

Nurturing as a Masculinity-Femininity Dimension and Performance of Multinational Corporations in Uganda



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ABSTRACT: This paper examined the influence of nurturing as a masculinity-femininity dimension on performance of multinational corporations (MNCs) in Uganda. Specifically, it focused on aspects of nurturing that included relationship building and negotiations as key attributes to strategic business performance. The justification for this study was that MNCs in Uganda were under-performing given that they were finding it difficult to continue running their businesses profitably to the extent that some decided to close down. A cross-sectional research design that relied on quantitative approach was employed involving 50 participants who filled in a questionnaire. Two methods of analysis involved simple regression analysis and a multiple regression analysis. Results revealed that both relationship building and negotiations had significant positive influence on performance of MNCs in Uganda. In particular, poor work relationship building and work negotiations among MNCs' employees contributed to poor performance of MNCs in Uganda. The study recommends MNCs to align their strategic vision and mission towards nurturing to instilling employee work relationship building and negotiations toward achieving the objectives of the MNCs.

KEY WORDS: Masculinity-femininity, nurturing, relationship building, negotiations and performance

INTRODUCTION

This study involved assessing the influence of nurturing as a masculinity-femininity cultural dimension on performance of multinational corporations (MNCs) in Uganda (Ebong, Oloko, Oyugi & Munga'tu, 2023). Nurturing is among the masculinity-femininity cultural work related values proposed by Hofstede (1980). This study focused on nurturing as a cultural value on the femininity side. The study examined nurturing attributes of relationship building and negotiations while performance of MNCs was assessed in form of job satisfaction, customer satisfaction and market share.

MNCs such as those in Uganda have been defined as organizations in one country with subsidiaries that operate in different countries across continents (Ebong *et al.*, 2023). Due to diverse origins they are likely to have workforce composed of people from different cultures (Ebong *et al.*, 2023; Piekkari, Welch & Westney, 2022). The global rating of Ugandan culture on masculinity-femininity is moderate compared to some Nordic countries (Ebong *et al.*, 2023; Rarick *et al.*, 2013). However, in this study, it has been discussed with the explanation of MNCs employees coming from countries or regions of differing cultural backgrounds (Ebong *et al.*, 2023). For example, most of the Ugandans working with MNCs score low masculinity femininity while others the opposite is true (Ebong *et al.*, 2023). In addition, some employees of MNCs in Uganda come from other countries that score high of femininity and low on masculinity while other come from countries scoring low femininity and high on masculinity (Ebong *et al.*, 2023). For that reason, in this study, it was argued that the quality of relationship building and negotiation of employees when performing the tasks of MNCs in Uganda varies. Therefore, the assumption is that some employees of MNCs in Uganda make great efforts to help their co-workers through relationship building and negotiation which are key aspects of nurturing while others do not. However, this needed to be confirmed in other follow-up study.

It is evident from other studies that some MNCs in Ugandan have organizational performance issues (Ebong *et al.*, 2023; Nankya, 2013; Ladu, 2021; Mugenyi, 2014; Nassuuna, 2021; Nakaweesi, 2021). Some multinational companies were struggling due to low profits, declining sales (Ebong *et al.*, 2023; Nakaweesi, 2021) and slow growth while others shut down their operations (Nakaweesi, 2021; Ladu, 2021; Nassuuna, 2021). For example, since 2013, 21 MNCs in Uganda have shut down their operations (Ebong *et al.*, 2023; Ladu, 2021). Hence, interest was aroused in this study because different employees' cultural backgrounds seem to have an influence on the performance challenges of MNCs operating in Uganda (Ebong *et al.*, 2023). This reasoning is based on the literature highlighting the fact that multinationals are often concerned with managing multicultural employees in order to improve their performance (Ebong *et al.*, 2023; Garg & Panchal, 2016; Inegbedion *et al.*, 2020; Fernando, 2021; Appiah & Adeyeye, 2021) and that might be the case to MNCs in Uganda, but empirical evidence was lacking.

Therefore, it justified this study to be conducted to fill in the knowledge gap for the evidence that was lacking on how the two aspects of nurturing; relationship building and negotiation, influenced the performance of MNCs operating in Uganda. Indeed,

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when an organization such as a multinational continues to have problems with its operations, the negative consequences are not only for the organization but also for the other stakeholders that it provides its services to, as well as for the country in which the organization operates. Some of the negative effects on the organization include failure to achieve its goals (Ladu, 2021; Nassuuna, 2021) and leaving some of its workers unemployed when MNCs shut down (Ladu, 2021; Nassuuna, 2021). Negative effects on government include loss of revenue when multinationals shut down (Nassuuna, 2021). Thus, this study hoped to mitigate these negative effects by providing recommendations based on its findings.

PROBLEM STATEMENT

The performance of multinational organizations is important for them to achieve their objectives (Ebong *et al.*, 2023). However, for some multinational organizations operating in Uganda, have experienced organizational performance issues as evidenced by some difficulties in maintaining their operations while others have completely failed hence closed business (Ebong *et al.*, 2023; Nankya, 2013; Mugenyi, 2014; Ladu, 2021; Nassuuna, 2021; Nakaweesi, 2021). However, it has been observed that these multinational organizations employ people from different parts of the globe, with diverse work cultures (Piekkari, Welch & Westney, 2022). The reasoning in this study was that people from different cultures can bring cultural values that can improve the performance of multinational organizations but these cultural values might also be unfavorable for the performance of these organizations. Due to the lack of evidence as to the situation of MNCs in Uganda, this study sought to fill this gap of knowledge.

Purpose of the Study

The purpose of the study was to examine the influence of nurturing on performance of MNCs in Uganda.

Objectives of the Study

The objectives of the study were:

1. To assess the influence of relationship building on the performance of MNCs in Uganda
2. To examine the influence of negotiations on the performance of MNCs in Uganda
3. To establish the combined influence of relationship building and negotiations on the performance of MNCs in Uganda

Hypotheses of the Study

The following hypotheses were tested:

1. There is a significant influence of relationship building on the performance of MNCs in Uganda
2. There is a significant influence of negotiations on the performance of MNCs in Uganda
3. Relationship building and negotiations have a significant combined influence on the performance of MNCs in Uganda

LITERATURE REVIEW

The previous works that were reviewed related to masculinity-femininity dimension and its influence on organizational performance. First, a theoretical review was done to explain the theory relevant to this study. Then previous works linking masculinity-femininity culture to organizational performance is presented. This is followed by literature focusing on one component of masculinity-femininity dimension which is nurturing and its influence on organizational performance. In addition, literature about two nurturing values that include relationship building and negotiations and their influence on organizational performance is presented.

THEORETICAL REVIEW

The social learning theory underpins this study. According to Koutroubas and Galanakis (2022), this theory was first introduced by Bandura in 1977. This theory was useful in this study as it provided assumptions for comprehending the manner in which behavior among employees of organizations affects the way they work towards realizing organizational objectives (Koutroubas & Galanakis, 2022). According to the theory's assumption, employees' behaviors are learned from the organizational context and the degree of learning the behaviors determines employees' feelings about and response towards something (Şenyuva & Gönül, 2011; Koutroubas & Galanakis, 2022). If employees' level of learning the behaviors is low, they develop less feeling about and less response towards the achievement of organizational objectives, while if employees' level of learning the behaviors is high, they develop more feeling about and more response towards achievement of organizational objectives. Applying the assumptions of this theory in the context of this study the explanation was that MNCs' employees' beliefs and ability to learning cultural values influences their learning culture and this will determine their feelings about and responses towards improving the performance of MNCs.

Femininity and organizational performance

The femininity culture values are characterized by relationship building and negotiations (Fietz, Hillmann & Guenther, 2021). Relationship building and negotiations are team-oriented which is suitable towards improving organizational performance (Taras, Steel & Kirkman, 2012). This is because the femininity culture values encourage shared values, collaboration and cooperation

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among employees who tend to work as a team (Chiaburu, Chakrabarty, Wang & Li, 2015). The employees' collaboration and cooperation as well as teamwork associated with the femininity culture are likely to enhance organizational performance (Chiaburu et al. 2015). Empirical evidence shows that teamwork a characteristic of employees with a femininity culture value has a significant influence on organizational performance (Adhikari, 2020).

Furthermore, research shows that collaboration a characteristic of employees with a femininity culture value significantly influenced organizational performance, though in some of the studies this influence is indirectly through employee performance or team performance (Tedla, 2016; Assbeihat, 2016). Lastly, literature shows that work place cooperation a characteristic of employees with a femininity culture value significantly influences organizational performance (Mayo, 2020; Keskinen, 2019). However, this study also recognized that MNCs operating in Uganda employed people from different countries some coming from countries more oriented to the masculinity culture while others coming from countries that were more oriented to the femininity culture. Therefore, the argument in this study was that shared values and team orientation would form if most of the employees have femininity culture and in such a situation the performance of MNCs in Uganda would be improve but if this is not the case, there would be less tendencies towards shared values and team orientation contributing to poor performance of the MNCs.

Nurturing and performance

The concept of employee engagement by taking care of the employees in enhancing their work spirit through nurturing to improve organizational performance has its origins in the works of Max Weber, Michel Foucault, Emile Durkheim, Karl Marx and many other scholars in social sciences (Case & Gosling, 2010). This concept relates to a work environment where employees exhibit nurturing behavior towards their co-workers and puts the needs of their co-workers first by prioritizing things like providing help and care to enable them perform their work tasks. Employees oriented towards a nurturing behavior are filled with genuine feelings of empathy and compassion for the colleagues in the workplace who feel cared for and supported (Chen, Hao, Ding, Feng, Li & Liang, 2020). Therefore, one of the most important aspects of creating a favorable work culture that enhances organizational performance is fostering a supportive work behavior among employees that can help them achieve their full potential.

Employees that provide positive (caring) support to other employees help to increase the latter's commitment to the organization and such employees motivate their colleagues to learn, work and solve problems (Chen *et al.*, 2020; Alizadeh & Cheraghalizadeh, 2015). Performance improvement will come from internal motivation. Nurturing which is a femininity-cultural value creates a supportive working atmosphere that motivates employees to work by giving them the opportunity to accomplish their tasks (Ali, Anbren & Bashir, 2018). In such a welcoming and supportive work environment, employees are prepared to combine their unique application of skills, abilities and knowledge to succeed in performing their work tasks leading to improved organizational performance. Employees will be motivated for various reasons to achieve peak performance within the organization. The femininity-cultural value promotes cooperative work behaviors among employees that consist of voluntary actions that are highly valuable to the performance of the organization (Van Gerwen, Buskens & Van der Lippe, 2018).

Relationship building and performance

Employee relationship building means creating a work environment in which employees can interact in supportive manner that motivates to achieve organizational goals (Ngari & Agusioma, 2013). The nurturing cultural value of relationship building has been reported to have a bearing on organizational performance (Samwel, 2018). It has been observed that if there is a poor working relationship among the workers, the process of achieving the goal will be very difficult as it can create opportunities for conflict to occur among employees contributing to employee dishonesty and work disengagement and thus, discouraging the teamwork among employees (Hagenimana, Ngui & Mulili, 2018). This in turn leads to poor organizational performance.

Building good relationships among employees is important in an organization because it encourages employees to work better and produce more results (Burns, 2012). A favorable work environment of employee relationship building that promotes teamwork helps employees to work towards achievement of business results. Good relationship among peers at workplace has a positive effect on employee performance. Employee relationship building aims to establish harmonious working relationships and reduce conflicts which play an important role in increasing the performance of the organization (Jamaledine, 2017). Therefore, healthy relationships among staff at work are very important as they help the employee to understand each other which plays a major role in achieving the organizations goals (Ngozika, Egobueze & Nwaoburu, 2021).

Employees working and building good relationships with each other, tend to perform their job tasks faster. This is in line with Ayofe and Akibo (2018) who noted that healthy interpersonal relationships between and among organizational employees are bound to give rewards to the organization, thus promoting its existence. It is also consistent with Adiele and Omunakwe (2018) who explained that interpersonal relationships within the organization foster positive relationships within the organization that give all employees a sense of belonging, and in due course lead to their motivation and better performance. No organization can succeed in the 21st century if it lacks competent and qualified people who can work cooperatively as a team in various organizational functions, which also highlights the importance of good employee interpersonal relations within the organization (Ayofe & Akibo, 2018).

Negotiations and performance

Negotiation as masculinity-femininity cultural value is a process by which agreement or cooperation is attained towards achieving a certain goal (Tumwebaze, Wandiba, Olutayo & Kabasinguzi, 2020). Dawson (2016) described negotiation as a process involving two or more parties where each with its own views and objectives attempts to reach a satisfactory outcome on a common problem. It has been emphasized that since work environment requires interaction between two or more individuals who most likely come from different backgrounds (of differing values, feelings, ideas, interests, goals, perceptions) working together to achieve a common organization goal, conflicts among workers is inevitable (Adeyemi, 2022; Lafta, 2016). Thus, it argued that employees who exhibit negotiation value are better placed to deal with conflicts that may arise among workers in such an organizational environment because these employees will try all their best to arrive at an agreement that satisfies the conflicting parties (Kanumbu, Abdulrazaq & Umar, 2022). By applying their negotiations skills, employees who exhibit negotiation tend to promote a cooperative working relationship between the conflict parties where employees end up working as a team towards performing organizational tasks, which enhances organizational performance (Altalhi & Alshammri, 2018). It was argued that this is likely to be the case for the MNCs in Uganda. This observation is in line with Caputo, Ayoko, Ammo and Menke (2019) who argued that the capacity to negotiate is critical for successful employee interactions that can enhance organizational performance in today's multicultural workplaces. As a result, management scholars have made more efforts to study how employees from different cultures within organizations negotiate between themselves, especially in MNCs, and its effect on organizational performance (Gunia, Brett and Gelfand, 2016; Ogliastri & Quintanilla, 2016). They found that successful negotiations among employees from cross-cultural backgrounds requires a good understanding of differences in cultural behaviors and values (Groves, Feyerherm, & Gu, 2015; Imai & Gelfand, 2010). However, previous research has also revealed that interactions of employees within an organization from cross-cultural backgrounds have a lot of challenges (Imai & Gelfand, 2010), low achievement (Brett & Okumura cited in Caputo *et al.*, 2019), and communication problems (Liu, Chua & Stahl, 2010). However, negotiation is one of the collective methods of making collective decisions in different situations and activities (Caputo, 2016; Ogliastri & Quintanilla, 2016). Thus, choosing the right style of negotiation that balances the competitive (or aggressive) style and the cooperative (or cooperative) style is important for effective negotiation across cultures (Imai & Gelfand, 2010).

METHODOLOGY

A positivist paradigm was used for this study. The reason for choosing this paradigm was that a deductive approach was followed in carrying out this study. This deductive approach began with theorizing from available facts and literature that already exists that the values of masculinity-femininity culture related to relationship building and negotiations that employees of MNCs in Uganda are likely to explain the problems as well as challenges in performance of these organizations. This was followed by developing testable hypotheses where objective measurable information would be obtained using a coded questionnaire enabling testing the hypotheses using statistical methods and interpreting the test results objectively. The way the positivist research paradigm for this study was carried out is supported by different researchers such as Antwi and Hamza (2015), Kivunja and Kuyini (2017), Bonache and Festing (2020) and Park, Konge and Artino (2020).

This study employed a cross-sectional survey design that was purely quantitative in nature to obtain information related to the three variables (that is relationship building, negotiation and performance of multinationals in Uganda) from the study participants using a questionnaire. This research design was adopted to enable contacting a large section of the respondents from whom information was collected (Zangirolami-Raimundo, Echeimberg & Leone, 2018; Spector, 2019). In doing so, the process of data collection was faster. The quantitative method allowed the collection of information that could be quantified such that it was statistically analyzed as recommended by Lo, Rey-Martí and Botella-Carrubi (2020).

The sample size of MNCs that participated in this study was two from which 4 senior managers (two general managers and two deputy general managers) and 46 middle managers were selected, (that is 23 middle managers from each of the two multinationals). Therefore, the total sample size was 50. Purposive sampling was used to select all of these respondents because they held positions for more than five years that put them in position to have knowledge about the variables investigated in this research study.

The questionnaire developed for this study included statements on relationship building, negotiation and performance of MNCs in Uganda. Statements on each of these three variables were measured using a five-point Likert scale that had response from strongly disagree to strongly agree as explained in the following paragraphs.

Part A of the questionnaire consisted of 9 statements on building relationships. Therefore, the lowest possible score for 9 statements for a respondent who strongly disagree response that was coded 1 was 9 (that is 9 statements X coded 1) while highest possible score for 9 statements for a respondent who strongly agree response that was coded 5 was 45 (that is 9 statements X coded 5). Thus, the total range score was 9-45. Low scores (9-21) represented poor relationship building, middle scores (22-33) represented moderate relationship building and higher scores (34-45) represented better relationship building.

Part B of the questionnaire consisted of 8 statements on negotiation. Therefore, the lowest possible score for 8 statements for a respondent who strongly disagree response that was coded 1 was 8 (that is 8 statements X coded 1) while highest possible score

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for 8 statements for a respondent who strongly agree response that was coded 5 was 40 (that is 8 statements X coded 5). Thus, the total range score was 8-40. Low scores (8-18) represented poor negotiation, middle scores (19-29) represented moderate negotiation and higher scores (29-40) represented better negotiation.

Part C of the questionnaire consisted of 28 statements on MNCs performance. Therefore, the lowest possible score for 28 statements for a respondent who strongly disagree response that was coded 1 was 28 (that is 28 statements X coded 1) while highest possible score for 28 statements for a respondent who strongly agree response that was coded 5 was 140 (that is 28 statements X coded 5). Thus, the total range score was 28-140. Low scores (28-65) represented poor MNCs performance, middle scores (66-103) represented moderate MNCs performance and higher scores (104-140) represented better MNCs performance.

The analysis included two main types which were descriptive statistics and inferential statistics. The descriptive statistics were restricted to frequencies and percentages and were used to assess the nature of relationship building, negotiation and performance of MNCs in Uganda. Inferential statistics were in form of two regression analyses were one was a single regression used to test hypotheses one and two. The second type was a multiple regression analysis which was used to test the third hypothesis.

RESULTS

The results are presented in the form of descriptive statistics (frequencies and percentages) as well as inferential statistics which show regression results. The next sections present the results starting with descriptive statistics followed by regression results.

Descriptive statistics

The importance of presenting the descriptive statistics was that they helped to determining the nature of relationship building, negotiation and the performance of MNCs in Uganda which was described as poor, moderate and better according to the responses of the participants in this study. Results are shown in Table 1.

Table 1: Frequency distribution on the rating of the variables

Variables	Rating	Frequency	Percent
Relationship building	Poor	27	54
	Moderate	12	24
	Better	11	22
Negotiation	Poor	22	44
	Moderate	15	30
	Better	13	26
MNC Performance	Poor	27	54
	Moderate	7	14
	Better	16	32

Source: Primary data

The results in Table 1 show that the highest proportion of respondents (54%) indicated poor relationship building values among employees of MNCs in Uganda. These were followed by 24% who showed better relationship building values among employees of MNCs in Uganda and 22% showing moderate relationship building values among employees of MNCs in Uganda. Therefore, the proportion of employees of MNCs who exhibited poor relationship building values in Uganda was higher than that of employees with better relationship building values and moderate relationship building values.

Furthermore, the results show that the highest proportion of respondents (44%) indicated poor negotiation values among employees of MNCs in Uganda. These were followed by 30% who showed moderate negotiation values among employees of MNCs in Uganda and 26% showing better negotiation values among employees of MNCs in Uganda. Therefore, the proportion of employees of MNCs who exhibited poor negotiation values in Uganda was higher than that of employees with moderate negotiation values and better negotiation values.

Lastly, the results show that the highest proportion of respondents (44%) indicated poor MNC performance in Uganda. These were followed by 30% who showed moderate MNC performance in Uganda and 26% showing better MNC performance in Uganda. Therefore, the proportion of employees of MNCs who indicated poor MNC performance in Uganda was higher than that of employees who indicate moderate MNC performance and better MNC performance.

Inferential statistics

Inferential statistics were utilized for testing the hypotheses of this study. This test was important to determine whether the findings based on a sample of 4 senior managers and 50 middle managers from the selected MNCs could be similar to the general

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population of MNCs in Uganda. The following subsections present the regression results for each of the three hypotheses of this study.

Influence of relationship building on the performance of MNCs in Uganda

Hypothesis one stated, “*There is significant influence of relationship building on the performance of MNCs in Uganda*”. This was tested using a simple regression analysis as shown in Table 2.

Table 2: Simple regression analysis of the influence of relationship building on the performance of MNCs in Uganda

<i>Regression Statistics</i>					
Simple R		.728			
R Square		.530			
Adjusted R Square		.520			
Standard Error		25.546			
Observations		50			
<i>ANOVA statistics</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	1	35266.0	35266.0	54.0	.000
Residual	48	31324.5	652.6		
Total	49	66590.5			
<i>Coefficients statistics</i>					
	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	6.76	10.02		.67	.503
Relationship building	2.47	.34	.73	7.35	.000

Source: Primary data

Related to the magnitude of influence, the simple regression results in Table 2 show a strong relationship (Simple R = .734) between relationship building and performance of MNCs in Uganda. The square of the Simple R called the coefficient of determination (R Square = .530) shows that a unit change in relationship building contributed to 53% change in the performance of MNCs in Uganda. However, a reliable precision in the explanation was based on the Adjusted R Square (.520) which shows that a unit change in relationship building contributed to 52% change in the performance of MNCs in Uganda.

This finding was tested using Analysis of Variance statistics (ANOVA statistics) to determine if they can be accepted or rejected. Given the significance (Sig F = .000) of the Fisher’s ratio (54.0) was less than the cut off significance at .05, the result was accepted. This led to accepting the first hypothesis “*There is a significant influence of relationship building on the performance of MNCs in Uganda*” confirming that a unit change in relationship building contributed to 52% change in the performance of MNCs in Uganda.

In order to determine the nature of influence, the coefficient statistics (Coefficients = 2.47) show a positive sign. The interpretation of this positive sign is that an improvement in relationship building contributed to an improvement in the performance of MNCs in Uganda while deterioration in relationship building contributed to deterioration in the performance of MNCs in Uganda.

Influence of negotiations on the performance of MNCs in Uganda

Hypothesis two stated, “*There is a significant influence of negotiations on the performance of MNCs in Uganda*”. This was tested using a simple regression analysis as shown in Table 3.

Table 3: Simple regression analysis of the influence of negotiations on the performance of MNCs in Uganda

<i>Regression Statistics</i>	
Simple R	.658
R Square	.433
Adjusted R Square	.421
Standard Error	28.058
Observations	50

ANOVA statistics

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	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	1	28802.8	28802.8	36.6	.000
Residual	48	37787.7	787.2		
Total	49	66590.5			

<i>Coefficients statistics</i>					
	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	23.42	9.48		2.47	.017
Negotiations	2.38	.39	.66	6.05	.000

Source: Primary data

Related to the magnitude of influence, the simple regression results in Table 3 show a moderate relationship (Simple R = .658) between negotiation and performance of MNCs in Uganda. The coefficient of determination (R Square = .433) shows that a unit change in negotiation contributed to 43.3% change in the performance of MNCs in Uganda. However, the Adjusted R Square (.421) which shows that a unit change in negotiation contributed to 42.1% change in the performance of MNCs in Uganda. The ANOVA statistics shows the significance (Sig F = .000) of the Fisher's ratio (36.6) was less than the cut off significance at .05 and thus, the result was accepted. This led to accepting the second hypothesis "There is a significant influence of negotiation on the performance of MNCs in Uganda" confirming that a unit change in negotiation contributed to 42.1% change in the performance of MNCs in Uganda.

The nature of influence as shown the coefficient statistics (Coefficients = 2.38) was determined by its positive sign. This shows that an improvement in negotiation contributed to an improvement in the performance of MNCs in Uganda while deterioration in negotiation contributed to deterioration in the performance of MNCs in Uganda.

Combined influence of relationship building and negotiations on performance of MNCs in Uganda

Hypothesis three stated, "Relationship building and negotiations have significant combined influence on the performance of MNCs in Uganda". This was tested using a multiple regression analysis as shown in Table 4.

Table 4: Multiple regression analysis of the combined influence of relationship building and negotiations on performance of MNCs in Uganda

<i>Regression Statistics</i>	
Multiple R	.772
R Square	.596
Adjusted R Square	.579
Standard Error	23.920
Observations	50

<i>ANOVA statistics</i>					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	2	39698.5	19849.2	34.7	.000
Residual	47	26892.0	572.2		
Total	49	66590.5			

<i>Coefficients statistics</i>					
	<i>Coefficients</i>	<i>Standard Error</i>	<i>Beta</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	.17	9.68		.02	.986
Relationship building	1.76	.40	.52	4.36	.000
Negotiations	1.20	.43	.33	2.78	.008

Source: Primary data

Related to the magnitude of influence, the multiple regression results in Table 4 show a strong relationship (Multiple R = .772) between relationship building, negotiation and performance of MNCs in Uganda. The coefficient of determination (R Square = .596) shows that a unit change in relationship building and negotiation contributed to 59.6% change in the performance of MNCs in Uganda. However, the Adjusted R Square (.579) which shows that a unit change in relationship building and negotiation contributed to 57.9% change in the performance of MNCs in Uganda.

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The ANOVA statistics shows the significance (Sig F = .000) of the Fisher's ratio (34.7) was less than the cut off significance at .05 and thus, the result was accepted. This led to accepting the third hypothesis "*Relationship building and negotiations have a significant combined influence on the performance of MNCs in Uganda*" confirming that a unit change in relationship building and negotiation contributed to 57.9% change in the performance of MNCs in Uganda.

The coefficient statistics were used to determine which of the two variables (relationship building and negotiation) most significantly influenced the performance of MNCs in Uganda. First, significance of the two coefficients for relationship building and negotiation (Sig = .000 and .008, respectively) were less than the cut off significance value and this showed that each of the variable significantly influenced the performance of MNCs in Uganda. However, the coefficient statistics for relationship building (1.76) was greater compared to that of negotiation (1.20). This showed that relationship building influenced greatly the performance of MNCs in Uganda compared to negotiation.

The nature of influence as shown the coefficient statistics for relationship building and negotiation (Coefficients = 1.76 and 1.20, respectively) was determined by their positive signs. This shows that an improvement in relationship building and negotiation contributed to an improvement in the performance of MNCs in Uganda while deterioration in relationship building and negotiation contributed to deterioration in the performance of MNCs in Uganda.

DISCUSSION

This study assessed the influence of nurturing within the masculinity-femininity cultural dimension on the performance of multinational organizations in Uganda. It assessed the influence of two aspects of nurturing femininity cultural dimension, namely relationship building and negotiation on the performance of multinational corporations in Uganda. Findings of this study showed that relationship building and negotiation had a strong influence on the performance of multinational corporations in Uganda where better relationship building and negotiation among their employees led to better performance of multinational corporations in Uganda. The two aspects of nurturing femininity cultural dimension (relationship building and negotiation) when they were combined, they retained the degree of influence on the operation of multinational corporations in Uganda. In particular, there is a positive influence based on findings of this study which showed that the majority of respondents indicated poor relationship building and negotiation among employees of multinational corporations in Uganda and poor performance of multinational corporations in Uganda. Therefore, it was concluded in this study that poor relationship building and negotiation among employees of multinational corporations has contributed to the poor performance of multinational corporations in Uganda. These results are consistent with earlier academic works that focuses on these two aspects of nurturing femininity cultural dimension (relationship building and negotiation).

For example, the finding of this study related to the influence of relationship building aspect of nurturing culture on performance of MNCs in Uganda concurs with Ngari and Agusioma (2013), Samwel (2018), Hagenimana *et al.* (2018), Burns (2012), Jamaledine (2017), Ngozika *et al.* (2021), Ayofe and Akibo (2018), and Adiele and Omunakwe (2018). All these scholars reported that the relationship building aspect of nurturing culture had a significant and positive influence on the performance of organizations. The study supports these scholars that the positive influence arises because employees who possess the relationship building aspect of nurturing culture create a work environment in which employees can interact in supportive manner that motivates to achieve organizational goals.

Additionally, the finding of this study related to the influence of negotiation aspect of nurturing culture on performance of MNCs in Uganda agrees with the explanation of Tumwebaze *et al.* (2020), Dawson (2016), Kanumbu *et al.* (2022), Altalhi and Alshammri (2018), Caputo *et al.* (2019), Gunia *et al.* (2016), and Ogliastri and Quintanilla (2016). This is because these scholars emphasized in their explanation a positive influence of the aspect of negotiation aspect of nurturing culture on performance of organizations. Their reasoning was that the positive influence was employees with negotiation aspect of nurturing culture are better placed to deal with conflicts and thus, tend to create a cooperative work environment that motivates employees to work as a team to achieve organizational goals. The finding of this study also supported Imai and Gelfand (2010) who were of the view that interactions of employees within an organization from cross-cultural backgrounds have a lot of challenges (Imai & Gelfand, 2010) and to Brett and Okumura (cited in Caputo *et al.*, 2019) who explained that these interactions were associated with low achievement. In addition, the finding of this study was supported Liu *et al.* (2010) who was of the view that employee cross-cultural backgrounds were associated with communication problems.

CONCLUSION

This study has demonstrated that both relationship building and negotiation aspects of nurturing culture play a critical role on performance of MNCs in Uganda. In particular, the findings showed the employees find difficult to improve the performance of MNCs in Uganda when they have poor relationship building values and work negotiation values. The study further revealed that both relationship and negotiations have significant influence on performance and therefore must be embraced.

RECOMMENDATIONS

Multinational corporations operating in Uganda should improve their employees' values and subsequent performance by embracing masculinity-femininity attributes of relationship building and negotiation for them to function more efficiently and effectively. This can be achieved if these multinational corporations can have the participation and support of all their employees to align their vision and strategic goals with nurturing by instilling employee work relationship building and negotiations toward achieving the objectives of the MNCs. These suggestions from De Clercq, Thongpapanl and Voronov (2018) and Bayraktar, Hanserliogullari, Cetinguc and Calisir (2017) who pointed out that organizational survival can be achieved by the organization adjusting its culture to the environment.

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