



Business culture in the Caribbean region:
differences and similarities between Jamaica,
Barbados and Bermuda.

Mujuru, Shepherd

Laurea University of Applied Sciences
Leppävaara

Business culture in the Caribbean region: differences and similarities between Jamaica, Barbados and Bermuda.

Shepherd Mujuru
Degree Programme in
Business Management
Bachelor's Thesis
June, 2012

Mujuru, Shepherd

Business culture in the Caribbean region: differences and similarities between Jamaica, Barbados and Bermuda.

Year	2012	Pages	60
------	------	-------	----

Globalization has led to the creation of extensive business networks and collaboration around the world, which business organizations should not ignore if they are to survive and grow in these volatile markets of the 21st century. However, cultural diversity is one of many barriers limiting the smooth foreign market entry for business organizations, executive managers and other international employees.

The purpose of this thesis is to investigate specific business cultural elements of three markets in the Caribbean region, examining their differences and similarities in relation to Hofstede`s model of cultural dimensions.

A qualitative research approach was followed during this study, utilizing face-to-face interviews with three business experts from the Caribbean region working in Finland. Perspectives on business culture in the theoretical section are based on Geert Hofstede`s theories of national culture and organizational culture theory by Fons Trompenaars.

The research findings showed that four business cultural elements (building relationships and trust, decision making, hierarchy and communication) appeared most in both discussions. Communication style is a broad theme that was brought up by all of the interviewees. Based on the analysis of the interviews, communication seemed to be closely related to and affected by many other cultural dimensions. For example, the study showed that knowledge sharing in business organizations is a problem because the channels of communication are affected by hierarchy. This is a characteristic of high power distance culture according to Geert Hofstede. Based on the data from the interviews, it is apparent that communication within the confines of the Caribbean business culture can be very challenging to foreign investors, but is a key to launching a successful business enterprise in these markets.

Key words

communication, hierarchy, culture, decision making, trust

Table of Contents

1	Introduction.....	6
1.1	The Laurea SID Lab International	6
1.2	Pilot project.....	7
1.3	The research problem	9
1.3.1	Choices of the research context	10
1.3.2	Significance of the study	10
1.3.3	Structure of the study	11
2	Theoretical Background.....	11
2.1	Culture diversity.....	11
2.1.1	Human nature, culture and behaviour	12
2.1.2	Hofstede`s cultural dimension factors.....	13
2.2	Power Distance (PDI)	14
2.2.1	Individualism versus Collectivism (IDV)	16
2.2.2	Masculinity versus femininity (MAS)	18
2.2.3	Uncertainty avoidance (UAI).....	19
2.2.4	Long-term orientation versus short-term orientation	20
3	Business Culture	21
3.1	Building Relationships	21
3.1.1	Language and Hierarchy	22
3.1.2	Communication style.....	22
3.1.3	Decision making process.....	23
3.1.4	Business Etiquette and Protocol	23
3.2	Barbados and Finland Business culture	24
3.2.1	Meetings and Negotiations	25
3.2.2	Meeting and Greeting	26
4	Research Design	26
4.1	Research Approach.....	26
4.2	Data Collection	26
4.2.1	Qualitative Interviewing.....	27
4.2.2	Semi structured interview	27
4.2.3	Responsive interview style	27
4.2.4	Data analysis.....	28
4.3	Sources of data collection	28
4.3.1	Primary	29
4.3.2	Secondary	29
4.3.3	Tertiary.....	30
4.3.4	Evaluation.....	30

5	Review of the responds	30
5.1	Analysis of respondents	33
5.2	Discussion of interviews.....	35
5.2.1	Power Distance.....	35
5.2.2	Individualism and Collectivism	37
5.2.3	Masculinity and Femininity.....	37
5.2.4	Uncertainty Avoidance.....	38
6	Conclusions.....	39
	References	41
	Figures	44
	Appendices	45
	Appendix 1: Table of Geert Hofstede`s Indexes (Greet Hofstede 2007).	45
	Appendix 2: Findings from the respondents.	49

1 Introduction

Globalization has led to the creation of extensive business networks and collaboration around the world, which business organizations should not ignore, if they are to survive and grow in these volatile markets of the 21st century. In addition to business networks and collaborations, the advancement of technology in recent years has also enhanced the global interaction of people from different cultural backgrounds. The Internet, as the mostly used medium of communication and business transactions in recent years, has contributed so much to rise and stay of globalization (Czinkota M, Ronkainen A, I & Kotabe, M, 2009, preface).

Globalization is the process of interaction and integration among the people, companies, and the governments of different nations, a process driven by the international trade and investments, aided by the information technology. According to (Czinkota M, Ronkainen A, I & Ktabe, M, 2009, 7) “The discipline depends on the understanding of how much successfully cross national borders, what the differences are once the crossing is over, and how to reconcile with any conflicts resulting from variances and inconsistencies in rules and expectations”. This process brought up influences and challenges on political structures, economic developments and culture, the actual well-being of people in different societies and their environment in which they live around the world. Business organizations spend huge sums of money to invest in domestic and foreign markets for their businesses to survive and grow in these highly competitive markets. Cultural challenges impose great problems to executive managers of business ogantions when deciding to enter into a foreign market (Czinkota M, Ronkainen A, I & Kotabe, M, 2009, preface).

Increasingly global expansion, networking and collaboration by business organizations and academic institutions have resulted in the creation of strong relationships between industries and academia that benefited both from the cross-pollination of tacit and explicit knowledge. The project intend to establish, develop and enhance the collaboration, interaction and networking that would make it easier for (Industry & Academia) universities, NGOs and the Knowledge business companies from Finland to overcome the market entry barriers (cultural factors) in Caribbean region (Barbados).

1.1 The Laurea SID Lab International

The Laurea SID Lab International Laurea SID Lab international is an international research and development environment focusing on Service, Innovation and Design. There are eight SID Lads in seven Laurea units, and the Laurea SID Lab international is the newest lab in Laurea Leppävaara. It focuses on Innovation, Internationalization and regional development. The lab hosts and develops projects that address internationalization in multidisciplinary areas of

specialization and enhances the implementation of the project results to the regions in Finland and abroad.

Internationalization aspect in the SID lab International is evident through international experts (research interns) and implementation of the projects in collaboration with other countries. Some of the international projects in the SID lab international developed by the research interns, in order to attract collaboration elsewhere around the world in solving the needs of the companies and organizations.

Current projects in the SID Lab International focus on areas such as facilitating International investments, supporting companies' internationalization strategies, Developing International Cultural Services concepts for the metropolitan (Helsinki), Global (social) Responsibilities and International Expertise in Hospitality-, Facility- and Service Management.

Furthermore, developments are placing the lab in to becoming the gateway for international related R&D activities, Knowledge Exchange and Networks. In that regard, SID Lab international is open to the extensive network of Local and international partners (universities, Organizations and companies) for the endless professional collaboration and development in various areas of expertise. (Laureasid)

IRPro2015-Global responsibility project aims at “Enhancing the sustainable recycling of solid waste management in populated areas of three developing countries through the exchange of practical knowledge and expertise between advanced and developing countries.” During the implementation of the international knowledge transfer project to the selected strategic locations in developing countries, there are many challenges involved and the most widely acknowledged challenge is the cultural influences on cross border business projects.

The research, focus on the business cultural differences and similarities on managing cross border business with the Caribbean region (Barbados) as one of the critical areas in the international knowledge transfer project currently run by Laurea SID Lab International. It is the cultural influence on cross border market that draws the interests to research on the “business cultural difference between Finland and Caribbean region (Barbados) using Hofstede` model of cultural dimensions. The area demands a research on the targeted market and in this case is the country of Barbados located in Central America (Caribbean Islands).

1.2 Pilot project

Pilot project IRPro2015-Global Responsibility (IRPro2015-GR) project is the pilot project that initiated the need to study the cultural influences on cross border projects as the project seeks to exchange tacit knowledge with developing countries. The culture factor is one of the

barriers to foreign market entry other than political, environmental and other risk factors. The project aims at “Enhancing the sustainable recycling of solid waste in populated areas of three developing countries through the exchange of practical knowledge and expertise between advanced and developing countries” hence the need to study the cultural diversity involved.

“The universities from one Asian and developing country (or territory) in the Americas expected to become the hubs for this project. Graduating students encouraged to take an active role in working on the project alongside companies and the public sector in their countries. The University Professors or lecturers expected to act as guides in this project. The closest collaboration with companies and international organizations on environmental sustainability is vital for knowledge and expertise support as well as networking activities. Figure 1 below shows the model diagram of the IRPro2015-GR Implementation project.

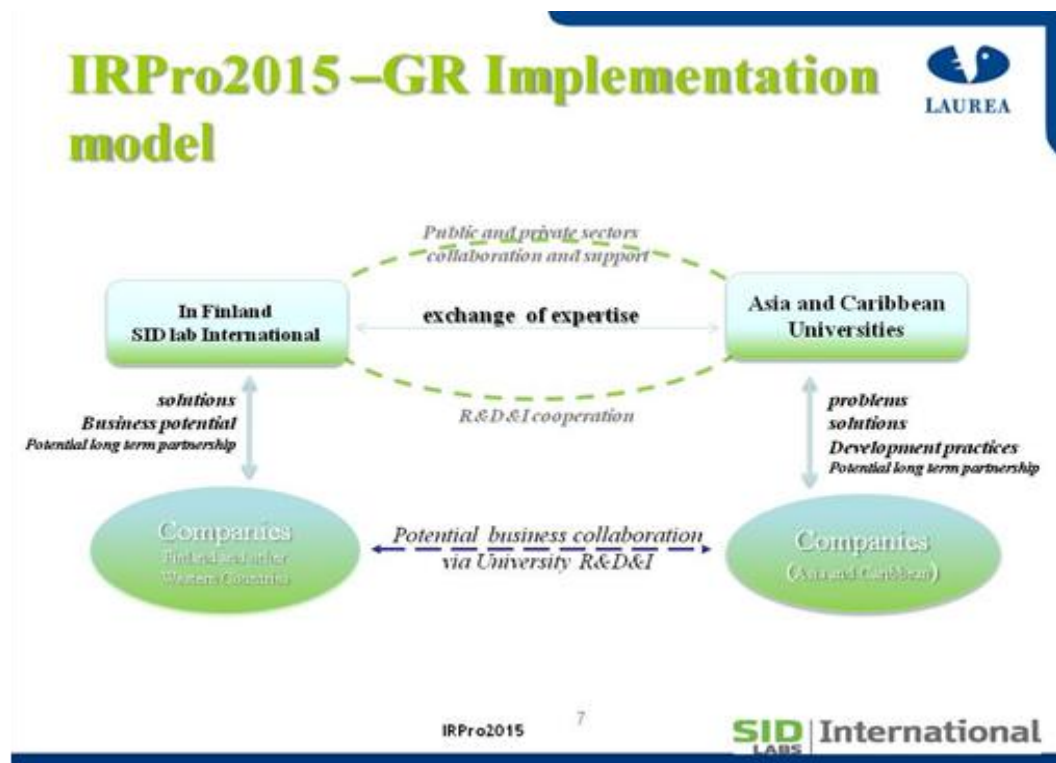


Figure 1: IRPro2015-GR Implementation model

In order to be able to collaborate with partners in the mentioned countries, this thesis is intending to bring contributions on the aspects of business culture which the project teams will have to put into consideration while creating links with the Caribbean region (Barbados).

1.3 The research problem

The research problem

The purpose of this thesis is to investigate specific business cultural elements of three markets in the Caribbean region, examining their differences and similarities in relation to Hofstede's model of cultural dimensions. The findings would help the International Recycling Program 2015-GR Implementation team to consider and get an insight when trying establishing a cross-border relationship with the Caribbean region. The study is intending to highlight the business culture of the Caribbean markets in relation to Hofstede cultural dimension factors. The factors would work as a guide to business people when doing cross border project collaboration with Caribbean region.

As there are many critical elements that influences different types of cross border businesses, the analysis of the business cultural elements that are vital when conducting business projects specifically in Caribbean region would be analyzed and compared with Hofstede cultural dimension elements.

In responding to the research question, some aspects of culture are subject to review in the empirical study section of the document. The impact of culture on knowledge transfer acknowledged in the business community globally. The concentration of the research will be in analyzing the business cultural aspects of culture on business relationship between global markets and Caribbean region, how will they be utilized for the success of business relationship. Surprisingly the Caribbean region business culture influenced by different aspects of culture, backdated to the slave trade era, hence a unique, dynamic business culture. In addition to business culture that incorporates elements such as values, protocols, customs, ethics, behavior, religion, taboos, business etiquette and communication style, national culture has a major influence in the going concern or failure of foreign business projects intending to establish the relationship with one another in this 21st century

Business Culture consists of several aspects of which some are tacit, and others are explicit. In that regards, cultural factors play a major role in influence the communication and viability of strategic partnerships. This research study intends to bring up a framework of some aspects of business culture in Caribbean region, Islands region in Central America. Analysis of the business cultural elements would come up with a glimpse of defined national business cultural aspects of the market in question (Caribbean region) that would make the collaboration, interaction and networking easier for universities, NGOs and the Knowledge business organizations from different geographical regions. That helps transferring knowledge without experiencing many difficulties of market entry challenges. It is that the nature of the cultures involved in cross border business networks and the networks both influences the knowledge

sharing barriers. However, the research would provide an insight into the Caribbean business culture but leaves more room for further studies.

1.3.1 Choices of the research context

The effects of culture in doing cross border business are a qualitative study research question. The choice of the research study was of interests to the researcher as the involvement of the researcher in IRPro2015 project (International Recycling Program 2015 project), which is a brainchild of the researcher university initiatives, was very important. After serious consideration of the ongoing pilot project that seeks to foster global recycling programs between developed (Europe) and developing (Asia and Central America Caribbean region) countries, the researcher understands that the managerial contribution to the Caribbean project is vital to the outcome of the whole project. The culture diversity as the main entry barrier to company's management, employees and executives that seek to go global is the area of study because the awareness and understanding of cultural differences between different nations and the Caribbean region helps in the IRPro2015 project implementation. The attention applied "Towards the implementation of the project various measurable objectives that will have to be fulfilled. These objectives are; partnering with at least five sustainable environmental companies or organizations

The partnership will yield tacit knowledge on methods of implementing sustainable, solid waste management through First, sharing exemplary practices from companies with expertise and second, offering training and collaborative development work with the companies in the developing countries through the universities. Third, partnering and offering training and awareness programs with (5-10) related NGOs in the country in question (Caribbean region) considered a first priority. Partnering with the NGOs considered as the viable way of getting the idea across to the community in the developing territories. The knowledge that the NGOs will receive through the project expected to be supervised and practically implemented in the places where this project will concentrate on".

1.3.2 Significance of the study

After the study, the research will serve as base information for the IRPro2015 project and other business organizations and or individuals who seek to collaborate with the market in question. It highlights the cultural diversity of the Caribbean region market that could play a crucial role in informing business people around the globe. Business people who seek to extend their interests to the region in question consider understanding cultural diversity. The results will help the parties interested in Laurea SID Lab project and other organizations to be aware of the cultural differences between Finland and Caribbean countries as that will foster

easy communication, collaboration, networking and implementation of the project objectives.

The study would be beneficial to the school project team, business organizations and other people who are seeking or seek to collaborate with the Caribbean region markets. The study will highlight some of the business cultural factors that can be considered when seeking to collaborate with business communities in Caribbean region market. The cultural aspects under study will be indicators to the cultural challenges that business organizations are facing when entering international markets. The thesis leaves more room for further studies on cultural challenges as it not intended to do a thorough analysis of cultural diversity in general but an insight.

1.3.3 Structure of the study

The research starts with an introduction of the study title and the prevailing situations that created the interest towards the study. Theoretical framework reviews the various theories that explain the area of interest, and in this case is: "Business culture in Caribbean region. Differences and similarities between Jamaica, Barbados and Bermuda" using work-related Hofstede culture dimension values.

The method used to collect data raises from interviewing three business experts from the Caribbean region. They are working in Finland and have a broad knowledge of business culture from their respective countries. The methodology of the study reviews the research approach of the study, the data collection method and evaluation of the research approach. Finally, the analysis of the study reported by considering the method of choice which reviewed further in this study.

2 Theoretical Background

2.1 Culture diversity

Culture defined in different ways that reflect the variety of cultural phenomena that can be observed. According to Morrison (2002), cultural symbols include but not limited to language, religious rituals, and art who has shared meanings from the fingerprint of a society. However, Edgar H. S, (2010, 18) also "defines organizational culture" as pattern of basic assumptions started, discovered, or improved by a given group as it learns how to adopt to problems of external adaptation and as well as the internal integration. This sums up everything that make the organization exists as an entity. According to Czinkota (2007), cultural symbols affect the flows of business and activities. Businesses and or societies distinguished with unique

elements of culture. These elements of culture, expressed through, language that is Verbal Nonverbal Religion which based on values and attitudes, manners and Customs. Material elements and education, aesthetics and Social Institutions.

In that sense, it is important for international companies to understanding and have knowledge of the national and business cultures of a targeted foreign market. As a result, adaptation to these cultural elements for a multinational company depends on its level in the market participation. For example, licensing, direct investment and product or service marketed (Czinkota, 2007). The most influential issue for cross-border businesses is to analyse the culture of the targeted market, which includes information that helps the company's staff to take informed decisions. The information from the analysis has been more than a collection of facts, but the data must be interpreted correctly (Czinkota, 2007).

2.1.1 Human nature, culture and behaviour

Different authors define culture in many ways but meaning the same thing. Culture referred to as a collection of programming mind that establishes itself in many ways that include symbols, heroes and rituals (Geert Hofstede 2001, 1). The above mentioned author furthermore highlighted that, culture, in the first place is learnt and not inherent. Culture is “collection of programming mind that differentiate the members of one family or category of people from another” (Hofstede 2001, 9). For this reason, culture should be separated from human nature and the distinct personality. According to the author, human nature such as feelings and emotions influence and modified by culture and can be shared by all other humans. Personality differs from culture and nature as it embedded to an individual. However, it is learnt and partly inherited. Figure 2 to be shown below portrays the unique boundaries between nature and culture and between culture and personality.

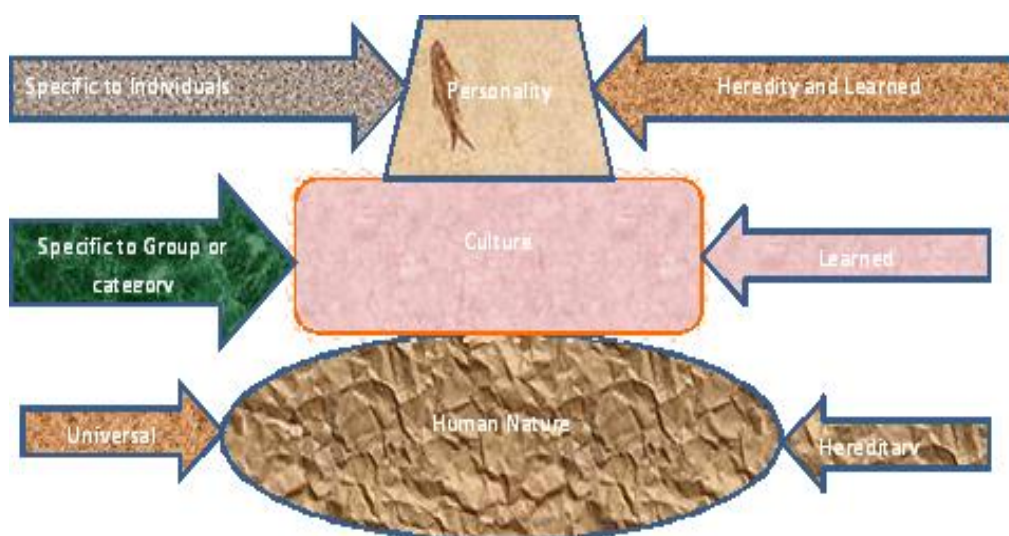


Figure 2: Hofstede`s three levels of mental programming

2.1.2 Hofstede`s cultural dimension factors

Mostly culture is limiting to national level where different ethnicity groups of a country share or depicts some identical cultural traits. It could be wrong, and inconsistency to think that people from Caribbean Islands would all behave in the same way, speak the same language, and hold the same values. However, a wider study on the cultural background shows that, although people live in same geographical region (country) has a difference in values, norms, customs based on their ethnicity and the location area they live. For example, Zimbabwe a country where the writer comes from has more than 15 ethnicity groups with more than 20 languages but there are main common languages used by all.

In western countries also differ in cultural attributes they hold at national level, on ethnic and other level. For example, people from the north of Finland speak a different language. The Sami and Romani people and those from the south and other parts of the country speak Finnish and Swedish in that respect; traditions depicting their unique cultural traits differ also in the same way.

Hofstede`s national cultural model

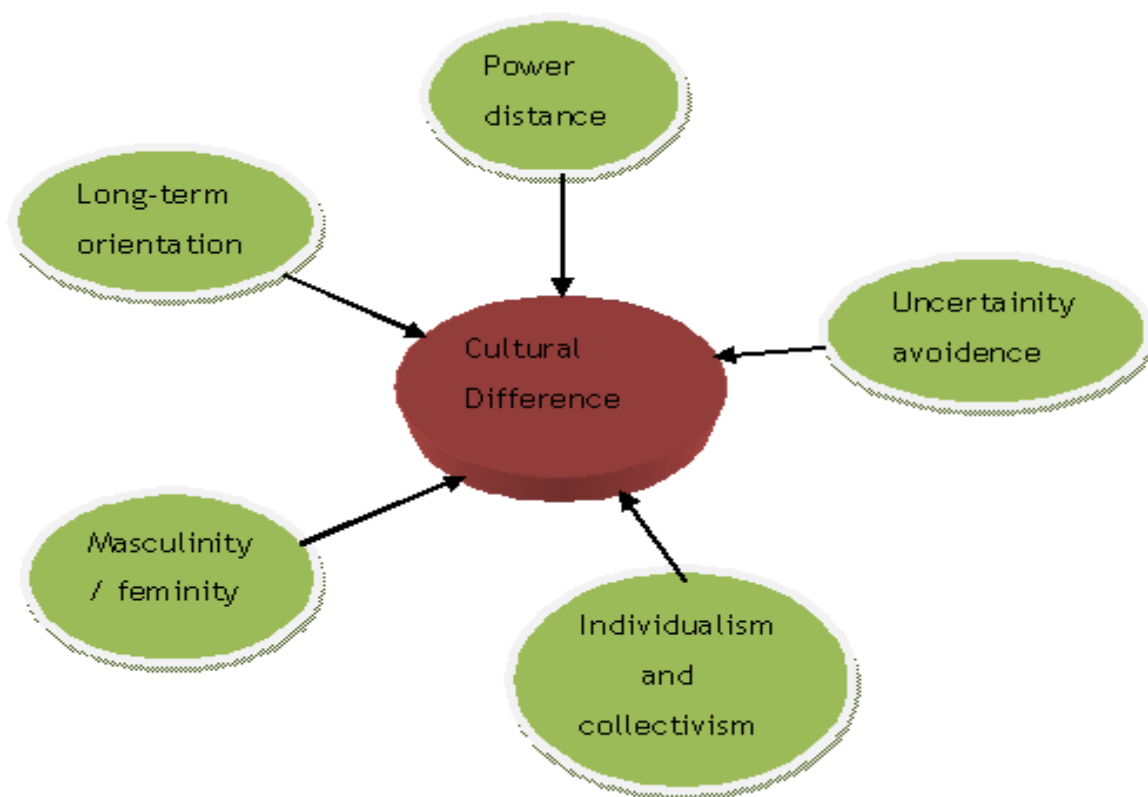


Figure 3: Hofstede`s model of cultural differences.

The four of Hofstede cultural dimensions namely, Power distance (PDI), Individualism versus

Collectivism (IDV), Masculinity versus Femininity (MAS), and Uncertainty Avoidance (UAI). The fifth dimension introduced at a later stage, based on a new cross-national study, Bonds Chinese Value Survey, which conducted by Michael Harris Bond. The fifth dimension was long-term orientation (Hofstede 2001, 18-36). All these cultural dimensions by Hofstede have positive or negative influence in one way or the other on cross-border business projects. In this study, four of Hofstede dimensions primarily serve the purpose of this research, Power distance, Individualism and Collectivism, Uncertainty avoidance and Masculinity and Femininity. However, the remaining one would also be briefly detailed enhance the reader's understanding of educational importance in international business activities. To have a better understand how Hofstede cultural framework reflect the impact of the cultural dimensions on business culture in Caribbean region, a description of each dimension provided from which the author would build the findings.

2.2 Power Distance (PDI)

Hofstede Power Distance indicates the extent to which power shared equally in a society and the extent that the society accepts this distribution. Hofstede Power distance Index measures the degree to which the subordinate members of organizations and institutions (such as families) tolerate and expect that power distributed unequally (clearly cultural 2005). In organizations as society units, Hofstede stresses that there will always be inequality of member's abilities, skills and inequalities in power. As a result, an unequal distribution of power among members is the essence of the organization (Cotta, 1976, 178). According to Hofstede, in cultural framework, power distance is either high or low. Often at times, the high power distance encourages hierarchical levels that affect the smooth communication as well as the culture of knowledge sharing within organizations or societies at large due to barriers based on status or power issues. As a result of hierarchical levels, there is limited space for employees at the bottom level to rise to the top because of lack of knowledge sharing culture.

In low PDI cultures, subordinates and superiors consider each other as equally important, "the hierarchical system is just an inequality of roles" that established for convenience (Hofstede, 1991, 36). Therefore, in such cultures it expected to find examples of close working relationships between the bosses and the subordinates, and even examples of subordinates defining their own tasks without much influence from the bosses. Subordinates have influences in their boss's strategic decision making process as a result of knowledge sharing culture employed. In low PDI cultures, society prefers to consult when problem or conflict arises. In that sense, the subordinates are likely to contradict their bosses or superiors ideas and are very willing to present their own knowledge (opinions) for consideration (Hofstede, 1991).

In a culture where the power distance is high, employees wait for instructions from managers

before they work. For the Caribbean region have a unique culture influenced by two unified cultural backgrounds which are from countries of origin and the former colonial powers side. However, the influence backdated to the colonial era of slavery days. In that sense, Britain rated as an individualistic country in Europe according to Hofstede, 2001 on an index scale of zero and one hundred. Communication vertically disseminated from the top to bottom and this hierarchical structure influences the process of knowledge transfer that resonates with the hierarchical arrangements within the organization. Top management in such cultures may have the power to decide on how and when the knowledge disseminates. As a result if the management at the middle level is not willing to change or explore new ways of doing business, then those employees who work hard with the intension of rewarded through promotions will not be motivated to rise to the top. Resultantly, impacting on the direction of knowledge flows (Bhagat.et.al, 2002); however, authorities in such organizations of high power distance cultures centralized. The hierarchical structures in those organization forms, also influences the gap in salaries, fringe benefits. The respect comes with the level of seniority in the organization, in high power contexts. A High Context culture is one in which people with power take a leading role in assuming the commonality of knowledge and views, so that less spelled out explicitly (openly) and much more than implicit, or communicated in indirect ways (Hofstede 2001, 79-85). So business organizations from developed nations considering going abroad should be aware of the difference in cultural dimensions and the different effects caused to developing nations. From Hofstede power distance model, France, is a high power context country with a power distance index (PDI) of 68 on a scale of 1 to 100 (Hofstede 2001).¹

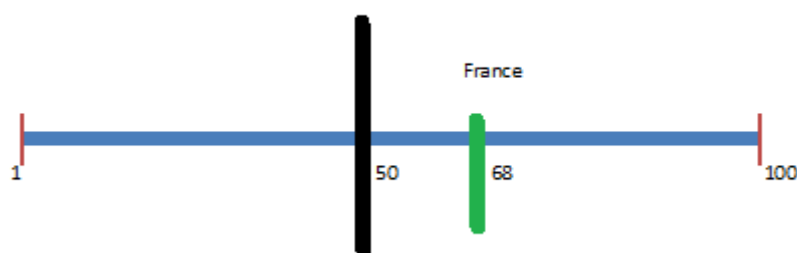


Figure 4: France “Power distance” dimension indexes.

Above presentation is an own creation by the writer, based on Hofstede`s research scores. See index 2.

The flat-structured form of the organization is a characteristic of low power distance culture with less than the number of hierarchical levels. Supervisors and subordinates considered the

¹ For more information see appendix 1

same which means the subordinates and superiors could interact easily. Information dissemination is often horizontal or from one level to another without following order. Of which, equality considered more important than freedom in high power distance cultures, and the reverse is true in low power distance cultures where freedom is vital than equality. Finland, compared to other European nations is a low power distance nation which could be the ideal market to collaborate with and establish business projects with the Caribbean region. Companies in low power distance cultures decentralized, and hierarchical levels created for conveniences rather than to show status (Hofstede 1991, 55).

2.2.1 Individualism versus Collectivism (IDV)

Individualism, in contrast to collectivism, shows the relationship between the individual and the collectively that exists in a given society (Hofstede 2001, 209) According to the author, individualism reflected in a society in which the ties between families are loose, everyone expected to look after one another and extended family. Whereas in collectivist societies people from birth onwards integrated into strong, cohesive in groups that are in nuclear families, extended families, or tribes, and it implicate values and behavior that continue protecting the group in exchange for unquestioning loyalty (Hofstede 2001). For business organizations, deciding to explore external markets should take the issue of cultural diversity seriously, as its influences business outcome. The dimension relates to the degree at which people in a culture prefer to act as a member of group or individuals. In addition to the degree of action, it also reflects whether the groups' interests are more important than the person's interest. The evidence suggests that this dimension influences the willingness of individuals to share their knowledge (Chow.et.al, 2000).

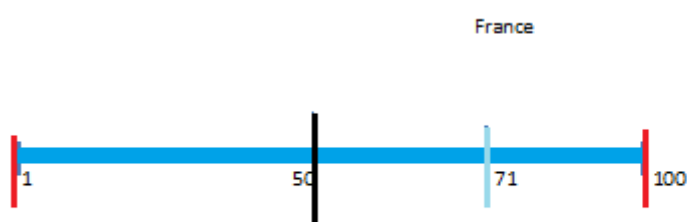


Figure 5: France's "Collectivism versus Individualism" dimension indexes.

The above presentation is an own creation by the writer, based on Hofstede's research scores. See appendix 2

The strong IDV fits individualistic culture and a small IDV would represent a collectivist cultural society. For example, the United States according to the Hofstede research index score.

It seen as individualistic (scoring a 91) with the “American dream” in mind. The Americanize belief great things can be achieved through hard working for a higher standard of living than their fore fathers is clearly, a representation of staunch individualism culture (clearly culture 2005). In individualistic cultural society, employees are independent, and identity connected with the person rather than to the group where the employee belongs to or to the family. The task and the company should be considered first before any personal relationships. People make or engage into business with the organization rather than with individuals and subordinates viewed as independent individuals with interests and needs. There is the value for individual freedom of making own decisions. Having a challenging job in which one can adopt his/her own strategic approach is very important.

It considered inappropriate in business, to hire a relative or family member in a highly individualistic society as the belief being it triggers nepotism, favoritism among other conflicts of interest. Organizations in strong, individualistic cultures, management manage individually subordinates can be moved around individually, and employees who perform badly or inadequately dismissed and good work performance of individuals would be rewarded with incentives and bonuses individually The relationship between the business and its customers based mostly on equal treatment and no special key account treatment, as this considered unethical and unfair business practice. A short, small talk considered before getting down to business in an individualistic culture because business considered being more important than the relationship. What matters most is to get a rewarding deal at the end of the day (Hofstede 1991, 73-102).

On the other hand, in a collectivist society, people united into strong, cohesive, extended, often large families (grandparents) which throughout people's existence continue to bind them in exchange for unquestioning loyalty. Management manages a group and not individuals as groups are very important in collective cultures. Subordinates in a collectivist culture feel emotionally integrated into work group, so managers in such culture should be extremely attentive to factors that affect the group. According to Hofstede (2001), collectivistic cultures have a great emphasize on groups and always think more in terms of “We” and harmony, loyalty and respect inside the company is vital and should always be maintained. As business organizations from developed countries might decide to venture into foreign markets, it could be vital to understand the culture of the targeted market before the project resume so as to reduce the cultural crush.

Confrontations should be avoided, especially in public to avoid the “loss of face” to the partner.

Collectivistic companies employ not only an individual but also a person belonging to a group.

Hiring or employing someone already familiar to the group reduces risks and the family members help to correct misbehavior of any family member so as to preserve the reputation of the family. Employees who embarrass themselves not only will they lose face, but also embarrass the whole group, extended family and even friends. In a collectivistic culture, poor performance or lack of skills of an employee is no reason for dismissal. The employee could be transferred or changed to another position or department that requires lesser skilled tasks. For example in Japan, performance and skills, however, do determine what tasks one can be assigned, and poor performance is no reason for dismissal as that could be like dismissing one's own son (Hofstede 2001, 237).

2.2.2 Masculinity versus femininity (MAS)

This refers to how a society abides by and values, the traditional and current male and female roles. Masculine cultures demonstrated in countries where men expected to be strong, tough, to be assertive, to be competitive and be the provider. If women work outside home (skilled job), they have separate professions from men which supposed to be modest and caring in nature. However, in feminine culture countries, both men and female work more or less the same across many professions. Men supposed to be responsive, and women have to work hard to achieve professional success. Finland, for example, is that country where equal rights and equal opportunities for both gender in their working environment.

Masculine cultures emphasize on advancement, training, up-to-datedness, earnings (materials, monetary and educational), recognition and challenges whereas feminine cultures stresses on good working relationships, manager, physical conditions, cooperation and employment security (Hofstede 1991, 118).

In organizations, masculinity and femininity cultures create different types of management. Masculinity cultural organization, manager is decisive, autocratic and makes most of all decisions singlehandedly. In contrast to masculinity cultural management type, in femininity cultural organization, the manager is less active and there is the preference of making a decision within a group (Hofstede 1991, 141).

Organizations in a masculinity cultural society, characterized by individual performance, achievements, incentives, individual rewards and seniority. Whereas, in femininity cultural, employees values togetherness, mutual help, social contact, teamwork and collective achievement. Thus, people rewarded according to their capability, know-how, education and performance. The table, below show the difference of important elements between masculinity and femininity society.

Masculinity society	Femininity Society
Earnings-have an opportunity for high earnings	Manager-have good working relationship with your direct superior
Recognition-get recognition one deserve for a job well done	Corporation-work with people who work well with one another
Advancement-have an opportunity for advance to higher level jobs	Living area-living in an area desirable to you and your family
Challenge-have challenging work to do, work from which one can get a sense of accomplishment	Employment security-having the security that one would be able to work for the company as long as one wishes

Table 1: Important elements between masculinity & femininity society.
(Hofstede, 1991, 81-2)

2.2.3 Uncertainty avoidance (UAI)

According to Hofstede, (2001, 145) Uncertainty avoidance dimension refers to society's tolerance for uncertainty and indistinctness about the future of human life. Which everyone try to cope through the domains of technology (include all human artifacts), law (all formal and informal rules that guide social behavior) and religion (all revealed knowledge of the unknown) that is the need of human beings to search for the truth. The above mentioned author also defines it as the "extent to which people of a culture feels affected by unknown happenings" (Hofstede, 1991, 113). It shows how a culture modifies its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured phenomenon is novel, unknown, surprising, and different from usual. However, a society or organization cannot develop when its people are not sure of the results of changes and new ideas or knowledge cannot be shared because of the fear of the uncertainty. In the context, of knowledge transfer, individuals with a high tolerance of ambiguity are much better able to transfer and receive knowledge that is tacit and complex (Bhagat.et.al, 2002). However, if the knowledge acquired by individuals not used for change, then it is not worth acquiring.

In cultures embedded in high uncertainty avoidance, people feel comfortable in structured and known situations. There is disturbing feeling for written and unwritten rules, regulations, and laws controlling and governing employer and employee rights, duties and obligations. However, formal businesses in high uncertainty avoidance associated with a lot of rules and policies. To reduce the internal uncertainty caused by the unpredictability of the members and stakeholders behavior, the organization opts for set of rules (Hofstede 2001, 147).

Employees in low uncertainty avoidance do not feel threatened by rules, policies or unpredictable situations. They embrace risks to a greater extent and adapt easily and fast to changeable

situations. However, it is instead employees from low uncertainty avoidance companies seem to have an emotional fear of formal rules and laws. The belief from the lower uncertainty avoidance is that rules should always be applied when it is necessary, and employees take pride in order to solve problems without necessarily following formal rules. Formal business attitude is characteristic of lower uncertainty avoidance cultures, and the opposite is true in high uncertainty avoidance cultures.

According to Hofstede (2001, 167), less uncertainty avoiding cultures characterized by high rates of innovation. They welcome innovations so easily but put less energy and effort into their application. Compared with high uncertainty avoidance cultures that find it difficult to bring innovations but once they accepted, they been taken more seriously than in lower uncertainty avoidance cultures. Also, the precision and punctuality needed to make an innovation work comes naturally in high uncertainty avoidance cultures, and in less uncertainty avoidance societies, learning and management is what it takes for the application of innovation. One might, therefore, suggest that it is people from the less uncertainty avoidance cultures who come up with ideas and innovations while people from the high uncertainty avoidance culture develop and implement the ideas (Hofstede 1991, 181-184).

2.2.4 Long-term orientation versus short-term orientation

The fifth of Hofstede cultural dimensions (long-term versus short-term orientation), deals with aspects of time and culture attitudes towards the past, present and the future (Hofstede 2005, 167-186). Hofstede added the fifth dimension in the 1990s after a Chinese Value Survey to try to distinguish the difference in thinking between the East and West. The research results suggested that Asian countries have a strong link to Confucian (philosophical doctrine) philosophy acted differently from the Western cultures. France among other countries had no results included in the research index for reasons known to the author (Hofstede Geert).

Some of the characteristics of the two dimensions are: Long-term orientation there is persistence, ordering of relationships according to status and observation of the order, having a sense of shame, and thrift (extreme care in spending money). Whereas the Short-term orientation, there is personal steadiness and stability, protecting your "face" (embarrassment), respect or tradition, and reciprocation of greetings, favors and gifts (clearly culture, 2007). The characteristics portrays people in Long-term orientation culture do not tolerate tradition as much as many others, and hence willing to help to accomplish the most imaginative tasks or plans as long as it fully involved.

Family businesses are a common feature in Long-term orientation cultures. The working

environment has a stable hierarchy (less bureaucracy) that makes it ideal for potential entrance to set up businesses in the country. On a dissenting note, the easy entry barriers affect the local entrepreneurs who can compete fiercely with the foreign companies that find the market worth risk taking as a result of low entry barriers. Employees of companies in Short-term orientation cultures, focus on periodic achievements (results) such as last month, quarter or previous year results and managers judged by their prior period's results. In long-term orientation cultures, employees emphasize on future goals, which is often, set up from 5-10 years ahead (Hofstede 2005).

3 Business Culture

When doing business in a foreign market, international companies need to understand the local business culture as it is an important ingredient for success. According to Li, for foreign businesses, to directly transplanting their business models into a local cultural market would also mean the transferring of cultural values and beliefs which could be a risk. On the other hand, adaptation to the local business practices, without fully understanding them, could also put the foreign business at risk. In that sense, it is advisable for international companies intending to invest to implement a localization strategy that takes into account cultural differences and fosters a different blended corporate culture.

That means that, the localization strategy has to be effective that it incorporates cultural sensitivity and a willingness to adjust, for example, the products, services and management styles to meet community needs (Li, 2008, 34-37). In addition to that, understanding and accepting intercultural differences clearly promotes ideal communication as it breaks down the barriers, builds trust, strengthens relationships, to open opportunities and encourage tangible results in terms of business success (kwintessential 2005).

3.1 Building Relationships

The challenges facing by international and global business executives, managers, and employees, are to understand, appreciate and respect the cultural diversity. In many ways, this start by establishing, building and enhancing relationships which would ultimately foster trust between the cultures involved. In most cultures, business people prefer to do business with partners they know most. In that sense, it would be necessary to have a traditional close relationship prior to doing business that could be fostered by the involvement, of a third party introduction to enhance credibility. Relationships built on mutual trust and respect, so for business to succeed in different cultural regions, relationships should be considered first. In contrast to the need for a long standing relationship to do business, Finns are transactional and do not need long-standing personal relationships in order to conduct business. In fact,

Finns relationship building often takes place outside the office: that is in a restaurant and or the sauna (Kwintessential 2005).

3.1.1 Language and Hierarchy

Other two cultural conflicts for businesses venturing into a foreign market are language and hierarchy in the business environment. For example, in huge markets like India and China were independent states speak different languages even though English language widely used as the language of international commerce. However, to add value to the results of the business meetings, foreign managers need to understand, know and speak at least the local language as that helps to break away the cultural barriers. In addition to language as a business edifying effect, hierarchy regarded in some markets (countries) as a very important cultural element, as strict hierarchy defines the people's roles, status and social order. So observing the hierarchy, even in business meetings helps one understands the levels of respect rendered to the business delegates and, or the management of a company (Kwintessential, 2005).

3.1.2 Communication style

In various business organizations, communication expressed in various ways, to pass the message between employees and management. The communication flows could be downward, upward or laterally depending with the nature of the cultural dimensions associated with the organization. There is a great need to understand the communication in business organization between superiors and subordinates, because of factors that demand consideration in order to have effective communication. The problem of communication could be as a result of the meaning attached to the words during communication. According to Lashley, C and Lee-Ross, D (2003, 186), "effective communication only takes place when the other part received and understood the message sent by the sender. It assumed that the effective communicator understands the needs of the receiver and select the most appropriate means to communicate with". However, in cases where cross culture involved in business organization, it is important for management carefully understand the capabilities of the receiver (employees) on how best to present the meaning of the words in that communication for the benefit of effective communication. However, language is the main barrier in the foreign market entry, so it is necessary to understand fully well the local language in order to have effective communication.

In high power distance organizations, it is sometimes difficult for employees and management to communicate effectively because of the nature of the communication flows and the hierarchy. People from the same level understand each other well but not the same with a group from a different level. The hierarchical communication flows in some business organization

hinders effective communication between employees and management and even management themselves. Lashley and Lee- Ross (2003, 189) explained that effective communication rooted from the communication between managers and employees on a daily basis. “Managers at all levels should understand the need to communicate effectively with employees in a way that genuinely creates understanding” (Lashley and Lee-Ross, 2003, 189). Alternatively, for the International Recycling Program 2015 team to succeed in their quest for global projects, management need to take into account the nature of the communication flows and correct for difficulties in order to enjoy effective communications with their counterparts in targeted market (Barbados).

3.1.3 Decision making process

In high power distance, cultured-organizations, and or societies, people prefer hierarchical communication, and the process equally applies to the way the knowledge transferred or shared. The hierarchical arrangements should be respected as it have both the significance on the way communication, knowledge transfer and sharing should flow, as well as showing status (Bhagat et al., 2002, 256). Those in positions of power, because of being authoritarian control the rewards and all persons respond to perceived external forces. They also have the power to decide on how and when the knowledge disseminates and employees not accustomed to having many responsibilities, hence wait for instructions from their bosses.

3.1.4 Business Etiquette and Protocol

According to Brennan, L (2003) business etiquette is an all-encompassing terminology for successful personal skills and communications in the workplace, covering every area of communications, across all discipline and all eventualities. The above author also argues that good personal skills enable one to work and build ideal business relationships with anyone (Brennan 2003, 1). However, opening doors for others at the workplace and first greeting of the day to workmates or customers gives a remarkable impression. In addition to vital factors mentioned above, Brennan (2003) also highlighted other special factors such as silent and spoken communications, in which he discussed the three vs. (visual, vocal and verbal) that sum up the communication signals people (workmates) send to others at work. Visual (How one look 55%), Vocal (How one sound 38%), Verbal (What one say 7%).

According to the percentages mentioned above, the visual signal commands higher share,” which suggest the,” role it plays in everyday working places. It is so important to spend more time concentrating on how one say rather than what said. According to Brennan (2003, 16) the essence of business etiquette is to concentrate on both the content and delivery. Furthermore, the above mentioned author argues that making eye contact is important

to build trust, to encourage others (workmates) and credible (Brennan 2003, 19). Eye contact means looking at a person's face and yet move your eyes from theirs to other parts of their face. This gives them space to feel comfortable. Although, some cultures suggests that looking straight into the eye (eye contact) is a negative sign that one might want to take advantage of the other, especially when doing business negotiations. The following paragraphs highlight the cultural differences between the two markets in question. Cultural elements or factors set of beliefs, moral values, and traditions including language which rules the behavior of a people of a nation or community.

3.2 Barbados and Finland Business culture

In the case of the two markets understudy in this document (Finland-Barbados), have different critical, cultural elements that occupy the back-borne of both nations. According to Haigh, R (2003, 156-7) the Finnish life is not complete without the sauna included in it. "The central role in Finnish life played by the sauna is inseparable from the self-identity of Finns as forest people living a healthy outdoor life" (Haigh, R 2003). The sauna is more than just a washing-place, besides being a sacred place for Finns business deliberations and discussions can also take place, with significant business deals concluded on a more than informal basis in sauna.

On the other hand, unlike in Finland, Barbadians have their culture attached to the game of cricket. There are other settings that influence the Barbadians culture, but it is the game of cricket that is most striking and influential benchmark and cultural monument in Barbados a country with two co-existing cultures (the British-originated and the African)(Stoddart, B 2006). According to Stoddart, B (2006, 3) cricket is not just one those games shared by in Barbados, but it draws a massive societal passion. "In Barbados cricket is more than a game which inspires enthusiasm as a cultural institution, but it is a way of life in itself" (Stoddart, B 2006, 4). The two above-mentioned cultural elements from both markets (Finland and Barbados) have great influence in managing the cross border business projects. For example, in Finland after very serious business meetings, it favorably considered normal to go to sauna after where the continuation of business discussions on a more informal basis and deals could be reached ([kwintessential.co.uk/country profile-Finland](http://kwintessential.co.uk/country-profile-Finland)).

On the other hand, in Barbados on memorable occasions businesses come to a halt as shops, offices and schools close when crucial matches are in progresses. "When the former colonial government invaded Barbados in 1954, the inauguration ceremony had to be postponed in order to avoid a collision with an important cricket game" (Stoddart, B 2006, 4). Even though, these cultural factors from the two markets in question are different in nature; and they play a vital role to influence the outcome of business activities in the respective markets. Accord-

ing to Haigh, R (2003, 118) “Finns value silence and hardly talk and this reluctance to communicate can result in problems when dealing with people from a talkative cultures”. In addition to the already mentioned weaknesses of Finns, Finns believe more to themselves than others, and this derive the stubbornness and or doing things a certain way by the local people results in experiencing difficulties with foreign entrepreneurs (Haigh, R 2003, 119). Contrary to the critical, cultural elements mentioned above, Swallow, D (2001, 59-61) argues that Finns are naturally peaceful people, and it view foreign talkative people with suspicion. “Feeling comfortable with silence”, Finns talk mainly to explain a situation without a smile and this does not portray a clear picture in the eyes of the foreigners (Swallow, D 2001, 60).

Interestingly, according to Swallow, D (2001, 60-1) one has to be a mind reader to stimulate a Finn into communicating which could be demanding too many business people. However, the author edge foreigners to take note of the “mind-reader” factor when it comes to business negotiations with Finnish people. As for the dress code, Finns dress casually most of the time. However, Swallow, D (2001, 74) noted that Finnish managers dress in suit normally for work but in winter, it considered smart if the manager dress in trousers, polo neck sweaters under their jackets. On the other hand, Barbadians dress code influenced by two unique co-existed cultures (British-African). Nevertheless, suit, shirt, tie for men and normal dress for women, characterizes the office working class. African traditional, colorful dress associated with a major festival event such as the crop-over festival which signifies the end of sugar cane crop. The culture backdated during the original African slaves. During the festival periods, a variety of music and dances characterizes the tourist’s attraction in Caribbean Island (Barbados) (totally Barbados).

3.2.1 Meetings and Negotiations

Finnish business people are not difficult to negotiate with in business but effectively reach a positive outcome. They are non-confrontational, and it is rare for Finnish business people overtly disagree in business negotiations. Appointments scheduled between June and August is likely to be postponed as most Finns take a vacation during the summer. It considered normal for negotiators to discuss other personal issues before getting into business discussion. However with Finns, business people should expect a minimum, if any talk before the main talk of the meeting. In addition to minimum talk, Finns are very punctual as it comes on time and the meeting starts and end on time. So it considered, in appropriate to come late to Finnish meetings or functions for it shows disrespect and inefficiency. Communication is very important to the Finnish society as nearly everyone connected with telephone or a cell phone, so it will be practically appropriate to call immediately if one delayed by more than five minutes. In addition, communication is also necessary in making appointments, which

would be in advance through telephone, emails or fax, and it is extremely difficult to meet with people without a formal appointment (Global etiquette 2004).

3.2.2 Meeting and Greeting

The most commonly used greeting in many cultures is handshake followed by a direct eye contact and a smile. However, different cultures recognize and define these etiquettes and customs differently. For example, in India, greetings influenced by religion, education and social class. Where handshake is common, but applied according to gender, men handshake men and women do likewise, and there are seldom cases of men shake hands with women because of religious beliefs. In China, handshake is a common way of greeting, but Chinese looks towards the ground when greeting someone instead of direct eye contact as that has a different meaning altogether. However, in South Africa, handshaking, while maintaining eye contact with a smile when greeting someone is common to both gender but with minimal, few cases where men kiss the cheek of a woman in place of hands shake, and that depends on the relationship of the two involved. Furthermore, in a deeply rooted religious cultural society such as Iran, the traditional greeting is affectionate, where men kiss other men and women do the same to other women. Even though, a handshake greeting is common on the street to those people who knows each other well. There is total restriction on introductions to members based on gender as men and women socialize differently (Kwintessential 2005).

4 Research Design

4.1 Research Approach

The method adapted in this research document is qualitative research approach. The author used qualitative means because the research does not intend to use numerical or quantity values for the study hence qualitative research study. Qualitative method, according to (McDaniel & Gates 2006, 78) is the research whose findings not based on quantitative analysis or quantification. However, (Ghuri & Gronhaug 2005, 109) pointed out that qualitative study is the widely used method by researchers, to collect data through observations and interviews. In addition, the mentioned author, also argued that the research methods refer to structured, and carefully collection of data for the purpose of obtaining information from them, to solve or answer a research problem or question. The researcher will also use the primary, secondary and tertiary sources of collecting information for the study.

4.2 Data Collection

4.2.1 Qualitative Interviewing

The author intend to interview three participants from Caribbean region through face-to-face interview conversations and the discussions would be recorded and summed up on hard copy. Three business skilful experts from Caribbean region interviewed. The findings tape-recorded to safeguard the initial data against the risk of loss as well as for verification purposes. Thus, maintain the credibility of the primary source in question. The analysis of the study reviews the key elements of the business culture of the markets involved (Caribbean region), followed by further checking on the effects of the key cultural, business elements using Hofstede model of cultural dimensions.

The author examines all relevant discussions with interviewed respondents from both markets. In order, to construct a framework of factors, that would be matched up with elements of Hofstede cultural dimension model. In this document, elements (communication, building relationships, language and hierarchy and decision making process) considered even though the common aspects from both respondents will be the center of conclusion in order to understand how four cultural elements from Hofstede model of national culture influence on findings of the research from the business culture perspective.

4.2.2 Semi structured interview

According to Rubin, J H, Rubin, S I (2012, 31) "In the semi structured, interview, the researcher has a topic to learn. It followed by preparing a limited number of questions in advance, and plans to ask follow-up questions". The author decided to use in-depth qualitative interviews as the main primary source of data collection. In this way of gathering data, the above author asserts that the researcher would be "looking for rich and detailed information, not for yes-or no, agree-or-disagree responses. He or she has been looking for examples, for experiences, for narratives and stories.

The interviewer does not give the interviewee answer categories, rather, the questions are open ended, meaning that the interviewee can respond any way he or she chooses, elaborating upon answers, disagreeing with the question, or raising different issues. The questions not fixed" (Rubin, J H, Rubin, S I (2012, 29). However, the interviewer is a facilitator who try to get a lot of information from the informants without imposing own interpretations or perspectives. The researcher can skip questions to ask without following a given set of questions or order depending with responds from the interviewee.

4.2.3 Responsive interview style

The relationship and trust developed between the interviewer (author) and interviewee (participants) is mutual and will lead to more give-and-take conversation. In this style, there is little or no confrontation with flexible questioning that intends to tap the experience and knowledge of each interviewee (Rubin, J H, Rubin, S I (2012, 36)). The above mentioned authors argue that researchers can “rely on qualitative techniques and explore a topic with a small number of individuals. People who have relevant experience by conducting discussions with them and listening to the answers, and then asking more questions” (Rubin, J H, Rubin, S I (2012, 2)). As the participant, observer using the informal discussions, (interviewing) the author would ask questions that could be adopted in the research method. According to Robson (2002), there are two questions that should be adopted in the research which the author of this document decided to take which are: “initially the informants should clarify the situations the researcher has observed, and second, to you to clarify the situation and the accounts given of the situation”.

4.2.4 Data analysis

The findings from respondents from the Caribbean region be analyzed to find out how business cultural elements such as communication, decision-making, hierarchy and trust, to name but few, are affected or affect the experience, behavior, attitudes, values and norms of business culture involved. However, the data gathered from respondents be compared with Hofstede cultural dimension elements. Based on findings from data collected from both markets (Caribbean region), the author would compare the findings with existing differences and similarities in Hofstede four cultural dimensions namely: power distance (PDI), uncertainty avoidance (UAI), individualism/collectivism (IDV) and masculinity/femininity (MAS) in order to make up a conclusion. The implications will create critical awareness of the business cultural differences between the trading nations with the Caribbean region.

4.3 Sources of data collection

The primary data collection forms the substance of the research study i.e. reports, thesis, interviews, observations and experiences. The secondary sources which are books, journals, and publications, are useful for definition and the earlier stages of the research study and the tertiary sources help to get more information for the research study. For example, the internet search engines, dictionary abstracts and indexes. The researcher will use the survey or interviews instrument as the form of primary source for collecting data. This form of communication will be the most important part of the data collection. It will involve the direct and indirect interaction with representatives from different Caribbean Island countries who are working in Finland. According to (Ghuri & Gronhaug 2005, 123), communication does not have to be direct or face to face. Data can be collected through sending email or mails and

asking, for the answers to be sent back in the same manner. However, the researcher decided to use face-to-face interviews as the main source of data collection.

The above mentioned authors pointed out that communication is referring to collection of data by asking those who have experienced a phenomenon. So that people can explain it to the researcher, and this makes it possible to generalize the results and test theories. In order to improve the reliability and validity of the research findings, the researcher shall collect information through different methods and angles. According to (Ghauri & Gronhaug 2005, 221), in many cases, one method alone may not be enough to explain or describe a phenomenon. The use of diverse methods to examining the same phenomenon for consistencies enhances the confidence in the analysis. However, when conducting interviews, there could be personal biases to some extent due to various influencing factors such as mood, time pressure, variations in administration of the measurement, and mechanical factors (Ghauri & Gronhaug 2005, 80).

Illustration of the main sources of data used in the study:

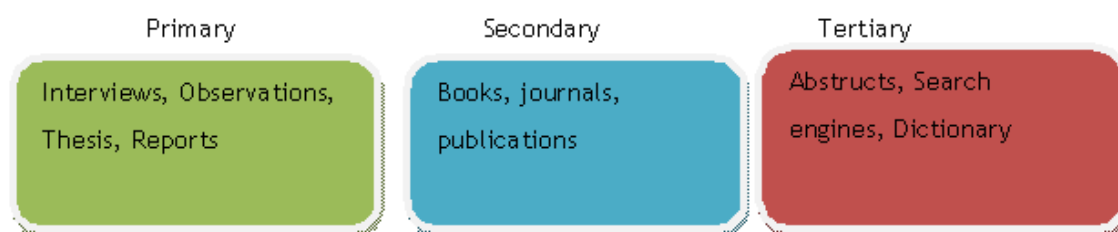


Figure 6: Literature sources available.

4.3.1 Primary

According to Preece (1994, 80) in the social sciences the survey, interview, observation or collection of social and economic data regarded as the true, primary, sources of data in a research. This involves the researcher in direct experience and observations of the real world which increases the chances of the elimination of data distortion, deliberate or unplanned by the third party (Preece 1994, 80). The researcher used interactions and interviews, observations, thesis and reports as the primary sources. The interactions and interviews include the participants from Caribbean Islands working in Finland business organizations. The qualitative interviews form the main source of data gathering in this research with secondary and tertiary sources provides supplementary data to argument the research findings.

4.3.2 Secondary

The above mentioned author claimed that as the primary data sources forms, the substance of research, secondary sources are particularly useful in earlier stages of definition of the research problem and its relation to existing work (Preece 1994, 81). Books and other publications focusing on cultural diversity, business culture, and websites with up-to-date information used as secondary sources in the study.

4.3.3 Tertiary

Tertiary sources include thesauri and dictionary, abstracts and search tools like google.com, dictionary.com, which designed, to either assist locate primary and additional information or to provide an introduction to a topic used in the study.

4.3.4 Evaluation

The author assumes full personal responsibility for the evaluation of the primary data collected from well analyzed reliable sources. However, the internal evaluation of the original data is authenticated but not sufficiently for the external validity which is not necessary for validation of primary data collection.

5 Review of the responses

The table 3 and 4 below shows the findings from both interviewees in relation to four of Hofstede cultural dimension elements. The response from three business people interviewed from different countries in Caribbean market, presented in tabular form in order to find out their differences and similarities in relation to the four of Hofstede cultural dimension elements.

Country	Power distance	Individualism/Collectivism
Barbados	<ul style="list-style-type: none"> - more informal - hierarchical - name calling - use of titles (Mr., Mrs , Dr) - classes of ethnic groups - communication through channels 	<ul style="list-style-type: none"> - we are more open minded - individual performers - team performers - perceive team work more - follow up is needed - less cross cultural marriages
Jamaica	<ul style="list-style-type: none"> - bosses always assign duties - executives do not mix with subordinates - hierarchical - salary structure - communication through channels bosses always foreigners leaders have more powers 	<ul style="list-style-type: none"> - follow up always - team performers - always behind workers ` back - director has ultimate authority
Bermuda	<ul style="list-style-type: none"> - foreign power dominance - lot of channels to be followed when establishing a business - hierarchical communication - more formal and use of titles (Mr. , Mrs., CEO) - Directors and executives are White minority 	<ul style="list-style-type: none"> - managing director has overall right - team work - collective co-operation - bosses always assign duties and do follow up receptive people

Table 2: Findings from respondents

Country	Masculinity/Femininity	Uncertainty Avoidance
Barbados	<ul style="list-style-type: none"> -men command higher positions at work places -a woman prime minister -male dominance -competitive and aggressive 	<ul style="list-style-type: none"> -openness -receptive -multicultural -used to foreigners -respect of superiors -positive developments by foreign investors -threat of foreign investors to local entrepreneurs -trust for foreigners -distrust between local ethnic groups -corruption by politicians, foreign investors
Jamaica	<ul style="list-style-type: none"> -competitive and aggressive -need incentives in order to work hard -male dominance, do not like to take orders from women -woman country leader -less women go higher in hierarchical managerial structure -minister of sport is a woman 	<ul style="list-style-type: none"> -less trust -approachable and friendly -open minded -international investors' dominance -high violence big companies pay bribes for contracts -corruption
Bermuda	<ul style="list-style-type: none"> -equal rights conditions and salaries -few women at managerial levels -male dominance -woman country leader men competitive and aggressive 	<ul style="list-style-type: none"> -multicultural -foreign political dominance -foreign investors dominance -happy with new developments -local entrepreneurs do well in different lines of business -receptive people -more relationship building and trust to foreigners -classy society -corruption by foreign investors

Table 3: Findings from respondents

The findings from both interviewees matched, in relation to four of Hofstede cultural dimension elements, to find out the common elements (factors) that appear from both respondents. Some of the common factors would be used as the bases for the conclusion of the study. Below are the tables 5, 6, 7 and 8 showing the common findings from both interviewees in relation to the Hofstede model of cultural dimensions.

Tabulation of similar and different responds from both respondents in relation to power distance

Power Distance	Similarities	Differences
	<ul style="list-style-type: none"> -hierarchical structures -mostly foreign bosses dominance -bosses always give instructions -ethnic classes -hierarchical communication 	<ul style="list-style-type: none"> -mixed bosses hierarchy up to middle level management

Table 4: Findings matching power distance

Similarities and differences of responds from both respondents in relation to Individualism and Collectivism

Individualism/ Collectivism	Similarities	Differences
	<ul style="list-style-type: none"> -teamwork -receptive -bosses assign duties always director have overall powers -subordinates always needs follow up 	<ul style="list-style-type: none"> -less cross cultural marriages

Table 5: Findings matching individualism/collectivism.

Similarities and differences of responds from both respondents in relation to Masculinity and Femininity

Masculinity/ Femininity	Similarities	Differences
	<ul style="list-style-type: none"> -male dominance at work -less women in managerial positions -men competitive and aggressive -women leading in political positions 	<ul style="list-style-type: none"> -equal right conditions and salaries -need incentives in order to work harder

Table 6: Findings matching masculinity/femininity

Similarities and differences of responds from both respondents in relation to Uncertainty Avoidance

Uncertainty Avoidance	Similarities	Differences
	<ul style="list-style-type: none"> -openness -receptive -multicultural societies -foreign investors' dominance -positive of new developments -used to foreigners -relationship and trust building to foreigners is positive -corruption by foreigner investors, politicians 	<ul style="list-style-type: none"> -high corruption -violence -lack of trust among ethnic groups

Table 7: Findings matching uncertainty avoidance

5.1 Analysis of respondents

This research used interview instruments to measure a variety of business cultural values and norms, beliefs and attitudes and other aspects of culture that could affect business collaborations with other

countries. Three regional countries used as the bases for this research document, and the results from respondents analyzed in relation with Hofstede work-related cultural values used as background information for the interviews. The regional business culture and customs discussed in terms of several dimensions commonly seen to impact intercultural communications between Caribbean countries and international investors. These include, but not limited to, issues such as task orientation and relationship orientation, lower context and high-context communication. The management styles, collectivism and individualism, power distance and decision making, and, masculinity and femininity.

To explore the above mentioned aspects of culture, three interviewees from the Caribbean region with the knowledge of culture and business life conducted. The experts interviewed have practical knowledge of and work experience in at least more than two cultures (Finland, others and their Caribbean countries). The interviewees strong base of theoretical knowledge of intercultural communication played a crucial role in as far as the findings from the interviews concerned. As all of the experts interviewed in the study have practical knowledge of and work experience in Caribbean country, they have been able to give practical examples of how the above mentioned Hofstede cultural dimensions can be seen in meetings, negotiations and other every-day communication at workplaces in Caribbean countries.

All these different perspectives and experiences will ensure the diversity of the data in the study, and it hoped that with the background research on Caribbean business culture and multicultural dynamics will provide a versatile yet specified information resource for businesses deciding to collaborate with the region.

As planned in advance, the interviews arranged and conducted on an individual basis. The interviews conducted on face to face discussion. This method enabled the widening and deliberation of the discussions and better able to share individual emotions and findings recorded and then transcribed. The transcripts of the interviews can be found in Appendix. Once all the interviews completed the findings compared, discussed and deliberated in order to look for typical answers. As is often the case in qualitative research, analysis of data and the conclusions made in the study rely on the common similarities of inclusive findings and analysis in not based on numerical data as in quantitative research. However, it hoped that by synthesizing the interview findings together would provide a better reflection of Caribbean business culture and avoid overgeneralization of the validity of the results. In addition, by providing the transcripts of the interviews as appendices the researcher wish to ensure the transparency of the results and give readers the room to make their own conclusions based on the data.

5.2 Discussion of interviews

The influence of the four Hofstede cultural dimension elements on variables that make up the business environment which are: building relationships and trust, hierarchy, communication and decision making process in the findings of the study examined.

Communication style is a broad theme that brought up by all of the interviewees in one way or another. Based on the data from the analysis of the interviews, communication seemed to be closely related to and affected by many other cultural dimensions. That is why it considered prudent to discuss communication as a meta-theme, specifically, the Caribbean management communication style in relation to the other themes emphasized during the interviews.

Based on practical examples given by the interviewees, the Caribbean management communication style seems to be characterized by a strong verbal approach. Robert, for example, described Jamaicans as being very open and talkative and said that good verbal communication skills appreciated in work-meetings. Verbal presentations said to be preferred over paperwork or board presentations, especially when it comes to duties allocation or ad-hoc meetings. On the other hand, although verbal agreements seemed to be fairly common, paper contracts are naturally important in business relations. However, Robert highlighted that, in Finland, it is possible to have a contractual, business agreement by verbal communication he claimed “there is a say in Finland that says a handshake is as good as a signature on the paper” handshake is as legally binding in Finland because of trust in their culture. Whereas, in most countries this could not work.

One of the interviewees also examines the nature of communication between Barbados and Finland. He said, in Barbados, it is formal, and the opposite in Finland, which is simple and informal especially when it comes to business negotiations. He said in Finland business people are finding it easy to compromise for the business negotiations (informally prepared). They go to negotiations with the perception that the other partners would also be, in a position, to take difficult but right decisions from their side in order to reach an agreement. They normally take for granted with the notion that the other part would also be willing to compromise. Whereas in Barbados usually when they go for negotiations, for example, they have this win-lose attitude, and it come to win, think that compromise is an act of weakness.

5.2.1 Power Distance

According to Hofstede, power distance refers to the level at which power distributed equally within a society and the degree that society understands this distribution". As indicated by Respondent B, there are a lot of local people working in lower paying jobs in Jamaica, just as Jamaicans and other Europeans work the same jobs in countries like Canada or USA. The unequal distribution of power among members is the essence of organizations in Caribbean countries specifically Jamaica, Barbados and Bermuda.

Often high power distances encourage hierarchical levels, which in turn affect communication and knowledge sharing within the business organization. However, it is typically, the characteristic of the Caribbean countries business environment. However, both respondents mentioned that many young generations in their respective countries find it difficult to break the barriers of power in Caribbean institutions or large organizations. In order for them to continue their studies, work better paying jobs or even starts entrepreneurship; they have no other options besides moving abroad. However, abroad is the only place where they can compete for education, knowledge sharing, and finally employment in their area of expertise.

As a result of hierarchical levels with Caribbean companies, power concentrated at the top, and this status is very important and should be respected and communicated all the time. Peter and Robert also mentioned the problem of knowledge sharing, and the hindrances to information as the communication channels affected by the hierarchy. Increasingly, in Caribbean companies, success is dependent on understanding what allowed depending with one's position.

The bosses have the power to decide on how and when knowledge disseminates, and consequently employees not accustomed to having many responsibilities, and rather wait for instructions from their superiors. According to the three interviewees, some people in their respective countries do not want to take responsibility, as responsibilities come with conditions that distinguish those who have to shoulder them. For example, Robert said if one delegates duties to subordinates, he must make sure that he follow them up all day to see if the duties carried out, and that part is so laborious and time consuming.

The relationship between managers and employees is more formal than between employees, and this is an indication of power distance in some Caribbean companies. The negative impact of high-power distances in Caribbean businesses is the lack of vertical knowledge sharing, as the formal communication norms are too restrictive.

5.2.2 Individualism and Collectivism

This relates to the degree that people in Caribbean country businesses prefer to act as a member of a group or an individual. According to three interviewees, the General Directors in Caribbean nation companies assume all responsibilities of a company but are not responsible for the mistakes. The author also highlighted that, the Caribbean culture is collectivistic culture, and the management tends to be individualistic. This indicated by the autocratic management in many businesses. While, employees defined as collective, management tends to be more individualized and make all the decisions

The collectiveness in the Caribbean business environment expressed in terms of the ability to work, in a multicultural environment, to accomplish goals, goals which based on knowledge of rules and experience with group norms. According to one of the interviewees from Barbados, he said it is important to work together in groups, but some people are individual performers and some are team performers and some need follow ups. The author highlighted that, he is a self-starting character who detached and others are aggressive and always want to be in control. That limits employees from showing their individual skills. However, in Barbados people perceive team work more than personal goals. Achievements associated with a group effort can be presented as a group need, but success remains dependent on individual efforts coordinated to work together.

According to all the interviewees, this culture of limiting an employee's ability to rise to higher levels inherited from the Slave Trade era. Everybody was working for the Slave Masters, and the environment was not a result-oriented one. Working hard or not working diligently made minor differences. Robert highlighted that, it demand a great deal of trust to know or understand the partner one will be negotiating with, and whether the partner is standing in for someone else in a group, or a group itself. Reliance on others stressed, and mentoring is frequent by those in positions of power. Robert also said that, this is common in some companies as mistakes is punishable offend, even if it is very beneficial for the company.

5.2.3 Masculinity and Femininity

According to Hofstede, cultural dimensions model, masculinity refers to the society in which the difference of gender roles clearly shown, and men supposed to be dominant, assertive, tough and aggressive. Femininity refers to a society, in which social gender roles overlaps and both gender supposed to be modest, tender and concerned with the quality of life. Both in-

interviewees stressed the fact of male dominance in most institutions and business environment, with limited females in managerial levels or other leading roles. According to Respondent A, women in Barbados work together with men but most influential positions held by men. Visibility of masculine in Caribbean business culture is overwhelming as Respondent B stressed that, even though there is one woman leader in politics, most men do not like to be led by females as this embedded in their culture. Respondent C also highlighted female have find it difficult to occupy managerial posts, even though they involved in everyday discarding of duties because men do not accept the supervision of a woman. Women rise slowly to high levels as compared to men. In politics, in both Caribbean countries under study, shows the transformation of gender grips towards women empowerment and more fluid gender roles.

5.2.4 Uncertainty Avoidance

The acceptance of foreign investors to develop and change the landscape in Caribbean countries seen as positive by both groups. However, foreign investors' dominance in Caribbean countries seen as a threat to indigenous entrepreneurs as large capital invested and normal business channels breached in favor of foreign businesses. According to Respondent A, even though the uncertainty is not high in his country about the changes brought by foreign investors, it is the culture of businesses paying distortion fees (bribes) to the officials to get contracts done that is worrisome to local entrepreneurs. These are the constraints which experienced in most developing countries. In a, multicultural society, ethnic groups struggle, to form a cohesive, understanding but co-exist. The culture of bribes, trigger corruption, which in turn, affect communication channels that result in violent culture, in a society. Respondent A cited that big companies compete to pay bribes and distortions to gain favors which affect the local business people as it cannot survive the costs. This would lead to the formation of vicious cycles of young people instead of becoming outstanding citizens, end up involved in drugs gang syndicates.

Trust and healthy relationships are important not only in business relations between different companies but also in intra-company relationships or between ethnic groups in a society. Both interviewees highlighted the lack of trust and relationships building within local ethnic groups but a different scenario to foreigners. Respondent A also said it is easy for a Barbadian (Black, Indian, Pakistanis) to trust a foreigner than a white Barbadian and very few cases of cross-marriages of ethnic groups (Black people, Chinese, Indians, Pakistanis and whites). In the work environment, Caribbean businesses managers do check their employees' backgrounds more carefully than in some other cultures (Finland) and also supervise their employees more during employment. However, to employees on the same level in the company, personal rela-

tionships said to be developed and maintained by socializing and spending time with colleagues both on and off work.

6 Conclusions

The last section of the empirical findings encompasses conclusion of the entire research and, however, the author found it fit to include some of the several issues that been discussed in earlier stages of the research to the conclusion in order profoundly substantiate the results and proposals of the study. Based on the interviews, it becomes apparent that communication within the confines of the Caribbean business culture can be very challenging, but is a key to launching a successful business enterprise in their market. As previous research suggests, besides, trying to attempt to forge strong ties with important actors in the necessary networks, they must carefully research said network. They must understand and appreciate the existing web of relationships. As a result, the partner has to find out how to identify, or how he/she can place himself in such a web, in a way that be welcomed by their prospective partners. The interviewees largely confirmed this previous research, and provided many good examples and anecdotal advice that can be seen in appendix.

For the reasons that have already been discussed, the research relied on interviews as its primary method of data collection. The interviews conducted by three independent business experts in order to get different views of the initial data. The findings matched with work-related elements of Hofstede cross culture values that used to provide insight on contemporary Caribbean business cultures. While the interviews approach employed to collect the qualitative data used for this document and been analyzed and could be used in future studies, a different method of data collection to supplement this information could be useful. For example, different approach such as an ethnographic approach would be useful to help validate or invalidate the observations made by the participants in this study, as well as produce a more consistent interpretation to the situations referred to by the participants.

As networks and communication are two themes that have and by many indications will continue to endure in Caribbean countries, they are particularly relevant areas on which to focus further research. Both of these areas are that only increasingly relevant as technology facilitates integration into a global village, and thus they will surely have a considerable influence, not just in Caribbean countries understudy but Caribbean region and all over the world. In fact, according to Johanson & Johanson (1999) the main source of knowledge about a market is not in the actors themselves, but in the communication between them (63). Networks and communication can, therefore, be seen as key areas in which to focus further research.

Recommendations

For the business people who seek collaboration with institutions and or business organizations in Caribbean countries, it could be advisable to understand the cultural values of the targeted market before and be able to arrive at a settlement by making concessions. Take into cognizance the importance of following, the right communication channels and networks. Whether it could be in the business environment or community at large, this would not infringe the ethics and moral values of the intended market. As failure to understand these aspects of culture would lead to a business losing not only a lot of money but also its image around the global village (world). This document could provide a view of the Caribbean business culture that could act as an eye-opener for business people, employees and others who intend to collaborate with Caribbean business entities. This document provides a glimpse into Caribbean business, and national culture as the two are inseparable and does not give a comprehensive account of Caribbean business culture.

References

Literature

Brennan, L. 2003. *Business Etiquette for the 21st Century: What to do and what not to do*. Judy Piatkus Limited. London.

Czinkota, M., Ronkainen A., & Kotabe, M. 2009. *Emerging trends, threats, and opportunities in international marketing: What executives need to Know*. New York: Business Expert Press

Dixon, N. 2000. *Common knowledge: How companies thrive by sharing what they know*. Massachusetts: Harvard Business School Press

Edgar, H. 2010. *Organizational culture and Leadership*. 4th ed. San Francisco: Jossey Bass

Ghuri, P. & Gronhaug, K. 2005. *Research methods in business studies: a practical guide*. 3rd ed. Harlow: Pearson Education.

Haigh, R 2003. *Business brief: Finland*. Helsinki: Multikustannus/Multiprint Oy

Hofstede, G. 1991. *Culture's consequences: comparing values, behaviors, institutions, and organizations across nations*. Second edition. California. Sage publications Inc.

Hofstede, G. 2001. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*, Second edition. London: Sage Publication

Hofstede, G. 1991. *Cultures and organizations: Software of the mind*. London: McGraw-Hill.

Johanson, J. and Johanson, M. (1999). "Developing Business in Eastern European Networks". In Jan-Ake Tornoos and Jarmo Nieminen (Eds.) *Business Entry in Easter Europe: A Network and Learning Approach with Case Studies*. (46-71).

Jost , I. 2008. *The different kinds of knowledge management and their goals and hindrances at Toyota*. Cologne University of Applied Sciences.

Lashley, C & Lee-Ross, D 2003. *Organization behavior for leisure services*. Butterworth-Heinemann Publications, UK.

Lewis, R, D 2005. *Finland, Cultural Lone Wolf*. Intercultural Press: Nicholas Brealey Publishing Company. United Kingdom.

Malhotra, N.K & Birks, D.F. 2006. *Marketing research: an applied approach*. Updated 2nd European Ed, Harlow: Financial Times/Prentice Hall.

McDaniel, C and Gates, R 2006. *Marketing research essentials*:

Preece, R. 1994. *Starting research: an introduction to academic research and dissertation writing*. London: Pinter.

Robson, C. 1997. *Real world research: a resource for social scientists and practitioner-researchers*: 2nd ed. Oxford: Blackwell.

Robson,C. 2002. *Real world research: a resource for social scientists and practitioner-researchers*: 2nd ed. Oxford: Blackwell Ltd

Stary, C, Barachini, F & Hawamdeh, S. 2007. *Knowledge management: innovation, technology and cultures*. Vienna, Austria.

Swallow, D 2001. Culture shock: A guide to customs and etiquette. Finland. Kuperard, Great Britain.

Tihomir, V & Vignali, C. 2003. Customer satisfaction: "research and management". London: Foxwell & Davies.

Triandis, H., Albert, R. (1987), "Cross-cultural perspectives", in Jablin, F., Putnam, L., Roberts, K., Porter, L. (Eds), *Handbook of Organizational Communication*, Sage, Newbury Park, CA.

Internet Sources

Global etiquette. 2004.

<www.kwintessential.co.uk/resources/global-etiquette/finland-country-profile.html> (Accessed 21 Aug 2011)

Global etiquette. 2005.

<www.kwintessential.co.uk/resources/global-etiquette/India-country-profile.html> (Accessed 23 Feb 2011)

Hofstede, G. & Hofstede, G. 2005. Cultures and Organizations, Software of the Mind.

<<http://leadershipcrossroads.com/mat/Cultures%20and%20Organizations.pdf>>. Modified 2011 (Accessed 23, May 2011)

Hofstede, G. (1984)

<www.geert-hofstede.com> Modified 2011 (Accessed 23, May 2011)

Cross cultural awareness training 2005

<www.kwintessential.co.uk/cross-cultural/cross-cultural-awareness.html> (Accessed 15, June 2011)

Language of Barbados at Totally Barbados 2010

<www.totallybarbados.com/barbados/About_Barbados/Local_Information/Culture> (Accessed 22 Jan 2012)

Making sense of cross cultural communication 2005

<www.clearlycultural.com/geert-hofstede-cultural-dimensions>. Modified 2011 (Accessed 15 May, 2011)

Travel etiquette in Barbados 2000

<www.traveletiquette.co.uk/etiquettebarbados.html> (Accessed 21 Aug 2011)

<www.laureasid.com> (Accessed 15 Oct 2011)

Journals

Bhagat, R., Kedia, B., Harveston, P., Triandis, H. 2002, "Cultural variations in the cross-border transfer of organizational knowledge: an integrative framework". *Academy of Management Review*, Volume. 27 (2), 204-21.

Birkinshaw, J.M. (2001), "Why is knowledge management so difficult?" *Business Strategy Review*, Volume. 12 (1), 11-18.

Bogdanowicz, M.S & Bailey, E.K (2002). "The value of knowledge and the values of new knowledge worker: generation X in the new economy", *Journal of European Industrial Training*, Volume 26 (2, 3, 4), 125-9.

Chow, C.W., Deng, F.J., Ho, J.L. (2000), "The openness of knowledge sharing within organizations: a comparative study of the United States and the People's Republic of China", *Journal of Management Accounting*, Volume. 12 (1), 65-93.

Li, Mingsheng. (2008) When in China: Communication World, Article Vol. 25 (6), 34-37, 4p

Nonaka, Ikujiro.-Takeuchi, Hirotaka. (2011) the Big Idea: The Wise Leader. *Journal of Business Management*, Volume 89 (5), 58-67.

Peggy, D, Brewer & Kristen, L, Brewer. (2010) Knowledge Management, Human Resources management, and Higher Education: A Theoretical Model. *Journal of Education for Business*, Volume 85, 330-335.

Cindy Qin, Prem, R & Yue Wang. (2008) Cultural distance and subsidiary roles in knowledge transfer in MNCs in China. *Journal of Chinese Management Studies*, Volume 2 (4), 260-280.

Nonaka, I. (1994) A Dynamic Theory of Organizational Knowledge Creation. *Journal of Organization Science*, Volume 5 (1), 14-37.

Shenxue, Li & Hugh, S (2006) Bridging the distance: Managing cross-border knowledge holders. *Asia Pacific Journal of Management*, Volume 23 (1), 71-92.

Stoddart, B (2006). Sport in society: Cricket, Social Formation and Cultural Continuity in Barbados: A Preliminary Ethno history. *Journal article*, Volume 9 (5), 762-89.

Figures

Figure 1: IRPro2015-GR Implementation model	8
Figure 2: Hofstede`s three levels of mental programming	12
Figure 3: Hofstede`s model of cultural differences.	13
Figure 4: France “Power distance” dimension indexes.	15
Figure 5: France`s “Collectivism versus Individualism” dimension indexes.	16
Figure 6: Literature sources available.....	29

Tables

Table 1: Finnish scores on Hofstede`s four cultural dimensions (Hofstede, 2005). Error! Bookmark not defined.	
Table 2: Important elements between masculinity & femininity society.	19
Table 3: Findings from respondents	31
Table 4: Findings from respondents	32
Table 5: Findings matching power distance	32
Table 6: Findings matching individualism/collectivism.	33
Table 7: Findings matching masculinity/femininity	33
Table 8: Findings matching uncertainty avoidance	33

Appendices

Appendix 1: Table of Geert Hofstede`s Indexes (Geert Hofstede 2007).

Geert Hofstede`s Indexes

Country	PDI	IDV	MAS	UAI	LTO
Malaysia	104	26	50	36	
Guatemala	95	6	37	101	
Panama	95	11	44	86	
Philippines	94	32	64	44	19
Mexico	81	30	69	82	
Venezuela	81	12	73	76	
China	80	20	66	40	118
Egypt	80	38	52	68	
Iraq	80	38	52	68	
Kuwait	80	38	52	68	
Lebanon	80	38	52	68	
Libya	80	38	52	68	
Saudi Arabia	80	38	52	68	
United Arab Emirates	80	38	52	68	
Ecuador	78	8	63	67	
Indonesia	78	14	46	48	

Ghana	77	20	46	54	16
India	77	48	56	40	61
Nigeria	77	20	46	54	16
Sierra Leone	77	20	16	51	16
Singapore	74	20	48	8	48
Brazil	69	38	49	76	65
France	68	71	43	86	
Hong Kong	68	25	57	29	96
Poland	68	60	64	93	
Colombia	67	13	64	80	
El Salvador	66	19	40	94	
Turkey	66	37	45	85	
Belgium	65	75	54	94	
Ethiopia	64	27	41	52	25
Kenya	64	27	41	52	25
Peru	64	16	42	87	
Tanzania	64	27	41	52	25
Thailand	64	20	34	64	56
Zambia	64	27	41	52	25

Chile	63	23	28	86	
Portugal	63	27	31	104	
Uruguay	61	36	38	100	
Greece	60	35	57	112	
South Korea	60	18	39	85	75
Iran	58	41	43	59	
Taiwan	58	17	45	69	87
Czech Republic	57	58	57	74	
Spain	57	51	42	86	
Pakistan	55	14	50	70	
Japan	54	46	95	92	80
Italy	50	76	70	75	
Argentina	49	46	56	86	
South Africa	49	65	63	49	
Hungary	46	55	88	82	
Jamaica	45	39	68	13	
United States	40	91	62	46	29
Netherlands	38	80	14	53	44
Australia	36	90	61	51	31

Costa Rica	35	15	21	86	
Germany	35	67	66	65	31
United Kingdom	35	89	66	65	25
Switzerland	34	68	70	58	
Finland	33	63	26	59	
Norway	31	69	8	50	20
Sweden	31	71	5	29	33
Ireland	22	79	68	35	
New Zealand	22	79	58	49	30
Denmark	18	74	16	23	
Israel	13	54	47	1	
Austria	11	55	79	70	

Appendix 2: Findings from the respondents.

SM: If someone is going to work in Barbados, what advise can you give to him or her in terms of Barbadian business culture?

P: If you are travelling anywhere in world, the idea to have a knowledge of the targeted country and social make up of that country. We are a mixed population of African origin and Whites, so racism is also still there but not much. Different classes backdated to slavery introduced by White people on other races. For a foreigner coming to work in Barbados, it's easy because it's not unusual as we are used to work with foreign companies. There is that openness but different business environment has different culture. Someone from Finland need to be a loose more as we are more open than Finns are, so the person need to have an open mind but the management style is more less similar with Finland. I think the work ethics in Barbados is pretty good.

SM: How do people in Barbados perceive the idea of team work? Some people prefer to achieve personal goals and some like collective achievements?

P: I understand where you are coming from; well some people are individual performers and some are team performers and some need follow ups. But as for me, I am self starting someone, am detached and others are more aggressive always want to be in control. But in Barbados they perceive team work more than personal goals.

SM: I have experience of someone from Finland who worked in Russia and could not manage to stay for a long time because of crushing in management styles. In Finland they are self-starting where as in Russia the boss always give duties and instructions.

P: No in Barbados it's not that entire extreme could be more personal. If you are a construction manager for instance it's normal for manager to give instructions and it's not bad I think.

SM: So in other words Barbadians are self starting or collectivist in culture?

P: Yah I think we are collectivist culture even though we do not have a national management philosophy, it depends on individual companies.

SM: So is it easy for someone to manage in Barbadian business environment or what do say?

P: Yah it is easy, it's pretty easy as Barbadians are more respectful of their superiors as long the working environment is conducive.

SM: What types of companies do exist in Barbados? For example are they indigenous or international?

P: We have different international companies in Barbados. We have resources like sun, water and people that are why tourism is doing great. WE have a healthy population due to education and health care facilities put in place by the government.

SM: How is the gender issue in Barbados regarding the status of women and men in working environment?

P: We have woman working in Barbados but most influential positions in companies are held by men.

SM: So can we say the gap between genders is still wide in Barbados compared to Finland?

P: Yes, I think even though we have a prime minister of a opposite sex leading the country. However, there is hierarchical in most institutions being it university or business environment but there is more room for improvements.

SM: In terms of multiculturalism, like you said before that there are a lot of companies doing business in Barbados. What is it like to be a minority working in Barbados?

P: Yah I could say people coming outside of Barbados it is not unusual to receive a foreign manager. But nationally, even if we are a collectivist society, we are still not yet perfect society as seen by differences in business environment. Basically I would say Barbadians are very open to foreigners compared to Finns I guess.

SM: Considering the changes that took place in Barbados in terms of developments, how do people perceive these changes?

P: I think generally with these developments, people feel proud of them. There is a lot of developments that took place .for example my former university has been improved a lot. The water and the sand around the beaches are still as clean as before because of the policies in place by the government. There is foreign business doing that business of cleaning and those positive results indicate the feeling of the population towards foreign companies and the changes happening.

SM: So Barbadians are not skeptical about foreign businesses dominance?

P: No, we do have cultural conflict considering the fact that we have a mixed culture of Indians, Pakistan, black people of African origin and Whites. So the type of management also differs a lot as a result of that but the general population is proud of the developments especially economical developments.

SM: Is there any room for local entrepreneur to manage to be recognized in business environment against international investors?

P: Yah but it's not easy. A lot of educated people are coming up but in terms of business success, there is still room for improvements compared to other Islands like Jamaica, Trinidad and Tobago and others.

SM: For example you said a greater percentage is blacks and other races. So because of this unique cultural diversity, how do you manage to preserve your culture heritage? For example old days` activities and events?

P: Yah we have the carnival dance and the "Crop Over" ceremonies that is carried out after every sugarcane harvest season. Culturally there is no problem in the majority dominating but during my school day I learnt European history. It's easy for a Barbadian to trust a foreigner that the White Barbadian.

SM: Why? Is it because of colonial dominance of the past or what?

P: I think it is because of the past difference between races. For 500 years there was a minimal contact socially between these groups, so these differences still exist today.

SM: Is it because White people always want to classify themselves or what?

P: Yes I guess there has never been any intercultural marriage between ethnic groups like Chinese or Indians and black people. We Barbadians are collectivist society but there are still separate institutions for local people showing classes. Very few cross marriages between Barbadian and a foreigner but mostly from outside Barbados like a Finn for example.

SM: In business environment, how is the nature of the communication style?

P: I cannot say there is national management style but it depends with individual companies. For example I worked for ESSOIL, is international company that have different culture and management style from other companies. We used to talk freely with our senior managers but in other businesses there are communication barriers when it comes to executive manager, subordinate relationship.

SM: How do you see the future of Barbados?

P: Generally there is more room for improvement economically as more Barbadians are gaining more confidence in venturing into different business arena. In terms of foreign acceptance, it is getting better as more Barbadians gaining confidence in meeting some people on equal footing in terms of, but as a society, unfortunately we are still lagging behind in terms of distrust between the indigenous black and indigenous White population. But it is a give and take issue in terms of rights.

Respondent 2: Mr. Robert

SM: When it comes to multiculturalism, can you say there are differences or similarities in working environment?

R: I would say there is a difference in the sense that in Finland there is great deal of trust in working environment than in my country and that has influence on the hiring aspect of job to none Finns.

SM: Do you say subordinates in working environment in your country wait for their superiors to give instructions on everyday tasks?

R: Yah, big brother mentality. You give them a latch but you should keep any eye on them because you give them a leach but keep an eye on them so that they cannot take advantage on you.

SM: Why would say businesses in your country are open to foreign culture?

R: Trustworthiness should be taught from early age in school and you cannot just take the Finish trustworthiness and just implement it in your own culture. It does not work like that because the trust is embedded in them at early age in school. There is this say in Finland that "a handshake is as good as a signature on the paper" handshake is as legally binding here because of trust in their culture. In most countries this would not work.

SM: So do you think it is easier to do business with Finland business people than in your country?

R: of course it is easy.

SM: Why is it like that is it because there few people of different culture or what?

R: Because Finland to me it seems they are new to immigrants and multicultural influences. If you see around there are very few major multinational companies in Finland, even though there are few like MacDonald etc.

SM: With the experience you have can you elaborate a bit on the function of the managing Director?

R: Well in my country and UK, the directors are hands on and they are always high the ladder and do not want to mix with their subordinates as they say I do not want my "hands get dirty". The salaries structures will tell you a lot about the gap between them and the gap is growing as we speak.

SM: Can we say that that has great deal of influence when it comes to communication?

R: Yes but with my working experiences, it is different here in Finland where one can talk with his director.

SM: With these barriers to communication in working environment, how can one communicates his or her own ideas in that situation?

R: Again you have to go the channel that is management levels until it gets to the executive department and it's not easy.

SM: So in Finland the employees are closer to their superiors than in your country?

R: Yah and you can see that people are much closer and after all it's about titles at the end of the day people are people.

SM: What advise can you give to someone going to work in your country?

R: It is hands on approach type of attitude in a friend manner and not in a business manner that you are approachable and you are a friend

SM: Can we say that that has great deal of influence when it comes to communication?

R: Yes but with my working experiences, it is different here in Finland where one can talk with his director.

SM: With these barriers to communication in working environment, how can one communicates his or her own ideas in that situation?

R: Again you have to go the channel that is management levels until it gets to the executive department and it's not easy.

SM: So in Finland the employees are closer to their superiors than in your country?

R: Yah and you can see that people are much closer and after all it's about titles at the end of the day people are people.

SM: What advise can you give to someone going to work in your country?

R: It is hands on approach type of attitude in a friend manner and not in a business manner that you are approachable and you are a friend

SM: What kind of people are they in terms of association?

R: I think Jamaicans are lay back people, they are easy to get on with and easy to build relationship with and I am of the same approach that regardless of where you are along the ladder in you are on the top or bottom we have to have the same approach.

SM: I interviewed someone from Barbados and he said people there are self-starting but you have to do a follow up. So what is the situation in your country?

R: yes you give it to them but you have to do a follow up and that could be a challenge to follow somebody for the whole day because it is time consuming.

SM: I worked in one warehouse where we worked without a lot of instructions from the managers and that was great because the work was flowing just like that.

R: You have to find some motivating incentives for employees as one of those things you can reward employee with. This will improve the relationship and trust in that working environment as the benefits of developed and underdeveloped countries are different. For example the salaries from developed countries are high and in developing nations wages are low. So incentives are the only ways to motivate employees to work harder to achieve big things.

SM: What type of companies groups exists in your countries in terms of traditional and international?

R: It gone be private own companies and most companies are owned by Chinese and others and we have accepted that existence. Here it is different as local people own big businesses.

SM: So can say local people are used to these developments?

R: Yes but not in managerial positions. Local people are always in manual positions like cleaning and other low paying jobs. Management positions go to people from developed countries. Most influential positions are not occupied by Jamaicans. If local people are working under local leaders it is easy to trust and the relationship is easy to develop because they know each other already, unlike a foreigner with different culture.

SM: It is interesting to hear that. I interviewed one lady from Russia when she said there are two models of industry where there is traditional and international companies existing. Indigenous one is less conformist than international ones. How is the situation in your country?

R: Yah its similar with that people are willing to take risks but because of foreign company`s influences local people find it difficult to do well.

SM: So it is difficult for entrepreneurs to exist?

R: Yah because we are a small country and there is no room for development.

SM: Compared to Barbados and other Islands but the culture is more less the same there. Right?

R: Yes, that is what scares a lot of people in business area. There is a lot of violence and male dominance where men do not want to take orders from a woman.

SM: So the gap is wide between genders in Jamaica.

R: Even though we have a woman leader, still people do not want to take orders from a woman especially in working environment.

SM: yes it's the same even back in African societies that women cannot lead men.

R: yes it's the same.

SM: How do local people perceive the changes brought by foreign investors?

R: Yes there are good and negative changes happened. If you have a business you bound to pay distortion fees (kick backs) caused by big companies who pay bribes to officials to get contracts done. These are the constraints we experience in most developing countries. I think it's the same in African as well. This put off people who want to invest in their own countries. There is a lot of competition from big investors who pay bribes and distortions to gain favors. When they put their prices down, you are forced to drop even though your costs are high. So you cannot survive there.

SM: Why is it like that? Is it because of corruption or what?

R: Yes but if you are not educated at a young age and then people are falling from high school age and not qualified to work and they turn into crime syndicates. We have this vicious cycle. It is easy to put a gun into someone's head than teach them to become outstanding citizens putting a hard day`s work for pay that pays, so when you have 50% of people working to uplift the country and 50% are pulling it down because from earlier age we are not educated to put trust into the country. Like in Finland the trust is embedded into kids at an early age in schools, so if we do not start with kids how you can expect the future to be bright for the country.

SM: How is team work perceived in your country?

R: I think collectively we work together, if it is for a good cause. Our infrastructure is not the worst case and it's not the best but it works even though there is culture of distortions and kickback on the part of the officials.

SM: How do you see the future of the Caribbean Islands' cultures?

R: I left Jamaica in 1981 because of violence till now the nature is still the same regardless of the ruling party in power the system remains the same.

SM: What about other Islands situation?

R: I have a friend from Trinidad but the violence is not that much but the systems are the same. Politicians have more power to twist the system to suit their needs.

SM: Is culture come from our forefather during slave trade or what?

R: Yah I left Jamaica forty years ago but there still no change and if your country does not hold on any future for you, then it's not easy. It's Zimbabwe that you come from, right?

SM: Yes.

R: The values of your currency are in billion worthless dollars that cannot buy a cup of coffee. Is the same in my country and it demands contribution from all stakes of the society not only one leader.

ED: Ok the role of the managing director is responsible for insuring the success of the business and to comply with the relevant regulations of the business such as low tax, healthy and safety, employment and corporate governance.

SM: How is the communication channel in your business environment? Is it easy to disseminate information to and from the superior management?

ED: No whenever one has any grievance, they must approach their supervisors who can take it to another level until it gets to the executive offices. If the supervisor is not doing his work then you can channel it to the managing director.

ED: Bermuda is still a British colony, so the whole system is the same as the British one. There are stringent conditions for investors who would want to do business in Bermuda.

SM: So the population is multicultural?

ED: Yes we have different ethnic groups from other countries but the original people are of the African origin.

SM: How is gender issue treated in your country?

ED: Well there is no discrimination in working environment there is equal opportunities men and women but most of executive post are hold by men. Salaries down the bottom of the ladder are the same.

SM: What type of companies exists in your country?

ED: We have off-shore businesses that is companies invest in services and there is no manufacturing which could be found in other Caribbean Islands such as Barbados, Trinidad & Tobago and Jamaica. Most of offices are abroad. But Bermuda is like an off-shore.

SM: What do you mean when you say there is no tax in Bermuda?

ED: Ok!, it's a tax free country meaning to say business establishes their offices and they do their business outside transactions.

SM: So people with huge sums of money can hide their funds in Bermuda?

ED: Yes it's a tax heaven for so many corporate organizations. Business and culture can mean many things .it's a vast concept it can be derived from wide range of ethical culture that is related to ethical, communication, social and business artifacts. It is important to know what environment suitable to locate your business depending on what is happening from the other side of the ocean. There are a lot of channels one has to go through in order to establish the business.

SM: What is the role of the managing director in your working environment?

ED: Ok the role of the managing director is responsible for insuring the success of the business and to comply with the relevant regulations of the business such as low tax, healthy and safety, employment and corporate governance.

SM: How is the communication channel in your business environment? Is it easy to disseminate information to and from the superior management?

ED: No whenever one has any grievance, they must approach their supervisors who can take it to another level until it gets to the executive offices. If the supervisor is not doing his work then you can channel it to the managing director.

SM: For example in Finland it's easy for me to bypass any one and talk to the executive office. People they call each other by their names. How is the situation in your country do you call by name?

ED: No we call by their titles that are Mrs. or Mr., like chief executives or CEO as we use the code of ethics in business environment.

SM: How is team work perceived in your country?

ED: Yes I can give you an example of a kindergarten , where people can help each other by taking care of someone`s kids or duties with the hope that next day it will be your chance as well.

SM: Do subordinates wait for their bosses to give them instructions on the duties of the day?

ED: It depends on the business types but the majority of businesses offer their employees duties before time. That is to say a day before, so everyone know already their duties but they need follow ups all the time.

SM: How do you feel you yourself working under such supervision?

ED: If I do not know what I will be suppose to do next day I will ask and if my boss is not around I will help a colleague in the same department to do his duties waiting for my boss to come, it's a shared system.

SM: You said there are fewer entrepreneurs in your country and many international companies how the situation for the local businesses is?

SM: How do these ethnic groups you mentioned co-exists?

ED: We have the Pakistan and Indians, bring in their families and start businesses like restaurants and others like import and exports taking advantages of free taxes. After a certain period of tax free, then one has to pay the tax, so an assurance of huge monies is needed by the government.

SM: Most of these Caribbean Islands are prone to natural disasters, how is the situation in your country?

ED: Yes there are hurricanes always but there is good technologies coming up for structure make up that allows wind to pass through the roof without taking the whole building.

SM: Assuming that one is coming from Europe to your country, what kind of advice you can give me or them as well?

ED: When you arrive in my country, people can greet you and give you a nice reception. Give you the service you deserve as compared to here in Finland where people do not care about you and your business. Other groups like Americans and British are not all that receptive to foreigners. If you their bosses they respect you and obey your instructions. Americans can insult you especially if their working time is over.

SM: In Finland anything outside their working time, they do not tolerate anything. They work within their time and nothing else.

ED: There is more trust in Bermuda than here. I went to tax offices looking for help after working hours just few minutes after but the lady could not even listen to me. In my country people prefer to develop relationship and trust with foreign people.

SM: So you mean the British do discriminate black people and other nationalities in working environment?

ED: Yes that is what I am talking about even though it's possible to see executive boss of black origin in Bermuda and our leader is a lady with the husband from Cameroon. In businesses most of the bosses are mixed races throughout the hierarchy but managing directors are White people.

SM: So can we say woman have chance to rise even though it looks like a long process?

ED: Yes but it's not easy as most executive posts are occupied by men but women are also involved in everyday discharging of duties which is a good sign for women empowering but men usually do not like to work under the supervision of a woman.