

Impact of Globalization on Organizational Culture: A Case of Nepalese Organizations

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Abstract

This study examines the impact of globalization on organizational culture: A case of Nepalese organizations. Employee satisfaction is the dependent variable. The selected independent variables are leadership style, geographical diversity, communication technology, organizational structure and training & development. The primary source of data is used to assess the opinions of respondents regarding leadership style, geographical diversity, communication technology, organizational structure and training & development. The study is based on primary data of 111 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of impact of globalization on organizational culture: A case of Nepalese organizations.

The study showed a positive impact of leadership style on employee satisfaction. It indicates that effective leadership style leads to increase in employee satisfaction. Similarly, the study showed a positive impact of geographical diversity on employee satisfaction. It indicates that employee from different geographic diversity have different abilities which increase the level of employee satisfaction. Likewise, the study also revealed a positive impact of communication technology on employee satisfaction. It indicates that effective communication & technology lead to increase in employee satisfaction. Further, the study observed a positive impact of organizational structure on employee satisfaction. It indicates that attractive organizational structure leads to increase in employee satisfaction. Moreover, the study observed a positive impact of training & development on employee satisfaction. It indicates that higher the number of training & development programs conducted by the organizations for employees, higher would be the employee satisfaction.

Keywords: leadership style, geographical diversity, communication technology, organizational structure, training and development, employee satisfaction

1. Introduction

As the world advances more towards technological development, Globalization is increasing interconnectedness of the world's economies, cultures, and populations through cross-border flows of goods, services, information, capital, and people. It has led to a more cosmopolitan and diverse organizational culture, but that it has also created new challenges related to communication and cultural differences (Tamimi & Khouri, 2016). Globalization is a complex process involving the integration of economic, political, social, and cultural systems across national boundaries. It has

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led to a more open and dynamic organizational culture in China, but that it has also created new challenges related to the need for cross-cultural competence and the preservation of traditional Chinese values (Anser *et al.*, 2018). Globalization is a complicated phenomenon that has had a considerable impact on how organizations around the world operate. It refers to the growing connectivity of economies, cultures, and societies, made possible by technological, transportation, and communication improvements. As organizations increasingly operate in diverse and culturally complex environments, the impact of globalization on organizational culture have become a topic of growing interest (Levitt, 1983).

Mbugua *et al.* (2015) examined the impact of globalization on organizational culture: A study of multinational companies in Kenya. The study found that there is a strong significant relationship between globalization and leadership style. Similarly, Fiaz & Ahmed (2018) found a positive relationship between globalization and organizational culture in the study of multinational corporations in Pakistan. Likewise, Xuefei *et al.* (2017) determined the impact of globalization on employee satisfaction with a comparative study of two Chinese Multinational Corporations. The study found that there is a significant relationship between globalization and employee satisfaction. In addition, Ahmed & Mohamed (2015) examined the impact of globalization on organizational culture with various multinational Corporation in Egypt. The study showed that there is a positive and significant relationship between globalization and geographical diversity. Further, Mombeuil (2017) examined the impact of globalization on organizational culture: A study of multinational companies in China. The study found that there is a strong significant relationship between globalization and leadership style. Similarly, Tan & Samuel (2016) determined how managing cultural diversity and the dynamics of organizational culture are challenges as well as opportunities in the age of globalization. The study showed that there is a significant relationship between globalization and communication technology. Likewise, McDonald & Rahman (2018) examined the effect of globalization and organizational culture: Navigating Tensions between Cultural Convergence and Divergence. The study showed a significant relationship between globalization and geographical diversity. Further, Mohammad *et al.* (2013) analyzed the impact of globalization on human resource management in Bangladesh. The study showed a positive relationship between leadership style and employee satisfaction. Similarly, Baledi & Saed (2017) stated that employees in the Jordan newspaper received financial and non financial compensation which is considered as a major influence on the level of employee satisfaction that

could improve their performance.

Jamilu *et al.* (2015) revealed that compensation such as bonuses and benefits provided to employees have high satisfaction for employees that leads to increased performance. According to Awan *et al.* (2014), there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system. Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan & Asghar, 2014). Güllü (2016) showed that the training and development program has a positive impact on the work motivation of employees in the banking sector. The results of the study also concluded that banks that have proper training and development programs for employees could improve employee motivation. However, the results are very based on a literature review. Thus, Khan *et al.* (2014) showed a strong relationship between internal training in the companies surveyed and employee motivation to work. Thus, Training positively affects employee satisfaction. Likewise, Zhou (2015) assessed the impact of globalization on employee satisfaction with a comparative study of two Chinese Multinational Corporations. The study found that there is a significant relationship between globalization and employee satisfaction. Evans & Wong (2017) examined the emerging global cultures: Blending traditional and cosmopolitan identities. The study found that there is a positive and significant relationship between globalization and communication & technology. Likewise, Jones *et al.* (2014) determined the adaptation or standardization of organizational culture, choices and challenges for global companies. The study showed a significant relationship between globalization and organizational culture. Further, Smith *et al.* (1997) examined the impact of workforce globalization on organizational identification, commitment and motivation. The study found that there is a significant relationship between globalization and employee satisfaction.

In the context of Nepal, Timsina (2017) examined the relationship between globalization and organizational culture in the study of multinational corporations in Ghana. The study found that there is a significant relationship between globalization and organizational culture. Similarly, Jha (2013) found that globalization and trade liberalization have positive relationship and impact agriculture and rural livelihoods. Likewise, Upreti (2013) found that there is a positive relationship between globalization and tourism development that impact local communities and the environment in Nepal. Likewise, Shrestha (2015) revealed that there is a positive relationship between globalization and labor migration that impact the welfare and rights of Nepali migrant workers.

Further, Rai (2015) found that there is a positive relationship between globalization and social inequality, arguing that globalization has contributed to the persistence of social inequality in Nepal through processes such as market liberalization, privatization, and foreign aid. Similarly, Khanal (2016) found that there is a positive relationship between globalization and other variables such as poverty, education, and governance, and has called for a more comprehensive and integrated approach to addressing health inequities in Nepal. Likewise, Dhakal (2017) revealed that there is a positive relationship between urbanization and economic development and has called for a more sustainable and inclusive approach to urban development in Nepal. Similarly, Gupta (2017) found that there is a positive relationship between globalization and education, arguing that globalization has created new opportunities and challenges for education in Nepal.

The above discussion shows that empirical evidences vary greatly across the studies on the impact of globalization on organizational culture. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the impact of globalization on organizational culture: A case of Nepalese organizations. Specifically, it examines the relationship of leadership style, geographical diversity, communication technology, organizational structure and training & development with employee satisfaction in Nepalese organizations.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data which were collected from 111 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on leadership style, geographical diversity, communication technology, organizational structure, training & development and employee satisfaction. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that employee satisfaction depends upon impact of globalization on organizational culture. The dependent variable selected for the study is leadership style, geographic diversity, communication

technology, organizational structure and training & development. Therefore, the model takes the following form:

Employee satisfaction = f (leadership style, geographic diversity, communication technology, organizational structure, and training & development).

More specifically,

$$ES = \beta_0 + \beta_1 LS + \beta_2 GD + \beta_3 CT + \beta_4 OS + \beta_5 TD + e$$

Where,

ES= Employee satisfaction

LS = Leadership style

GD = Geographic diversity

CT= Communication technology

OS= Organizational structure

TD= Training & development

Leadership style was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “My Company’s leadership team effectively communicates the culture and values of the company across different locations”, “My Company’s leadership team values and encourages workforce diversity” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.989$).

Geographical diversity was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The company has a diverse workforce with employees from various countries”, “The company provides resources and support to help employees from diverse cultural backgrounds work productively together” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.984$).

Communication technology was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “The company effectively uses communication technology to facilitate collaboration and communication across multiple locations”, “The company provides training and resources to help employees use communication technology effectively” and so on. The reliability of the items

was measured by computing the Cronbach's alpha ($\alpha = 0.998$).

Organizational structure was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The organizational structure of the company supports effective communication and decision-making across different locations", "The organizational structure of the company allows for flexibility and adaptation to local cultural norms and practices" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.998$).

Training & development was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The Company provides training and resources to assist employees in working effectively with colleagues from diverse cultural backgrounds", "The Company's training programs are current and beneficial to personnel in various places" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.996$).

Employee satisfaction was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "I am pleased with the culture and values of our company", "As an employee at our company, I feel respected and included". The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.995$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Leadership style

Hughes (2008) stated that leadership is a complex phenomenon involving the leader, the followers, and the situation. With the correct set of lead management tools, the leaders of the SMEs can enhance the performance of the employees in a better way. Hashmi *et al.* (2018) found that leadership style has a positive impact on employee satisfaction of people within an organization. Similarly, Baig *et al.* (2019) revealed that leadership motivates the team members towards the achievement of the business goals. Likewise, Teh *et al.* (2014) found a positive influence of leadership style on employee satisfaction that it brings within an organization. Based on it, this study develops the following hypothesis.

H₁. There is a positive relationship between leadership style and employee satisfaction.

Geographical diversity

Geographical diversity refers to the presence of individuals from different geographic locations or regions within a group or organization. Genc (2008) revealed that higher levels of geographical diversity are positively related to innovation in multinational corporations. Similarly, Masakowski (2000) found that geographical diversity has higher level of employee satisfaction in various organizations rather than people working from the same area. Likewise, Lin & Long (2020) found that higher levels of geographical diversity are positively related to firm performance, especially for firms that are highly innovative. Further, Huse and Solberg (2009) found that higher levels of geographical diversity are positively related to employee satisfaction, with respect to the various findings. Similarly, Dialoke & Nkechi (2017) found that there is a significant relationship between geographical diversity and employee satisfaction. Likewise, Indrasari (2019) found that higher levels of geographical diversity are positively related to employee satisfaction in organizations. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between geographical diversity and employee satisfaction.

Communication & technology

Communication technology refers to the tools, systems, and applications that enable people to communicate and share information electronically, across different devices and platforms, regardless of geographic location. Kirschner & Karpinski (2010) found that communication technology includes a wide range of technologies, such as telephones, mobile devices, email, instant messaging, video conferencing, social media, and collaboration software. The study revealed that higher levels of social media use are positively related to employee satisfaction and job performance. Similarly, Kim *et al.* (2020) stated that higher levels of video conferencing use are positively related to employee satisfaction. Furthermore, Alzahrani *et al.* (2021) stated that higher levels of communication technology use are positively related to employee satisfaction. Similarly, Lee (2019) found that higher levels of collaboration technology use are positively related to employee satisfaction and team performance. Likewise, Kim (2017) found that higher levels of email communication use are positively related to employee satisfaction and organizational commitment. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between communication & technology

and employee satisfaction.

Organizational structure

Organizational structure refers to the formal system of authority, communication, roles, responsibilities, and decision-making processes within an organization. Zhong *et al.* (2018) stated that a hierarchical organizational structure have significantly negative impact on employee satisfaction, while a flatter organizational structure have positive impact employee satisfaction. Similarly, Ojo *et al.* (2017) found that a decentralized organizational structure have positive impact employee job satisfaction and organizational commitment. Furthermore, Srivastava & Barua (2016) reported a flatter organizational structure will positively impact employee well-being and job satisfaction, while a hierarchical structure will have a negative impact on these outcomes. Likewise, Eryigit (2018) found that a more decentralized organizational structure positively impact on employee job satisfaction in the hotel industry. Furthermore, Hammond *et al.* (2020) found that a flatter organizational structure will positively impact employee job satisfaction in the Ghanaian brewery industry. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between organizational structure and employee satisfaction.

Training & development

Training and development refers to the formal and informal process used by organizations to enhance the skills, knowledge, and abilities of their employees. Bader *et al.* (2020) determined training and development programs will positively impact employee job satisfaction, loyalty, and intent to stay in the hotel industry. Similarly, Asif *et al.* (2018) found that training and development programs have positive impact on employee job satisfaction in service sector organizations in Pakistan. Likewise, Adeleke (2018) found that training and development programs have positive impact on employee job satisfaction in the Nigerian banking industry. Similarly, Jarad *et al.* (2020) found that Training and development programs will positively impact employee job satisfaction in the Jordanian banking sector. Similarly, Alghamdi *et al.* (2021) found that Training and development programs will positively impact employee job satisfaction in the Saudi Arabian banking sector. Likewise, Yusof *et al.* (2019) found out that Training and development programs will positively impact employee job satisfaction and organizational commitment in the Malaysian hospitality industry. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between training & development and employee satisfaction.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall’s Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall’s Tau correlation coefficients matrix

This table presents Kendall’s Tau coefficients between dependent and independent variables. The correlation coefficients are based on 111 observations. The dependent variable is ES (Employee satisfaction) and the independent variables are LS (Leadership style), GD (Geographic diversity), CT (Communication & technology), OS (Organizational structure) and TD (Training & development).

Variables	Mean	S.D.	ES	LS	GD	CT	OS	
ES	3.235	0.820	1					
LS	3.144	0.873	0.402**	1				
GD	3.036	0.812	0.455**	0.350**	1			
CT	3.279	0.831	0.302**	0.372**	0.366**	1		
OS	3.155	0.900	0.309**	0.334**	0.0499**	0.485**	1	
TD	3.319	0.865	0.234**	0.331**	0.387**	0.500**	0.453**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 reveals that leadership style is positively correlated to employee satisfaction. It indicates that effective leadership style leads to increase in employee satisfaction. Similarly, geographic diversity is positively correlated to employee satisfaction. It indicates that employee from different geographic diversity have different abilities which increase the level of employee satisfaction. Likewise, communication & technology is positively correlated to employee satisfaction. It indicates that effective communication & technology lead to increase in employee satisfaction. Further, organizational structure is also positively correlated to employee satisfaction. It indicates that attractive organizational structure leads to increase in employee satisfaction. Moreover, training & development is positively correlated to employee satisfaction. It indicates that higher the number of training & development programs conducted by the organizations for employees, higher would be the employee satisfaction.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of leadership style, geographical diversity, communication technology, organizational structure and training & development on employee satisfaction in Nepalese organizations.

The regression results of leadership style, geographical diversity, communication & technology, organizational structure, training & development on employee satisfaction is shown in Table 2.

Table 2

Estimated regression result of leadership style, geographical diversity, communication & technology, organizational structure, and training & development on employee satisfaction

The results are based on 111 observations using linear regression model. The model is $ES = \beta_0 + \beta_1 LS + \beta_2 GD + \beta_3 CT + \beta_4 OS + \beta_5 TD + e$ where the dependent variable is ES (Employee satisfaction). The independent variables are LS (Leadership style), GD (Geographic diversity), CT (Communication & technology), OS (Organizational structure) and TD (Training & development).

Model	Intercept	Regression coefficients of					Adj. R_bar2	SEE	F-value
		LS	GD	CT	OS	TD			
1	0.877 (3.008)**	0.771 (9.046)**					0.491	0.534	106.231
2	0.781 (2.285)*		0.784 (10.307)**				0.426	0.567	81.839
3	1.058 (2.791)**			0.706 (7.414)**			0.331	0.612	54.973
4	1.120 (3.132)**				0.694 (7.692)**		0.348	0.604	59.164
5	1.286 (3.362)**					0.647 (6.750)**	0.290	0.630	45.567
6	0.204 (0.644)**	0.526 (5.768)**	0.414 (4.160)**				0.558	0.497	69.785
7	0.201 (0.062)	0.482 (5.048)**	0.344 (3.145)**	0.159 (1.59)			0.563	0.494	47.809
8	0.005 (0.014)	0.475 (4.935)**	0.316 (2.656)*	0.120 (0.954)	0.077 (0.593)		0.560	0.496	35.725
9	0.418 (1.880)	0.032 (0.092)	0.486 (4.939)**	0.151 (1.100)	0.097 (0.718)	0.075 (0.571)	0.557	0.498	28.462

Notes:

- Figures in parenthesis are t-values.
- The asterisk signs (**) and (*) indicate that the results are significant at 1 percent and 5 percent level respectively.
- Employee satisfaction is dependent variable.

Table 2 show that the beta coefficient for leadership styles are positive with employee satisfaction. It indicates that leadership style has a positive impact on employee satisfaction. The finding is consistent with the findings of Hashmi *et al.* (2018). Similarly, the beta coefficient for geographical diversity

is positive with employee satisfaction. It indicates that geographical diversity has a positive impact on employee satisfaction. This finding is consistent with the finding of Huse & Solberg (2009). Likewise, the beta coefficients for communication & technology is positive with employee satisfaction. It indicates that communication & technology has a positive impact on employee satisfaction. This result is consistent with the findings of Alzahrani *et al.* (2021). Further, the beta coefficients for organizational structure is positive with employee satisfaction. It indicates that organizational structure has a positive impact on employee satisfaction. This finding is consistent with the findings of Srivastava & Barua (2016). Moreover, the beta coefficients for training & development are positive employee satisfaction. It indicates that training and development have positive impact on employee satisfaction. This finding is similar to the findings of Adeleke (2018).

4. Summary and conclusion

As the world advances more towards technological development, Globalization is increasing interconnectedness of the world's economies, cultures, and populations through cross-border flows of goods, services, information, capital, and people. It has led to a more cosmopolitan and diverse organizational culture, but that it has also created new challenges related to communication and cultural differences.

The major conclusion of this study is that leadership style, geographical diversity, communication & technology, organizational structure, and training & development have positive impact on employee satisfaction.

This study attempts to examine the impact of globalization on organizational culture: A case of Nepalese organizations. The study is based on primary data of 111 respondents. The study also concludes that geographic diversity followed by leadership style is the most influencing factors that affect the employee satisfaction in Nepalese organizations.

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