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Cultural factors in the development of international projects: a case study of South Africa and Germany in the engineering/construction industry

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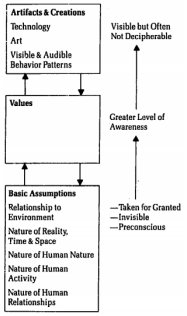
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Corrections on MSc. Research Report for 0402210M

Page No.	Correction or Improvement Suggested	Correction/Change Made
	Contents Page	
v	The Table of Contents should be renumbered according to academic protocols.	Table of Contents renumbered. I.e. i-viii (Abstract to List of Figures), 1 (Introduction, etc.).
	Introduction	
	Grammar and punctuation changes. See below.	
	Literature Review	
7-10	Explain the move from Tylor's classic definition of culture through an anthropological definition of culture…	During England's Victorian period Matthew Arnold (1867) provided the first recorded definition of culture. He stated that "*Culture is properly described as the love of perfection. It is a study of perfection.*" (Arnold, 1867). Unfortunately, his definition was subjective to Christian Europe at that time and it revolved around religion and classes or intelligence of people. In other words, whether Christians were learning the will of God, whether they had a high level of intelligence and whether they had a good standing in society. As Spencer-Oatey (2012) and Logan (2017) stated, it is quite clear that this "definition" of culture is extremely restricted and fixated on one type of society and, as a result, does not suffice for the rest of the world. Edward Burnett Tylor (1871) developed an anthropological definition of culture that anthropologists utilised for quite some time. He said that "*Culture or civilisation, taken in its wide ethnographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom, and any other capabilities and habits acquired by man as a member of society.*" (Tylor, 1871). Spencer-Oatey (2012) and the Truman State University (2017) both mention Tylor's definition to be a great part of the cultural aspect of anthropology. However, both criticise Tylor's (1871) definition by saying it centralised on industrialising England (at the time) and that

		it was centred on the development of the human mind by assuming that all minds were similar. In addition, his definition was seen to label societies and cultures as "wholes" thereby narrowing the world's cultural dynamics, and furthermore, his research tended to produce statements that judged other cultures in relation to his own. Taking into account the faults in Arnold's (1867) and Tylor's (1871) work, Franz Boas (1911) introduced a new concept to the definition of culture by mentioning in his book that culture is a broad concept and a unique to individual societies. The scholars at The University of Manitoba have broken Boas' (1911) work on culture into four classifications (Manitoba, 2017): ▪ Cultural facets are obtained by learning and not solely by one's biological background. ▪ Cultural facets are developed in the subconscious and not through rationalisation. ▪ All cultures are equal and are developed based on their own underlying beliefs and priorities. Culture cannot be categorised as a "global concept", it is specific to the culture being investigated.
	… Culture in the recent times being defined through the lens of structural interactionism/functionalism. Explain why cultural factors were chosen for study in this research.	Edgar Schein (1984) introduced a modern definition that related directly to organisational culture and that encompassed all groups of people. In his definition he mentioned that culture has three levels or layers to it: artefacts and creation, values, basic assumptions (or assumed values) (Spencer-Oatey, 2012). These three levels are presented in Figure 1. In his book, *Organizational Culture and Leadership*, Schein (2004) expands on these levels as follows:

		1. Artefacts and creation: This level includes everything that can be physically seen and felt in an organisation. For example; the language that members speak, their mannerisms, their attire, how they address and communicate with one another, etc. 2. Values: This is the reason for the manner in which members behave, for example their belief systems. 3. Basic assumptions: This goes much deeper than just values and beliefs. It is the underlying (unconscious) reason for values and beliefs. The above levels were later developed further by Trompenaars (Trompenaars & Hampden-Turner, 1998) and Hofstede (Hofstede, 1991) (this is elaborated on in section 2.3.1). However, the three core layers remained the same in both of their models. It is always easier to acquire information on the artefacts and creation level because data can be obtained by simply conducting visual observations, verbal communication, surveys, etc. However, this data must be analysed carefully and impartially to ensure that the interpretation is the true to the reality. Delving deep into the values and beliefs of a culture is an intensive exercise that requires more time and persistence as people are not always willing to divulge their feelings on sensitive topics (Spencer-Oatey, 2012). Therefore, the data collected for this research project remained on the artefacts and creation level. Spacey-Oatey (2012) and Tsoukas (2005) both quote Hofstede (1991) in their work regarding his idea that even though one is able to visually see facets of cultures, their underlying meanings and sources are not always easy to comprehend. He said, "*Their cultural meaning, however, is invisible and lies precisely and only in a way these practices are interpreted by the insiders.*" . (Hofstede, 1991). These facets or factors of culture (see the first level of culture in Figure 1) such as behaviour, language, patterns, etc.

		can be observed and recorded. The data that is collected may be interpreted accurately by ensuring the reliability, validity and generalisability during data collection (this is developed in section 3.6).  Figure 1: Three Levels of Culture (Schein, 1984)
14-16		To expand on linear active, multi-active and reactive cultures, Richard Lewis conducted extensive research in 135 different countries. From his research he was able to expand on the definitions of these three behaviours (see Figure 2 below) and then go on to create a model where he classified engineers from each of these countries into the three types of cultures. Lewis' model was created based on questionnaires that were distributed to 68 different nationalities who took a total of approximately 150,000 online questionnaires. The countries along the lines of the triangle will exhibit behavioural characteristics from the other two categories (i.e. on either end of the triangle). So, while Germany revealed itself to be a purely liner active culture, South Africa exhibited characteristics from both linear and multi-active cultures (Admin, 2017).

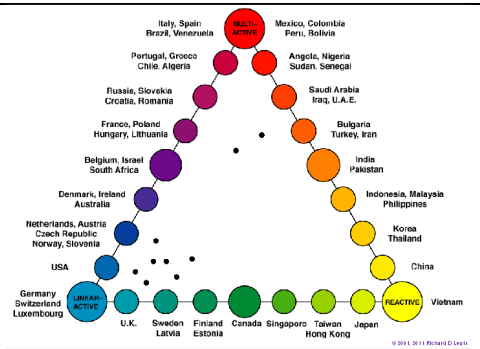


Figure 2: Richard Lewis' Model Defining Linear Active, Multi-Active and Reactive Cultures for Countries (Admin, 2017)

Of course Lewis' model only pays attention to the working class (and specifically engineering in the model above) since his questionnaires were only distributed to those who were already working in companies, for the purposes of this research report the data would be sufficient because it concentrates on the engineering and construction industry.

The above model is explained by the following characteristics:

Linear Active	**Multi-Active**	**Reactive**
Talks half the time	Talks most of the time	Listens most of the time
Does one thing at a time	Does several things at once	Reacts to partner's action
Plans ahead step by step	Plans grand outline only	Looks at general principles
Polite but direct	Emotional	Polite, indirect
Partly conceals feelings	Displays feelings	Conceals feelings
Confronts with logic	Confronts emotionally	Never confronts
Dislikes losing face	Has good excuses	Must not lose face
Rarely interrupts	Often interrupts	Doesn't interrupt
Job-orientated	People-orientated	Very people-orientated

		<table><tr><td>Sticks to facts</td><td>Feelings before facts</td><td>Statements are promises</td></tr><tr><td>Trust before diplomacy</td><td>Flexible truth</td><td>Diplomacy over truth</td></tr><tr><td>Sometimes impatient</td><td>Impatient</td><td>Patient</td></tr><tr><td>Limited body language</td><td>Unlimited body language</td><td>Subtle body language</td></tr><tr><td>Respects officialdom</td><td>Seeks out key person</td><td>Uses connections</td></tr><tr><td>Separates social and professional</td><td>Mixes social and professional</td><td>Connects the social and professional</td></tr></table> Figure 3: Linear Active, Multi-Active and Reactive Characteristics of Richard Lewis' Model that Classifies Cultures (Admin, 2017)
22	… what industries these projects were conducted in and whether these fell in the realm of engineering and construction.	"that are working on engineering and geothermal energy projects"
25		"working on power plants. The projects included replacing an existing solid fuel power "plant in Poland."
25		"a multinational, information systems company"
26		"international construction projects"
26		"reputable, global Brazilian companies"
Research Methodology		
	Grammar and punctuation corrections. See below.	
Results		
	Grammar and punctuation corrections. See below.	
Discussion		
86	Did the use of Afrikaans and an African language in Company SA create its own problems too?	There were no distinct interaction problems amongst employees due to the use of different languages; however, it was most likely a reason for the cliques.
86-87	Define "ascription".	This is an ascription culture. In other words, it was important for the employees to see that their managers had the necessary experience and knowledge for the job regardless of where and what they studied.

86-87	Define “achievement culture”.	This could be defined as an achievement culture. In other words, it was important for the employees to see that their managers had the necessary credentials from known academic institutions.
87	In what way was the history of “Apartheid” still problematic?	Even though the managers did not provide any actual examples or situations where problems might have occurred, the formation of cliques was noted during the observations.
87-88	Define what “collectivism culture” is in order to make a connection.	This exhibits a collectivism culture. In other words, employees are more confident and effective working in teams.
87-88	Define “individualism culture”.	This behaviour exhibits an individualism culture. In other words, employees are able to effectively complete tasks on their own (i.e. work independently).
88	There needs to be a greater definition of what masculinity and femininity means.	According to the definition provided by Hofstede (1991) and Trompenaars (1998) the degree of masculinity and femininity are where roles are clearly defined or where they overlap, respectively. This also leads to the type of management techniques when a woman is in power or when a man is in power. Company SA has one woman in management and her techniques differ slightly from her male counterparts. For example, she makes a call to the person receiving an email from her before she sends it.
88	There needs to be a greater definition of what masculinity and femininity means.	In other words, the management techniques and the power roles are completely dominated by males.
89	Define “low” using industry statistics.	The statistics show that in 2009 only 13% of the working force in the construction industry in South Africa was women and furthermore, this only makes up 1.87% of the total working force (Ozumba and Ozumba 2012). In 2012, out of the 287 000 employees in Germany’s engineering industry only 17% were women (VDI 2015).
89	Expand on “rigid time culture”.	The lack of a rigid time culture has been cited as a problem for the Medupi/Kusile project (Writer, 2015).
92	Define “deal-focused” and “multi-active culture”.	In other words employees are familiar with communicating on an emotional level with one another.

92	Expand on “neutral culture”.	This demonstrates a neutral culture whereby it is not common for employees to interact on an emotional (or personal) level.
92	Expand on “emotional culture”.	In other words, they form relationships that are important to their working lifestyle.
92	Expand on “deal-focused”.	This is a mixture between a deal-focused (i.e. people-orientated) and a multi-active culture. In other words the culture primarily focuses on the employees.
92	Expand on “linear active culture”.	This is a mixture between a task-focused and linear active culture. By way of explanation, the working culture at Company GER places its focus on the task (or work) at hand.
92	Expand on “multi-active culture”.	The Production Manager at Company SA would need to be exposed to this fact as he leans more towards a task-focused culture; the Assembly Manager has adapted to the necessity of a multi-active culture. In other words he places a lot of his focus on the employees at the workshop.
98	What “gap”? Between who?	There is a gap in knowledge between upper and lower management as well as employees.
Conclusion and Recommendations		
99	Keep it focused to engineering and construction industry.	However, it would not be advisable to say that the opinions and ideologies of the case study’s research participants are general to entire South African and German populations instead it would be focused on people in the engineering and construction industries.
101	Revert back to culture definition. They will need to specifically look at language, customs, etc.	Cultural factors such as: language, ascription and achievement, power distance, individualism and collectivism, masculine and feminine, rigid time and fluid time, neutral and emotional, deal-focused and task-orientated, religion and legal aspects should have been rigorously researched and the differences between them and the German culture should have been noted.
101	Revert back to aims.	Furthermore, it would be beneficial to conduct a brief training with the local employees in Company SA’s workshop as well. If Company SA and GER were educated on their own culture as well as the one that they were working alongside then the deeper knowledge and understanding of one another may lead to less misunderstanding.
102	Revert back to your questions and its important components of	This portal would be specific to the experiences occurred by managers and employees that

	engineering and construction. Your findings at this stage can only apply to this industry sector.	are working in the construction and engineering industry (and specifically in South Africa and Germany).
References		
103-108	Hofstede (1991) not referenced	Now referenced
	Hofstede (2010) not referenced	Now referenced
	Trompenaars (1998) not referenced	Now referenced
	Shore and Cross (2005) not referenced	Now referenced
	Lewis (1999) not referenced	Now referenced
	Armannsdottir (2015) not referenced	Now referenced
	Anderson (1991) not referenced	Now referenced
	Ailon (2008) not referenced	Now referenced
	"*Culture's Consequence*" not referenced	Now referenced
Grammar		
ii	"subsidiary"	Word changed
1	"successfully. However,"	Punctuation changed
1	"Global scale but misunderstandings"	Punctuation changed
1	"nuances"	Punctuation changed
1	"result, the"	Punctuation changed
1	"GER. However"	Punctuation changed
1	"project in"	Punctuation changed
1	"Germany. However,"	Punctuation changed
1	"team. The"	Punctuation changed
2	"local. However"	Punctuation changed
2	"level, a"	Punctuation changed
2	"thought due"	Punctuation changed
2	"advantages. However"	Punctuation changed

2	“countries. However,”	Punctuation changed
2	“leadership, stemming from cultural backgrounds, are”	Grammar changed
2	“And”	Punctuation changed
2	“analysis. These”	Punctuation changed
3	“voluntary, participant”	Punctuation changed
3	“anonymous. Therefore,”	Punctuation changed
3	“interviewed. However”	Punctuation changed
3	“interviewed. However they”	Punctuation changed
3	“to participate”	Punctuation changed
3	“observations. However, it”	Punctuation changed
3	“throughout the case study.”	Punctuation changed
4	“a thorough”	Punctuation changed
4	“to include:”	Punctuation changed
4	“levels (which”	Punctuation changed
4	“), and”	Punctuation changed
4	“framework which”	Punctuation changed
4	“Discussion”	Punctuation changed
4	“the methods employed”	Punctuation changed
4	“comprises”	Word changed
5	“do not comply”	Punctuation changed
5	“could improve management of and adapt to”	Phrase changed
6	“projects, as well as”	Punctuation changed
6	“With”	Word changed
6	“but rather there”	Punctuation changed
6	“market and”	Punctuation changed
6	“projects. However”	Punctuation changed

6	“the culture element where”	Punctuation changed
6	“Company”	Word changed
7	“by researchers.”	Punctuation changed
7	“had to look in the Merriam-Webster dictionary”	Punctuation changed
7	“*national identity*”. In”	Punctuation changed
26	“Were”	Word changed
26	“says that conducting a science study through the application of”	Phrase changed
26	“aided in the decision of”	Punctuation changed
27	“Deduce”	Word changed
28	“with”	Word changed
30	“aware they”	Punctuation changed
30	“and their effect on the”	Punctuation changed
30	“that employed”	Punctuation changed
30	“Within”	Word changed
30	“the existing”	Punctuation changed
31	“size they have to ensure they are”	Punctuation changed
31	“size sample”	Punctuation changed
33	“to determine”	Punctuation changed
33	“in which they”	Punctuation changed
33	“An idea”	Punctuation changed
33	“exist. However”	Punctuation changed
34	“for a more relaxed”	Punctuation changed
34	“factors. However,”	Punctuation changed
34	“questions (“partially” will be explained at the end of the paragraph).”	Punctuation changed

36	“for which at least”	Punctuation changed
37	“manager. However”	Punctuation changed
37	“ensured the interview”	Punctuation changed
37	“of the interviewer”	Punctuation changed
37	“Omitted”	Word changed
38	“was imperative”	Punctuation changed
38	“interview. This”	Punctuation changed
38	“in a reasonable time”	Punctuation changed
38	“interview. However in some cases, it was”	Punctuation changed
38	“resources, and logistics.”	Punctuation changed
38	“example, travel”	Punctuation changed
38	“needed to be allocated,”	Punctuation changed
39	“The first interviews were scheduled once a short, informal discussion took place with all the participants individually; at Company SA and Company GER.”	Phrase changed
39	“most managers exceeded this time”	Punctuation changed
40	“was sent via”	Punctuation changed
40	“managers. The”	Punctuation changed
40	“over the telephone or via video call”	Punctuation changed
40	“perspective with regards to time and timing”	Punctuation changed
41	“reflect on the answers they were willing to provide. By allowing them to reflect on the questions, they were also able to think about detailed comments they might”	Phrase changed
41	“fewer than in”	Phrase changed
41	“Significant”	Word changed
41	“indicated they were satisfied with the transcription”	Punctuation changed

41	“with the exception”	Punctuation changed
41	“at the beginning”	Punctuation changed
41	“recorded. Even”	Punctuation changed
42	“topic, in addition to, upholding”	Punctuation changed
42	“and of German”	Punctuation changed
42	“morning. However”	Punctuation changed
42	“and the”	Punctuation changed
42	“fluent. It”	Punctuation changed
43	“often”	Word changed
43	“interview, but”	Punctuation changed
43	“Europe. However”	Punctuation changed
43	“word. He”	Punctuation changed
43	“proximity”	Word changed
43	“not revisited”	Punctuation changed
43	“method of”	Punctuation changed
43	“openly spoken and what is kept discreet amongst people. Similarly”	Phrase changed
44	“collection. However,”	Punctuation changed
44	“the management responsible for the observations”	Punctuation changed
44	“consideration,”	Word changed
44	“as well as the”	Punctuation changed
44	“This led to”	Punctuation changed
45	“employees; clothing”	Punctuation changed
45	“members. This”	Punctuation changed
45	“professional”	Punctuation changed
45	“was used”	Punctuation changed

45	“or informal”	Punctuation changed
45	“one another’s”	Punctuation changed
45	“was used”	Punctuation changed
45	“rest.”	Punctuation changed
46	“or are they there for”	Punctuation changed
46	“what were”	Punctuation changed
46	“completed”	Punctuation changed
46	“observation as”	Punctuation changed
46	“only had to”	Punctuation changed
46	“observation, they”	Punctuation changed
46	“to, however”	Punctuation changed
47	“on”	Word changed
47	“observations, for”	Punctuation changed
47	“transcribed from the mind maps no later”	Punctuation changed
47	“between. This”	Punctuation changed
47	“winter versus summer”	Punctuation changed
47	“outstanding, so”	Punctuation changed
47	“times, then”	Punctuation changed
47	“observations and”	Punctuation changed
47	“in the paragraphs below”	Punctuation changed
47	“were. However”	Punctuation changed
47	“indicated they”	Punctuation changed
47	“not directly relate”	Punctuation changed
47	“distributed by hand to the”	Punctuation changed
47	“provided in person”	Punctuation changed
47	“observation. The”	Punctuation changed

48	“days. However,”	Punctuation changed
48	“agreed via email and”	Punctuation changed
48	“practiced”	Word changed
48	“thus ensuring”	Punctuation changed
49	“observation. These”	Punctuation changed
49	“after”	Word changed
49	“request. However”	Punctuation changed
50	“validate”	Word changed
50	“speedy fashion. This poses a problem, as”	Punctuation changed
50	“participants. This”	Punctuation changed
50	“start, no”	Punctuation changed
50	“workshops. Therefore, ”	Punctuation changed
50	“not understandable in both”	Punctuation changed
51	“their data, the”	Punctuation changed
51	“Moreover”	Word changed
51	“analyse. This”	Punctuation changed
51	“decided upon”	Punctuation changed
51	“Manual”	Word changed
52	“thought their”	Punctuation changed
52	“were apparent”	Punctuation changed
53	“Similar to”	Punctuation changed
53	“management, as”	Punctuation changed
54	“node for”	Punctuation changed
54	“the percentage coverage that occurred for”	Punctuation changed
56	“research findings”	Punctuation changed
56	“possibility, as”	Punctuation changed

56	“ (researcher) in the past for a substantial duration of the” “project. Therefore,”	Punctuation changed
56	“and determine”	Punctuation changed
56	“invisible”. Therefore, ”	Punctuation changed
56	“presented”	Punctuation changed
56	“Respectively, the”	Punctuation changed
56	“heard throughout research had”	Punctuation changed
57	“them. In”	Punctuation changed
57	“there were no”	Punctuation changed
57	“interviewee, this”	Punctuation changed
57	“personal”	Punctuation changed
57	“e.g. did”	Punctuation changed
57	“write down”	Punctuation changed
57	“conclusion, then this would mean there”	Punctuation changed
57	“in order to”	Punctuation changed
58	“can be defined as how”	Punctuation changed
58	“this: extended”	Punctuation changed
58	“participant. Does”	Punctuation changed
58	“means comprehensively researching theories”	Punctuation changed
58	“collected. Similarly, ”	Punctuation changed
58	“and if so, does it correlate”	Punctuation changed
58	“collected? ”	Punctuation changed
58	“acquainted with the”	Punctuation changed
58	“concern. However”	Punctuation changed
58	“concern, as”	Punctuation changed
58	“answers due”	Punctuation changed

58	“interview were not”	Punctuation changed
59	“study to”	Punctuation changed
59	“designed not to be”	Punctuation changed
59	“interview. In”	Punctuation changed
60	“review. This”	Punctuation changed
60	“Two observations per workshop were conducted, to allow”	Phrase changed
60	“collected. This”	Punctuation changed
60	“had taken”	Punctuation changed
60	“Yin (2009). The”	Punctuation changed
60	“research, as well as, ”	Punctuation changed
60	“interviews which”	Punctuation changed
61	“study) as it”	Punctuation changed
61	“of the cultural”	Punctuation changed
61	“the university, it was”	Punctuation changed
61	“interested in, these were: ”	Punctuation changed
61	“that research participants are were well-informed”	Punctuation changed
61	“point. This”	Punctuation changed
61	“ (see Appendix A) ”	Punctuation changed
61	“as well as physical harm”	Punctuation changed
62	“participants). In fact”	Punctuation changed
62	“directly and”	Punctuation changed
62	“risen”	Word changed
62	“profiles such as: documents”	Punctuation changed
62	“members”	Word changed
62	“German business language. The researcher ensured there were”	Punctuation changed

62	“German business language”	Punctuation changed
63	“to be rescheduled”	Punctuation changed
64	“reports for”	Punctuation changed
64	“observations are”	Punctuation changed
66	“framework with each chart”	Punctuation changed
66	“Figure 21. Therefore”	Punctuation changed
67	“South Africans. However”	Punctuation changed
67	“but”	Word changed
67	“managers and”	Punctuation changed
67	“interviewed only”	Punctuation changed
68	“and he”	Punctuation changed
69	“projects, for example”	Punctuation changed
70	“collected. It”	Punctuation changed
70	“sample”	Word changed
70	“observations and”	Punctuation changed
71	“workshop, ”	Punctuation changed
71	“in comparison with”	Punctuation changed
71	“Company GER”	Punctuation changed
71	“observation; notes”	Punctuation changed
71	Change “workshop;” to “workshop,”	Punctuation changed
71	Change “in comparison to” to “in comparison with”	Punctuation changed
71	Change “Company GER,” to “Company GER”	Punctuation changed
71	Change “observation; notes” to “observation. Notes”	Punctuation changed
72	Change “workshop; from” to “workshop, from”	Punctuation changed
72	Change “team, in the” to “team in the”	Punctuation changed
73	Remove “, separately,”	Rmoved.

73	Change from “not quite good; he mentioned” to “not quite good. He mentioned”	Punctuation changed
74	Change “misunderstandings; but” to “misunderstandings, but”	Punctuation changed
74	Change “Afrikaans; the” to “Afrikaans. The”	Punctuation changed
74	Change “During participant observations, at Company SA, it was noted that there were formations of “cliques”; i.e. the Africans, the Afrikaans and German formed their own groups, respectively.” to “During participant observations at Company SA, it was noted there were formations of “cliques”; i.e. the Africans, the Afrikaans and Germans formed their own groups, respectively.”	Punctuation changed
74	Change “workforce; his English” to “workforce. His English”	Punctuation changed
75	Change “SA’s workshop employees” to “SA’s workshop, employees”	Punctuation changed
75		
75		
75	Change “SA’s workshop employees” to “SA’s workshop, employees”	Punctuation changed
75	Change “SA’s workshop employees” to “SA’s workshop, employees”	Punctuation changed
75	“openly and honestly”	Punctuation changed
76	“it even”	Punctuation changed
76	“observations, it was clear the”	Punctuation changed
76	“. However”	Punctuation changed
76	“GER’s, ”	Punctuation changed
76	“observations, it was clear there”	Punctuation changed

76	“. However, ”	Punctuation changed
77	“for the smooth-running”	Punctuation changed
77	“SA. Also, ”	Punctuation changed
77	“time, ”	Punctuation changed
77	“built at”	Punctuation changed
77	“colleagues. However, at Company GER trust”	Punctuation changed
77	“see other”	Punctuation changed
77	“showed”	Word changed
77	“terms, i.e. ”	Punctuation changed
77	“workshop, ”	Punctuation changed
78	“attitude it would not be accepted. The”	Punctuation changed
78	“. However, South Africans were accepting of”	Punctuation changed
78	“GER, it”	Punctuation changed
78	“Company SA”	Punctuation changed
78	“the German”	Punctuation changed
79	“”. It”	Punctuation changed
79	“shaking another’s hands”	Punctuation changed
79	“done). However”	Punctuation changed
79	“Company SA, there”	Punctuation changed
79	“GER’s workshop, there”	Punctuation changed
79	“German cultures, whether”	Punctuation changed
80	“whether the”	Punctuation changed
80	“). However”	Punctuation changed
80	“project. In other words, ”	Punctuation changed
81	“German. They”	Punctuation changed
81	“English, only”	Punctuation changed

81	“colleagues. ”	Word changed
81	“There were no distinct interaction problems amongst employees due to the use of different languages; however, it was most likely a reason for the cliques.”	Punctuation changed
81	“experience. This is an ascription culture. In other words, it was important for the employees to see that their managers had the necessary experience and knowledge for the job regardless of where and what they studied.”	Punctuation changed
82	“distinguishable qualifications. This could be defined as an achievement culture. In other words, it was important for the employees to see that their managers had the necessary credentials from known academic institutions.”	Punctuation changed
82	“in South Africa expected a more friendly”	Punctuation changed
82	“SA. A perfect example of this”	Punctuation changed
82	“manner. In addition, if the employees”	Punctuation changed
82	“the employees”	Punctuation changed
82	“distance which”	Punctuation changed
82	“regarding African cultures.”	Punctuation changed
82	“trust however”	Punctuation changed
82	“regarding European cultures”	Punctuation changed
82	“team, in”	Punctuation changed
82	“people. This”	Punctuation changed
82	“still problematic. Even though the managers did not provide any actual examples or situations where problems might have occurred, the formation of cliques was noted during the observations.”	Punctuation changed

83	“cliques according to the common language between them. They”	Punctuation changed
83	“They”	Word changed
83	“collectivism culture. In other words, employees are more confident and effective working in teams”	Punctuation changed
83	“their work, thereafter, not communicating with one another too often. This behaviour exhibits an individualism culture. In other words, employees are able to effectively complete tasks on their own (i.e. work independently) ”	Punctuation changed
83	“own. However”	Punctuation changed
83	“workshop team”	Punctuation changed
84	“In other words, the management techniques and the power roles are completely dominated by males.”	Punctuation changed
84	“sides particularly with regards to rigid time culture. In addition, it would also create delays in the project. The lack of a rigid time culture has been cited as a problem for the “Medupi/Kusile project (Writer, 2015). ”	Punctuation changed
84	“In other words employees are familiar with communicating on an emotional level with one another. ”	Punctuation changed
84	“bays with”	Punctuation changed
84	“lives. However”	Punctuation changed
84	“This demonstrates a neutral culture whereby it is not common for employees to interact on an emotional (or personal) level.”	Punctuation changed
85	“task-orientated. However, the scale weighs down more on the people-orientated side. In other words, they form relationships that are important to their working lifestyle.”	Punctuation changed

85	“a deal-focused (i.e. people-orientated) and a multi-active culture. In other words the culture primarily focuses on the employees”	Punctuation changed
85	“. Management and employees have the goal”	Punctuation changed
85	“linear active culture. By way of explanation, the working culture at Company GER places its focus on the task (or work) at hand”	Punctuation changed
85	“multi-active culture. In other words he places a lot of his focus on the employees at the workshop”	Punctuation changed
85	“component of”	Punctuation changed
86	“labour”	Word changed
86	“collected. However”	Punctuation changed
86	“headings provided by literature”	Punctuation changed
86	“checking for understanding”	Punctuation changed
86	“prefabrication. All”	Punctuation changed
86	“most likely in the engineering and construction industries in Germany and South Africa”	Punctuation changed
86	“boilermakers. Furthermore, this has been increased”	Punctuation changed
86	“be a challenge to try to manage”	Punctuation changed
86	“trustful, relationships”	Punctuation changed
86	“concerns). Therefore”	Punctuation changed
87	“as yet. However, the”	Punctuation changed
87	“example, the”	Punctuation changed
87	“verbally”	Punctuation changed
87	“probes”	Punctuation changed
87	“cultural differences”	Punctuation changed

87	“on”	Word changed
87	“the”	Word changed
88	“location). However”	Punctuation changed
88	“same way as their counterparts”	Punctuation changed
88	“Company GER. This”	Punctuation changed
88	“differences, then”	Punctuation changed
88	“Company GER’s”	Punctuation changed
88	“own, would lead”	Punctuation changed
88	“and MS, Manager”	Punctuation changed
88	“ (Table 7). Even”	Punctuation changed
88	“experience working”	Punctuation changed
88	“projects, but”	Punctuation changed
88	“addition, she”	Punctuation changed
88	“she is aware there”	Punctuation changed
88	“attend, as”	Punctuation changed
89	“with the workshop managers, they”	Punctuation changed
89	“voice. His”	Punctuation changed
89	“thought this”	Punctuation changed
89	“assumption). However”	Punctuation changed
89	“employees as”	Punctuation changed
89	“insight. It”	Punctuation changed
89	“Africa, than”	Punctuation changed
89	“they are more consistent with one another”	Punctuation changed
89	“managers”	Punctuation changed
89	“aware, then”	Punctuation changed
90	**“Methods of Cultural Adaptation”**	Heading changed

90	“experience and cultural adaptation”	Punctuation changed
91	“labour”	Word changed
91	“collected. However”	Punctuation changed
91	“in”	Word changed
91	“headings provided by literature”	Punctuation changed
91	“checking for understanding”	Punctuation changed
91	“prefabrication. All”	Punctuation changed
91	“most likely in the engineering and construction industries in Germany and South Africa”	Punctuation changed
91	“boilermakers. Furthermore”	Punctuation changed
91	“has been increased”	Punctuation changed
91	“be a challenge to try to manage”	Punctuation changed
91	“trustful, relationships”	Punctuation changed
91	“concerns). Therefore”	Punctuation changed
91	“to be”	Punctuation changed
92	“as yet. However, the”	Punctuation changed
92	“example, the”	Punctuation changed
92	“verbally”	Word changed
92	“probes”	Word changed
92	“cultural”	Word changed
92	“on”	Word changed
92	“the”	Word changed
93	“location). However”	Punctuation changed
93	“same way as their counterparts”	Punctuation changed
93	“Company GER. This”	Punctuation changed
93	“differences, then”	Punctuation changed

93	“Company GER’s”	Punctuation changed
93	“own, would lead”	Punctuation changed
93	“and MS, Manager”	Punctuation changed
93	“ (Table 7). Even”	Punctuation changed
93	“experience working”	Punctuation changed
93	“projects, but”	Punctuation changed
93	“addition, she”	Punctuation changed
93	“she is aware there”	Punctuation changed
93	“attend, as”	Punctuation changed
93	“basic. This”	Punctuation changed
94	“with”	Word changed
94	“managers, they”	Punctuation changed
94	“voice. His”	Punctuation changed
94	“thought this”	Punctuation changed
94	“assumption). However”	Punctuation changed
94	“employees as”	Punctuation changed
94	“insight. It”	Punctuation changed
94	“Africa, than”	Punctuation changed
94	“they are more consistent with one another”	Punctuation changed
94	“aware, then”	Punctuation changed
95	“experience and cultural adaptation”	Punctuation changed
98	“knowledge between upper and lower management as well as employees”	Punctuation changed
99	“a key”	Punctuation changed
99	“conformed to”	Punctuation changed
99	“This was evident”	Punctuation changed

99	“project. Hence”	Punctuation changed
99	“Moreover”	Word changed
99	“cultural aspects”	Punctuation changed
99	“aware that”	Punctuation changed
99	“aware that”	Punctuation changed
99	“cultural”	Word changed
99	“start, or”	Punctuation changed
99	“with”	Word changed
100	“had learnt how to benchmark”	Punctuation changed
100	“To”	Word changed
100	“limitations. A”	Punctuation changed
100	“sufficient. However”	Punctuation changed
100	“additional”	Word changed
100	“inaccurate”	Word changed
100	“using”	Word changed
100	“Managers). Longer”	Punctuation changed
100	“times. For example”	Punctuation changed
100	“concluded there”	Punctuation changed
100	“diversity. This”	Punctuation changed
100	“place. However”	Punctuation changed
101	“of”	Word changed
101	“between”	Word changed
101	“a positive benefit”	Punctuation changed
101	“conduct extensive”	Punctuation changed
101	“on”	Word changed
101	“prepared as”	Punctuation changed

102	“weeks, at”	Punctuation changed
102	“them. The”	Punctuation changed
102	“1, should”	Punctuation changed
102	“using for example”	Punctuation changed
102	“positive and negative”	Punctuation changed
102	“individual knowledge”	Punctuation changed