enables us to draw the following gaps.

1. This field of study has not been applied in Iraq previously
2. No qualimetrics, action and intervention studies were used in this particular field of study
3. We suggest using SEAM, the socio- economic approach to management.

6. RESEARCH FIELD

Our intervention research will focus on a Multi-national Turkish company operating in Iraqi Oil & Gas sector. In order to respect the anonymity of the field research we will assign it by letter X. The company has 125 employees spread over 12 departments and one main office in addition to 5 branch offices distributed over the oil field.

7. RESEARCH APPROACH

To fill the gap in the literature we will implement quite recent innovative approach in management. SEAM is the basic Qualimetrics intervention model created by Henri Savall, in 1974, in France, and disseminated by his team of associates and their international doctoral students (Boje & Rosile, 2002) Qualimetrics intervention research is substantial and procedural as well, but at the same time contingent and generic. In fact, it based on three piers (Savall& zardet,2004,2011):

Cognitive Interactivity Principle which is mean an interactive process (between organization players and intervener-researchers) of knowledge generating through effective feed-back loops with the steady goal of maximizing the value of important information processed by logical work, i.e. numerous interviews and meetings are prepared to assist players to be more precise toward the dysfunctions to be identified. The mental interactivity opinions come into play when a verbal argument of opinions between the researcher and one\several players produce some formula of knowledge.

Contradictory Intersubjectivity Principle Which is the exchange of points of view of all the interacting, and the main goal is to identify differences and conflicts within the organization.

The Generic Contingency Principle titles the epistemological principle generated by the socio-economic theory that, while identifying the operative specificities of organizations, assumes the presence of invariants that establish common rules. Scientific accuracy does not prevent ability of application and reproduction, all of this as practical tool considered as a backup to encourage development and simplify decision making and improving organization performance.

SEAM has a lot of applications that make this approach different and more practical from Organizational Development (OD) American schools of thoughts even though they both share a lot many of the concepts and practices .It also considers human development the basis for developing the performance of any

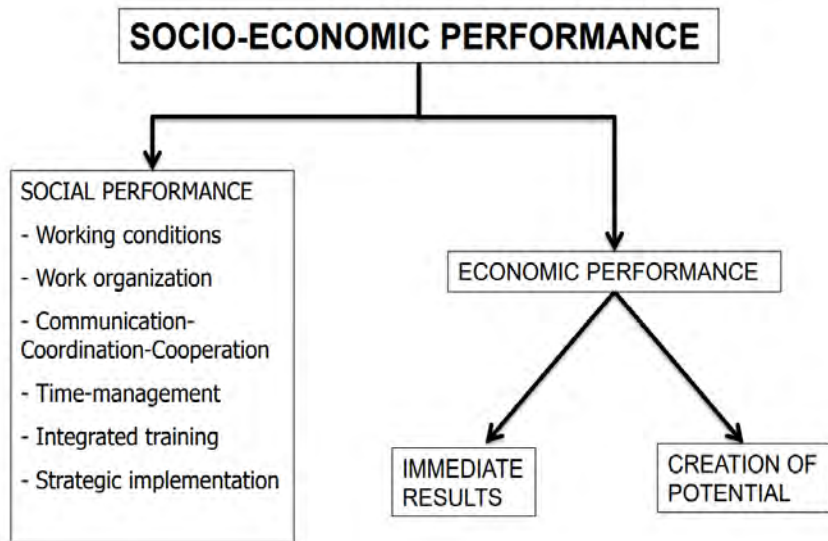
organization, as it links the social aspect of the organization with its economic performance.

SEAM identifies the dysfunctions related to: working conditions, working organization, communication-coordination-cooperation, time management, integrated training and strategic implementation that affect the performance of the actors (employees, managers) within the organization. Dysfunctions are related to five major categories of hidden cost: absenteeism, occupational injuries and diseases, staff turnover (some highly qualified employees left the enterprise because they had been offered better wages by competitors), non-quality, (through lack of knowledge of procedures and inadequate training), direct productivitydirect productivity gaps. Hidden costs, together with hidden performance, lead to financial consequences associated with dysfunctions , such as: excess salary, overtime, overconsumption (squandering due to errors...), non- productivity, non-creation of potential (false savings, loss of market share, loss of know-how...) and risks. However, SEAM offers an alternate start about the target behind business, which is to acquire a profit and to work to keep up a solid society. The individual has a place in the reason for business and any business whose work harms society is morally unsuitable. The thoughts that shape SEAM seem extremely realistic, almost mutual sense, yet they are hardly seen in practice. In a snappy rundown, these thoughts are:

- Organizational dysfunctions prompt to hidden costs,
- An organization's undertaking is to create human potential,
- Poor management is a noteworthy dysfunction.

SEAM believes in human abilities and their desires to get improvement. This issue takes space via interactive and participating approach in different levels such as diagnosis and planning for organization's implementation and enhancement. Based on (John Conbere and Alla Heorhiadi, 2011), the importance is in both human capital and structures in organization development is a feature of SEAM. The players of SEAM come up with the fact that an interaction with employees at all stages within an organization is a fundamental. According to(Savall, 2008) the dysfunctions determined from bottom to top management efficiently based on interaction and reflection, a cognitive interactivity needs a stronger picture of dysfunctions that could be more comprehensible by the top management. However, quantitative, qualitative and financial approach will be implemented in order to explore the research objectives.

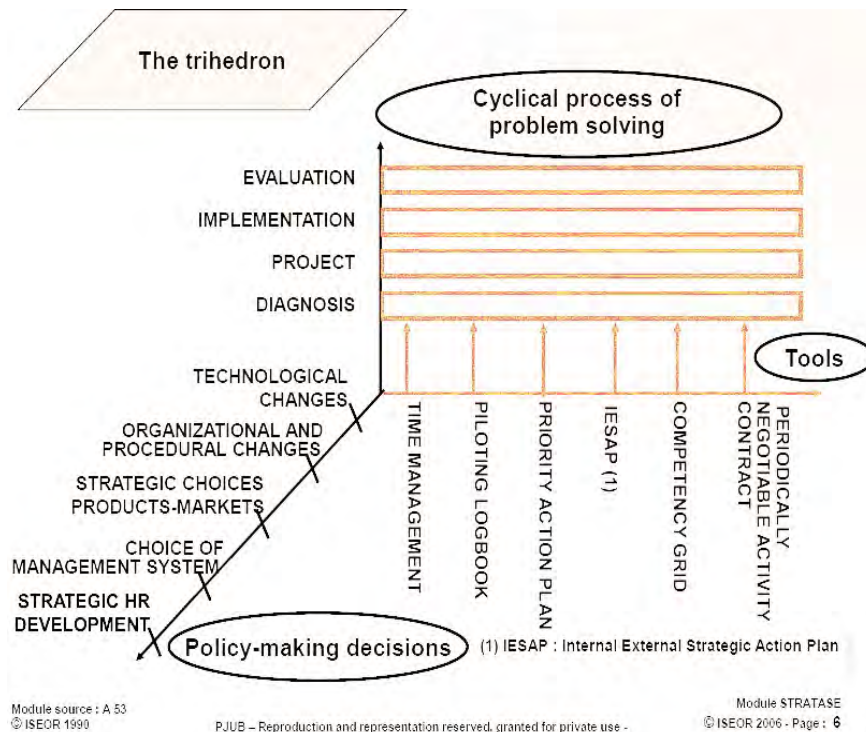
Figure 2: The Socio economic performance. ISEOR 1997



8. The Seam Process Description

The SEAM intervention approach aims to improve the socio-economic performance of the organization. This ensures the achievement of sustainable performance. This is done through social and economic management Three Axis (cyclical process of problem solving) which are:

Figure 1 the tri-axial SEAM intervention. 1st SEAM session in Lebanon- University of Balamand 2021



The first axis: The change Axis focuses on improve economic performance and convert hidden costs into value-added through, the socio-economic interventions, which is consists of four major phases: diagnostic, project, implementation of the project and evaluation of the results.

Phases one: Socio-economic diagnostics focuses on identifying dysfunctions and an evaluation of their financial consequences through direct interviews with actors inside the organization. This financial impacts of the dysfunctions along with its root causes should be reflected and presented to the actors for recognize the different dysfunctions at the company following to that the formulation of the expert opinion takes place. It aims to express an intervener's expertise opinion regarding dysfunctions non- expressed by the actors, but perceived by the intervener.

Phases tow: Socio-economic project aims decrease dysfunctions, enhance working conditions and convert hidden cost into value-added activities based on the diagnostic and aims to prevent dysfunctions

Phases three: Implementation of the socio-economic project through planning and implementing the different improvement actions, help managers obtain a better balance between day-to- day activities and development actions.

Phases four: Evaluation of the socio-economic results which compares the inventory of dysfunction costs found in the diagnostic phase and those measured after one year period must be assessed on the basis of qualitative, quantitative and financial data.

Second Axis: The management Tools: SEAM approach aims at enhancing the organization agility. Thus, this innovative intervention aims to upgrade the management tools to convert them into agility* aspects by helping managers with strengthening the feature of teams, management activities and to fortify and encourage employees to act and be part of the dynamics of change, by emerging communication, cooperation, delegation, team-work and help clean up of dysfunctions & hidden cost. SEAM provides six management tools to help managers to enhance organization agility these tools included:

The **Internal- External Strategic Action Plan (IESAP)** the Internal- External Strategic Action Plan (IESAP) is a management tool that enables all actors to know the bearing of the change and their roles in that. It also takes into consideration the expectations of both internal and external stakeholders unlike the classical design of strategy that concentrates on the expectations related to the external stakeholders of the project.

The **Time Management (TM)** tool aims evaluate how well actors use their time by enhancing the assignment of time dedicated to agility of work. SEAM time management tools decrease the distractions, and they enable managers or directors the delegation of a part of their tasks.

The **Competency grid** maps the employees' existing skills in order to design the necessary training sessions that help in boosting their competences, as indicated by needs and with regards to the goals of organization strategy.

The **Periodically Negotiable Activity Contract (PNAC)** is used "to negotiate additional effort required to implement the new activities" (Savall, Zardet, & Bonnet, 2008, p. 109). It includes the goals that support the company agility and which are debated semi-annually between managers and his/her subordinates. This discussion helps to overcome resistance to change and it compromises financial incentives that are paid to employees based on the company performance and enhancement of agility.

The **Piloting Logbook (PL)** a tool for measuring "the results in terms of the value created through management changes and containing a set of indicators that focus on agility and safety management.

The **Priority Action Plan (PAP)** is a half-yearly plan that permits the organization to recognize the new valued added tasks to be employed. It also includes the enhancement activities that helps in preventing dysfunctions. Staff of an organization are engaged in agility projects to improve their workplace, division, and team.

Third Axis: The Policy Axis the policy axis serves to fortify key basic decision-making with respect to managers. Senior management's vital choices impact activities which contribute to the strategy implementation and the diminishment of dysfunctions. This axis comprises of choices to direct change on the general policy of the organization, the individual and collective strategies of actors, structures and management frameworks. It also contains decision related to the consistency between the strategy spirit and the strategic agreement essential to

engage all the participants in implementing the necessary strategy according to agility targets. Moreover, decisions are linked to the corporation choices which should be consistent with the organization agility such as upgraded pay scheme, job enrichment, and innovative management style. (Conbere, Savall & Heorhiadi, 2015).

9. RESEARCH ARCHITECTURE

In order to implement the intervention project in the organization the HoriVert process was chosen and execution paths will be as follows:

Horizontal Action: All 11 department managers will be interviewed (11 interviewees)

Vertical Action: Two departments will be interviewed HSE & QA\QC (12 interviewees)

Figure 3: The Socio economic intervention process (HoriVert process)

												PROJECT DIRECTOR	
												Project Manager	
Departments	Interface	Cost control	QA/QC	HSE	Security	Admin	Warehouse	Accounting	Mechanical	Electrical	sis subcont	Sites	Total
Managers No:	1	1	1	1	1	1	1	1	1	1	1	1	12
Supervisor & Advisor No:	2	1	8	8	3	0	0	0	4	4	2	8	40
Employee No:	4	3	11	12	14	4	3	2	7	14	5	15	94
Total	7	5	20	21	18	5	4	3	12	19	8	24	146
Vertical Action	Two Departments will be diagnosed QA/QC And HSE												
Horizontal Action	Managers of Department will be diagnosed												
Qualitative Diagnosis													
Horizontal Diagnosis													
	Interviews	Persons No	Type of Interviews										
CEO	1	1	Individual										
Project Manager	1	1	Individual										
Managers of Department	11	11	Individual										
Vertical Diagnosis													
Managers of Department	2	2	Individual										
Supervisors	2	2	Individual										
Employees	5	23	Group										

10. RESEARCH TIME TABLE

The study will be carried out during a period of three years. These years will be divided between the interventional research and the academic research in addition to the sessions and seminars and conferences that will be participated in.

YEAR	Year 1				Year2				Year3			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
Courses at Lyon3& UOB												
Choosing Topic												
Literatuer Review												
Horizontal interviews												
Horizontal presentation												
Horizontal project												
Vertical 1 interviews												
Vertical 1 presentation												
Vertical 1 project group												
Vertical 2 interviews												
Vertical 2 presentation												
Vertical 2 project group												
Data Treatment												
Meeting with supervisor												
Thesis Writing												
Thesis Defense												

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