

A STUDY ON CROSS CULTURE IN EXIDE COMPANY, COIMBATORE

M.Kishorekumar

Final Year MBA Student, Gnanamani College of Technology, Namakkal

Abstract—*The purpose of this research was to establish a relationship between people's cultural attributes, multinational project management processes, project technologies and project performance in Hosur's energy sector concerning the practice during the implementation of the case studies. The study employed a comprehensive survey design which mostly quantitative thus requiring the collection and analysis of data. It tangled both analytical and descriptive research designs. The research targeted 136 project beneficiaries or 'project clients' spread across the various target areas. The simple random sampling method was employed. Data compiled was reviewed to fill any gaps for incompleteness and inconsistency. This was to make ensure the exactness of the material provided acquired from the participants, through the continued reviews and comments provided by the Supervisor. Data was re-organized and software called the Statistical package. For social scientists (SPSS) was used to enter the data and analyze it, the results indicated a strong positive correlation people's cultural attributes and project performance, multinational project management processes and project performance and between project technologies and project performance ($r = .535^{**}$ $p \leq 0.01$, $r = .758^{**}$ $p \leq 0.01$ and $r = .656^{**}$ $p \leq 0.01$) correspondingly. It was concluded that people's culture attributes, multinational project management and project technologies are pre-requisites for effective project performance in Hosur and that Project technologies are a better predictor of project performance. The suggestion or recommendation for project managers to ensure that they progress implementation of their projects, peoples culture attributes, multinational project management and project technologies need to be enhanced through training of project staff and effective involvement of the communities.*

INTRODUCTION

As the global economy continues to grow and multi-cultural/national projects become the norm across borders, it's very critical for all project managers/practitioners to be curious of the impact cultural diversity has on project performance and excellence. Project managers and beneficiaries ought to be aware of the cultural differences while at the same time focusing on attaining project goals and deliverables. Culture according to Hansen et al, (2003), corroborated by Hofstede (1997), has diverse definitions, Hansen defines culture as the decrees and duties shared by people of a specific society. Development projects in developing countries often leverage talents from a diversity of backgrounds and nations; this according to Steers, et al (2013), his recipe for misunderstandings and conflicts on projects. It has been argued that cross-cultural project teams can offer critical elements.

REVIEW OF LITERATURE

Conceptual Review: A project has been explained by several scholars in dissimilar ways. This study considered Ofori (2013) reported definition by Wysocki, Beck and Crane (2000), as an arrangement of exclusive, complicated and related pieces of works aiming at a common goal or resolve that should be executed within a specific period while using controlled resources at a certain desired qualities. Ofori (2013) also agreed with Meredith and Matel, (2000) who posit that projects are categorized using general characteristics e.g. its purpose, period, exclusivity, interrelations and conflicts. To break down the meaning of project performance, Bojesson (2015) underscores project effectiveness and efficiency as practices that are ordinate towards a goal that is aimed at delivering success. According to Turner and Muller (2005), the efficiency considers maximizing production for a specified level of contribution whereas Ojanen et al (2002) attribute effectiveness as the grade for which a programmed objective is reached, the grade at which the definite product matches. The intended product (O'Donnell and Duffy, 2002), or as the degree at which client requirements are obtained (Neely et al., 1994). On the other hand, efficiency can be known as doing things correctly, while effectiveness as doing the correct things. These definitions rhyme with Crawford & Cox (2007) assertion that to be successful, the performance of infrastructural projects should mostly rely on effectiveness and efficiency in the activities undertaken. He added that infrastructural projects regularly have a planned value once a clean assembly is made between how knowledgeable and

efficiently projects are performed in addition to in what way the outputs and services deliver value to the interested stakeholders. It has been urged that planning is a strong component of project performance. While dismissing ad-hoc planning in project delivery, Ofori (2013), said that part-time preparation might lead to non-achievement of the time value of projects and may result into cost increase, which in turn affects project quality. Consequently, coming out clearly on the scope of the project and the desired specifications at the inception phase enables the project funders/donors and the management team to spell out the purpose of the project, its intended outcomes, the necessary required resources and the required period of execution. His argument implied indeed project success substantially relies on the completeness of the planning stage hence its criticality. It has also been argued that in numerous circumstances, the project scope is affected since the loss in implementation time sometimes presents pressures that result in demands that require changing the scope from the original.

Ofori (2013) advises that planning for the project should be an inclusive process that involves all project stakeholders to capture all their needs/interests and to ensure harmonization on the project scope and other key requirements. He further guided that in cases of infrastructural projects which include huge investments with long implementation periods; their planning phase should embed a lot of monitoring of the process and ensuring all aspects of the execution process are well controlled. Demonstrating that effective monitoring and continuous evolution of the project process improves the accomplishment rate of the project. Literature has also highlighted critical project success factors as key development project performance indicators. Frese and Sauter (2003), corroborated by Project Management Institute - PMI (2013), agreed that these serious success issues involve a set of project influencers which are powerfully linked to the success of the project. Their growth or mitigation, are depending on whether they are favorable or negative, which will determine the project performance. These key achievement factors are the few areas where if outcomes are not satisfactory, the organization's exertions for the phase will not be desired. These have been listed to include; Decent Preparation, Strong Concern and Responsibility, plus the Plan Regulator in addition to the leadership of the Project and Governance, and relations in communications are key areas of successful projects. Hence, it can be argued that development projects with a well-pronounced project plan, a plan with a clear risk analysis, and input from shareholders will most likely be judged as having performed well.

METHODOLOGY

Research Design:

Kothari (2004) stated that research design should be a conceptual structure that guides the implementation of the research. The study adopted a cross sectional survey design that was quantitative involving the collection of information and data analysis. This is justified that a cross-sectional survey collects data to brand extrapolations around a populace of attention at a given point in time (Lavrakas, 2008). Since the research focused on testing instead of generating theory, it implemented a quantitative analysis approach because research methods of the kind only utilize numbers and anything measurable in a methodical way of examination of occurrences and their connections (Awolusi, 2019; Akeke., Akeke, & Awolusi, 2015). This focused on describing and drawing inferences from the findings on the relationship between, people cultural attributes, Multinational project management processes, project technologies and project performance of IDA

-World Bank-funded projects in Hosur's energy sector, comprehend the culture alignment and the social well-being of the envisioned recipients. Relationship and hierarchical reversion analysis were used to observe the relationship between the variables and the degree to which the autonomous factors enlighten project performance. This is attributed to the understanding of the relationship between two or many variables deprived of knowing the functional connections.

Sampling Design and Procedure:

The simple random sampling approach was used because the study involved a larger population and with this sampling technique each member of the population had an equal chance of being included in the sample. Choa, et al. (2009), designates that the broad parts must comprise a recognized/determinate amount of populace whose interest is similar and that can be plotted or level gathered. The method of this project was based on a positivism system, where the attention of the data gathering was measured to provide dependable and precise material concerning the project that was taken to validate the essential viewpoint of the research.

Study Populace and Sample Size:

The study population comprised 220 project beneficiaries or 'project clients' spread across the various target areas, the target beneficiaries of the project were chosen because they benefited from the project and were affected. A sample size of 136 was used in this study. This was selected conferring to the sample size determination table by Krejci and Morgans, (1970). The scholar used simple random sampling to select contributors in the survey and this guaranteed that the sample chosen was illustrative of the population and that the sample selected was unbiased.

Data Sources and Procedure for Data Collection:

The study employed both primary and secondary information. The Primary data was acquired from the targeted participants. Secondary data was gotten from World Bank reports, journals, newspapers, project documents, books and all other accessible literature that was pertinent for the study. More Secondary data was also acquired from documented reviews which were used to collect secondary data. Additionally, Ghauri and Gronhaug (2010) confirmed that secondary data is more dependable and delivers precise material worth considering since such data is gathered by specialists using difficult test approaches and primary data approaches are beneficial because the data collected is for definite purposes it was collected for. The scholar designed a communication of introduction in form of a letter to the respondents acknowledging that this is purely academic research. The scholar presented himself to the local government authorities of the selected communities and other institutions for data collection. A pilot survey was conducted to test the validity and reliability of data collection instruments.

Thereafter, the researcher proceeded with the collection of the data from respondents, often; a local guide was used to target the eligible beneficiaries of these projects. The completed forms were collected after being filled to avoid losing them. Since the foremost component of the research underneath this study was the conduct of the societies to the projects in emphasis. The strategy of collecting the data was reliant on a factual-survey approach (Easterby-Smith, et al, 2008), it is mainly originated on the reply of the customer or in this situation the beneficiaries of these projects. The researcher, therefore, used this material from a selected sample of persons to make certain extrapolation of the wider population. All independent variables including people’s cultural attributes, multinational project management processes, project technologies and the dependent variable that is project performance of these World Bank projects in Hosur’s energy sector, these were acquired depending on the material of other researchers which were adjusted to match the Hosur context.

Validity and Reliability:

Validity measures the degree to which the research instrument measures accurately what it is to measure. The study used content validity to measure the degree to which the queries on the tool and the notches from these inquiries signify all conceivable inquiries that might be queried around the content or talent (Chan and Chan, 2004). To ensure content validity, the questionnaires were tested before their final administration by use of professionals and experts to cross-check whether the instrument is adaptable. This was computed by dividing relevant questionnaires by the sum of questionnaires. In other words, a content validity index of 0.7 or more is acceptable or considered good. To guarantee consistency of the research instrument, a Cronbach Alpha test was calculated as a measure of the scale reliability to determine its consistency. According to Nunnally (1978), the reliability coefficients of 0.70 or more are considered good. These items adapted have been used by researchers over time and have been proven.

Table 1: Reliability and Validity of the Research Instrument

	Cronbach Alpha	Content Validity Index
People’s Cultural attributes -1	.717	.889
Multinational project management processes -2	.830	.800
Project technologies. -3	.798	.867
Project performance -4	.895	.880

Source: Primary Data

Table 1 displayed that the research instrument was both useable and consistent as indicated by the content validity index and the Cronbach Alpha coefficient which were above 0.70 which are acceptable according to Nunnally (1978). To address this ethical anxiety, the study side penetrated these communities through individual public leaders since they lead the societies and had prior knowledge on who was eligible. In totaling to the questioners, agreement certificates were created in command to designate whether applicants had offered their material concerning their sensation or estimation on the project and how best they thought it was custom-made in a permitted method. These pamphlets were shared with the indigenous leaders counting the aim and purposes of the education/ study for their acquisition into the workout.

DATA ANALYSIS

The data/information collected was cautiously inspected, coded prepared, and analyzed. It was obtained from dully survey forms/questionnaires, typed into the computer with the use of Epidata and then analyzed with the use of the SPSS tool. Data were further sorted using cross- tabulations, Pearson correlation, and regression. Cross tabulations were employed to explain sample characteristics; multiple regression scrutiny was employed to find out the predictive

potential of independent variables (people's cultural attributes, multinational project management processes and project technologies) on the dependent variable (project performance) while Pearson's correlation was adopted to find out the correlation between the variables of the study. The detail of the collected data was analyzed using SPSS version 22 using interpretations removed from the review agendas crosswise the complete communities while captivating into an explanation, their cultural varieties. The study used multiples linear regression analysis. As a predictive analysis, the multiple linear regressions were used to explain the relationship between the variables.

$$r_s = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

We are concerned with whether the relationship pattern between two values of variables can be described as a straight line, which is the simplest and most commonly used form. Remember from geometry class that a line is described by the formula:

$Y = a + bX$ (in geometry we said $Y = mx + b$ where m was slope and b was y-int)

Where Y is the dependent variable, measured in units of the dependent variable, X is the independent variable, measured in units of the independent variable, and a and b are constants defining the nature of the relationship between the variables X and Y .

The "a" or Y-intercept (aka Y_{int}) is the value of Y when $X = 0$.

The "b" is the slope of the line and is known as the regression coefficient and is the change in Y associated with a one-unit change in X . A linear regression line has an equation of the form $Y = a + bX$, where X is the explanatory variable and Y is the dependent variable. The slope of the line is b , and a is the intercept (the value of y when $x = 0$).

A structured questionnaire was used to collect data from the respondents. This instrument was chosen because it allowed a systematic collection of data about the study objectives. The questionnaire consisted of four sections. The first section aimed at establishing demographic characteristics of both the unit of analysis and unit of inquiry while the next three sections were based on the study objectives for which the responses were anchored on a five-point Likert-type rating scale, ranging from Strongly Agree = 5; Agree = 4; Not Sure = 3; Disagree = 2; to Strongly Disagree = 1.

The multiple linear regression equation is as follows:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + \dots + b_pX_p,$$

where \hat{Y} is the predicted or expected value of the dependent mutable, X_1 through X_p are p separate independent or forecast variables, b_0 is the value of Y when all of the independent variables (X_1 through X_p) are equal to zero, and b_1 through b_p is the estimated regression coefficients? Each reversion constant signifies the change in Y comparative to a one-unit alteration in the individual independent variable. In the manifold regression situations, b_1 , for example, is the change in Y relative to a one-unit change in X_1 , field all other independent variables continuous (i.e., when the residual independent variables are held at the similar worth or are fixed). Again, arithmetical tests can be achieved to evaluate whether each regression constant is meaningfully dissimilar from zero. Correlation analysis tools i.e. the Pearson' correlation coefficient was used to establish the relationship between people's cultural attributes, multinational project management processes, project technologies and project performance in Hosur. Multiple regression analysis was conducted to determine a variance in the dependent variable that was explained by the independent variables because there was more than one study variable affecting project performance.

Discussion on result Analysis: This section discusses the results of the quantitative techniques of the factors that influence project performance regarding cultural attributes, multinational project management processes and project technologies. The results are specifically focused on the questions about the research as indicated in chapter one of this Report. The chapter is dealt with in three parts. First, a summary of results is presented with the aid of tables to depict and achieve a clear understanding of the data. Secondly, correlation statistics are presented followed by the interpretation of results. Since the study was focused on establishing a relationship between the given variables, correlation analysis which addresses the relationship between two different variables was applied. Thirdly, the Regression analysis was also carried out followed by an interpretation of results. This analysis intended to inspect how the independent variables affected the dependent ones. During this research, the project performance is described as the dependent variable whereas the cultural attributes, the multinational project management procedures and the project technologies are the predictors/independent variables.

Description of Respondents: The demographic characteristics in this study included the Gender, Stakeholder Category, Place of residence, Age Category, Marital status, maximum levels of education plus the Profession. Out of 136 questionnaires that were distributed, 124 were returned giving a 91% response rate.

Table 2: Individual Characteristics of the Respondents

	Gender	Frequency	Per cent
Valid	Male	88	71
	Female	36	29
	Total	124	100
	Stakeholders		
Valid	Beneficiary (community member)	79	63.7
	Management	26	20.9
	Others (specify)	19	15.3
	Total	124	100.0
	Place of Residence		
Valid	Wakiso	10	8.0
	Kalungu	11	8.8
	Mpigi	20	16.1
	Masaka	58	46.7
	Bukomansimbi	25	20.1
	Total	124	100
	Age of the Respondents		
Valid	18 – 27	38	30.1
	28 – 37	47	38.2
	38 – 47	23	18.7
	48 and above	16	13.0
	Total	124	100
	Level of Education		
Valid	Certificate	43	34.7
	Diploma	19	15.3
	Degree	46	37.1
	Postgraduate	16	12.9
	Total	124	100.0
	Occupation of Respondents		
Valid	Farmer	19	15.3
	Trader	47	37.9
	Civil servant	26	21.0
	Chairman	21	16.9
	Councilors	11	8.9
	Total	124	100.0

Table 2 indicates the categorization of participants depending on their gender. The outcome indicates that the majority of participants were males (71%). These outcomes/results are a representation of employment patterns in Hosur where males dominate the formal sector (Hosur Business Register 2001/2002). Table 2 reflects categorization of respondents according to the type of Stakeholder Category. Results show that majority of the participants were beneficiaries or community members about 63.7%, trailed by the project management at about 20.9% and others are the least at 15.3%. Table 2 shows the categorization of respondents according to the Place of residence. Results indicated that most of the participants have been in Masaka with 46.7% and Bukomansimbi. 20.1%. The results further indicate that the respondents from Mpigi comprised of 16.1% while those from Kalungu were 8.8% and lastly Wakiso with 8.0%. Table 2 indicates the categorization of participants according to their age. Results show that most of the participants were between 28 and 37 years of age, about 38.2%, followed by the age range 18 – 27 years in the range of 30.1%. Results also indicate that respondents above 48 years of age are the least, about 13%.

The results reflect the existence of an active labor force aged between 20 and 50 years. Table 2 reflects categorization of respondents according to the level of education. Results show that most of the participants held a bachelor’s degree about 37%, trailed by certificate holders at about 35%. Diploma and Postgraduate certificate holders are the least at 15% and about 13% respectively. These results reflect the effect of Government education policy which has liberalized tertiary education. This has led to an increase in private universities, private sponsorship and enrolment at Universities. Table 2 shows the categorization of respondents according to their occupation. Outcomes/Results showed that majority of the participants were been traders within the areas of study with 37.9%. The results further indicate that the respondents that civil servants comprised of 21% while the chairmen in these areas comprised of 16.9% and farmers comprising of 15.3% while the area councilors constituted of 8.9%. Results conform to the element of having different project beneficiaries within different areas of study.

Correlation/Relationship Analysis: Spearman's rank correlation analysis was employed to establish the connection between the study variables. Cultural attributes, multinational project management processes and project technologies were the independent variables while project performance was the dependent variable.

Table 3: Correlation Analysis

	1	2	3	4
Culture attributes (1)	1			
Multinational project management processes (2)	.125	1		
Project technologies (3)	.577**	.126	1	
Project Performance (4)	.535**	.758**	.656**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Relationship between People’s Cultural Attributes and Project Performance: The analysis from Table 3 reveals that there was observed to be a noteworthy positive correlation between people’s cultural attributes and the performance of projects ($r = .535^{**}$ $p \leq 0.01$). Which implies that if project implementers put in mind the people's culture or way of doing things then clients are likely to become satisfied with the services offered hence leading to positive project performance. These findings are in agreement with the views given by interviewees who explained that the satisfaction they derive from certain implemented projects in their district is primarily driven by their perception of how their culture attributes are considered.

Relationship between Multinational Project Management Processes and Project Performance: Findings in Table 3 further show a positive significant relationship between multinational project management processes and project performance ($r = .758^{**}$ $p \leq 0.01$). Indicating that once the project implementers have put in place satisfactory or wanted multinational project management processes, the more they perceive the performance of the project positively. The results are in line with the views given by the respondents interviewed who explained that donors put high pressure on project implementers to provide and deliver high-quality services. They further explained that donors develop needs and expectations which directly push project managers to improve on the performance of the projects.

Relationship between Project Technologies and Project Performance: Findings in Table 3 further show a positive significant relation between project technologies and project performance ($r = .656^{**}$ $p \leq 0.01$). Meaning that the more adaptive project technologies are put in place, the more they perceive the performance of the project positively. The results are in line with the views given by the respondents interviewed who explained that improved technological advancements in project implementation will directly lead to the completion of work in time, therefore, meeting client expectations. They further explained that project implementers need to develop and fulfill the needs and expectations which directly push for the performance of the project.

Regression Analysis: This was adopted to establish how independent variables of people’s cultural attributes, Multinational project management processes, project technologies affect project performance of these World Bank projects in Hosur’s energy sector. It’s especially used to ascertain the mutual effect the independent variables have on the dependent variable. It is shown by the modified R-square.

Table 4: Regression Analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	R-square	Adjusted R-square	F	p
	B	Std. error							
(Constant)	1.047	.490		2.136	0.35	.442	424	23.805	.000
People's cultural attributes	.321	.104	.299	3.097	.003				
Multinational project management processes	4.024E-03	.091	.004	.044	.965				
Project technologies	.396	.084	.457	4.717	.000				

Dependent Variable: Project Performance

The results in table 4 indicated that without people cultural attribute, Multinational project management processes and project technologies, project performance are at 1.047. The table further shows that any variation in people's cultural attributes, Multinational project management processes and project technologies lead to a 0.299, 0.004 and 0.457 change in project performance respectively. The results in Table

4.8 also indicated that 42.4% of the discrepancy in project performance by World Bank projects in Hosur's energy sector implementers is attributed to people's cultural attributes, Multinational project management processes and project technologies (Adjusted R square = .424). However, it is only project technologies and People's cultural attributes that are statistically significant predictors of project performance amongst project beneficiaries, ($p=.000$).

Discussion of Results: The discussions of results were based on the objectives and the outcomes/findings of the research as below;

The Relationship between People's Cultural Attributes and Project Performance: The outcomes of the research indicate a greater substantial relationship between people's cultural attributes and project performance. This is an indication that projects managers who put in place values that put in mind people's cultural attributes such as have a fair chance of having improved project performance. Similar studies by Zenget al. (2013) and Obikunle (2002) to a greater extent, culture orientations determine how individuals and companies respond to communications and how they generally go about their daily operations. It further indicated that conflicts at workplaces are in most cases a result of misconceptions due to cultural diversities. Therefore, owing to the consequences of these diversities, it is paramount that management gives them great attention and addresses the concerns among teams. Similar studies by Lima and Patah (2016), reveals that short of that is a recipe for project performance being undermined by unwarranted rifts driven by underlying cross-cultural differences. Hofstede (1997) stressed that national culture has a strong impact on employee and further elaborated that evidence indicates that cultural values are adopted earlier in life and considered fundamental in life, they gradually change over the generations.

They have a strong impact on people that they are reflected on cross-culturally implemented projected. Similarly, the project manager's leadership approach and his/her capabilities is a very significant contributor to the success of the project, however, the various types of the project may require different sets of skills (Turner & Muller, 2005). They further assert that different cultures attached different importance to successes of the various projects, implying that analysis of project success varies across the different cultures because the choice to determine the success of the project is from the value assigned by the different societies. However, culture may hurt project performance or success where management of leadership does not have adequate knowledge of the diverse cultures of the team members they lead or that of the beneficiaries. Similar studies by Lima and Patah (2016), assert that not having sufficient knowledge on

the different team members cultures most probably cause misinterpretations, drops in self-esteem, conflicts at work and religious clashes for teams that are geographically apart.

The Relationship between Multinational Project Management Processes and Project Performance: The outcomes of the research reveal a modest important positive relationship between multinational project management processes and project performance. This is an indication that once the project implementers have put in place satisfactory or wanted multinational project management processes, the more they perceive the performance of the project positively. Similar studies by Ahimbisibwe & Nangoli (2012), confirm that capabilities and the potential of the public sector are very important to the growth of the country's economy. Therefore there is a need to invest in project management skilling in member agencies that participate in the development of the country's investments. However, observed various factors that contribute to the difficulty in the performance of global projects i.e. Currency fluctuations, surges in global prices of raw materials, diversity in cultures, political pressures, harsh environments and greater public visibility of these projects rather than multinational project management processes.

The Relationship between Project Technologies and Project Performance: The study results indicate a strong important constructive correlation between Project Technologies and Project Performance. This implies that the more adaptive project technologies are put in place, the more they perceive the performance of the project positively. Similar studies by Crawford & Cox (2007), who explained that improved technological in project implementation, will directly lead to the completion of work in time, therefore, meeting client expectations. Schmid and Adams (2008), confirms that project performance relies on effectiveness and efficiency in the execution of the project activities for the success to be realized. These findings are supported by the similar works of Marmgren and Ragnarsson (2014), who assert that although the characteristics of a project are very important to realize good management, adopting advanced technological knowledge also stand better chances to deliver more efficiently and effectively and therefore perform better. Similar studies are supported by Schmid and Adams (2008), who confirms that over the previous two decades, big organizations have engaged in the development of more advanced designs and models of products through high tech processes and control systems.

CONCLUSION

People cultures and project technologies were among the best constructs noted to be significant predictors of project performance in Hosur. These results were a confirmation of the Person correlation coefficient results. This shows that project managers that implement favorable project technologies mechanisms and embedment of people's culture are more likely to access projects than their counterparts that neglect the practices mentioned above. In other words, access to public projects among governmental institutions is largely dependant on people's culture attributes and project technologies. Good project performance may also be attributed to good multinational project management. Finally, the predictor variables in this study account for 42.4% of the performance of projects. This covers only the people's culture and project technologies while multinational project management was confirmed non-significant predictors of project performance. The remaining percentage may be associated with other factors outside this study. This is because access to public projects by governmental parastatals is affected by factors which differ from one project to another. Thus, it is important to consider a variety of factors as they apply to each project than to generalize the predictors of project performance.

Recommendations: To improve project performance based on people's cultures and project, all Project managers and/or other practitioners in line of duty for implementing multinational projects from donor funding need to ensure that there is a commitment from all project staff. This will ensure that they always work towards the achievement of the project objectives. In principle, this should be cultivated through creating a sense of ownership of the project staff which in a way creates a favorable and somewhat fulfilling atmosphere that motivates them to not only continue with the teamwork but also keep the focus towards the project goals.

This practice creates a culture of positivity in the team that will thus make it easy to welcome the project targets and also adopt the guidelines of the stakeholders e.g. among others. This kind of spirit makes it easy to overcome the various project challenges associated with the underlined project implementation framework which improves the performance of the project and hence success. Also, the involvement of other key stakeholders like the project beneficiaries or the Project Affected Persons (PAPs) is a very important aspect that this research has proved to be vital in the implementation of these international projects. This ensures proper undressing of the cultural orientations of these persons, appreciation of their social-economic activities and how the project activities can either enhance or improve them.

The various tools/techniques usually employed in these processes should be well comprehended and engaged when required to assist in these processes. Effective periodic performance appraisal and reporting, as well as administrative closure, should be conducted on a routine basis to track progress and the eventual project success. The function of categorizing projects while using methodical procedures has to be should be encouraged on every multinational project. It shouldn't be left upon the beneficiaries of the project. It ought to be arranged in a unified function where both donor partners and beneficiaries are inclusively engaged. The benefit of this is to ensure that commendable ideas are developed and integrated into the project concept, this in a way aids the project to have a significant impact on the project deliverables. The quantification of completed works at the different project phases should be conducted by the contract/project managers. Since it will always encourage suppliers or contractors to expedite practice intensify their site deployment and coordination with material suppliers to increase the progress of works. Coordination between the key stakeholder's premises, for example, the Donor agency/ the Financier, the implementing agency, any local Government offices that link with the beneficiary communities should be encouraged in order enable timely sharing of information and facilitate monitoring of the project activities. This, in turn, will mitigate slippages from the schedules and hence leading to project success.

Implications and Contribution to knowledge: Since Hosur's economy is on the onset of developing, with various infrastructural projects being implemented and other packaged across all public sectors. Several new techniques and methodologies of managing these projects are coming on board, this is all in the bid to mitigate the risks of losing these project investments and also revenue for Government through bad deals. There is a need to comprehend these practices and appreciate their relevance and impact on the success of the projects. Through these additional skills, management professionals in project, project beneficiaries and Policy analysts increasingly apprise themselves on both the positive and negative impacts that result from engaging in these practices. Therefore it would facilitate discussions of informing management on a more robust way of managing and enabling effective controls, monitoring to realize project success. An inclusive study of all the fundamental factors that influence project time, cost and quality are very important in the procedures of practicing project management.

Begin aware of the relationship between people's cultural attributes, multinational project management processes, project technologies and project performance in the various development sectors in the country would be of great importance to the evaluation. Specifically, almost all projects about the country's energy sector are often faced with challenges of delayed implementations that result in continued extensions. This is has failed to complete most of these project in the required timeframes and thus resulting in unnecessary expenditures on Government. This indeed indicates the much-desired need to effectively take into account and monitor the factors of project performance while also creating more awareness amongst stakeholders indicating to them the losses incurred in failure to meet objectives within required periods. The research is thus expected to add or contribute to the existing research stream by bringing out and examining the relationship between project performances (the independent variables) to researchers. However, the study has a few limitations.

Finances were one of the limiting factors since the researcher had to travel to many districts of Hosur in search of data; however, the Ministry availed me with some financial support that helped me so much. Some respondents were hesitant to answer the questions for fear of reappraisal, however, the letter of an introduction made the respondents confident that the information they were giving me was purely academic. The limitation of distributing and collecting the data within 3 months as expected by the University was another challenge; however, with the help of two data collectors, the questionnaires were returned at the time when I needed those most. Accessibility to the many places was difficult due to the poor road networks and the rainy season which affected data collection. The Researcher ended up visiting a few places than those that he would have visited due to the interference of rain.

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A Study on Cross Culture in EXIDE Company, Coimbatore

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