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Walden University

College of Social and Behavioral Sciences

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Adeline Emihe

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Review Committee

Dr. David Kilmnick, Committee Chairperson,

Public Policy and Administration Faculty

Dr. Lisa Bryan, Committee Member,

Public Policy and Administration Faculty

Dr. George Kieh, University Reviewer,

Public Policy and Administration Faculty

Chief Academic Officer

Eric Riedel, Ph.D.

Walden University

2018

Abstract

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by

Adeline Ukachi Emihe

MA, Long Island University, 2009

M.ILD, University of Lagos, 1993

BA, Abia State University, 1985

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy & Administration

Walden University

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Abstract

The current academic literature is inadequate on the possibility of applying a typological model of effective cultural integration within the context of public-private partnerships, particularly when governments collaborate with multinational corporations. Using Schein's organizational cultural framework as the foundation, the purpose of this case study of a partnership between a West African government and a multinational petroleum corporation is to understand clearly how synergistic cultural integration coupled with statutory requirements could catalyze public-private partnership success. Data for this study came from interviews with American or Nigerian individuals who were familiar with the partnership in the West African country, a review of documents related to the partnership, and observational notes compiled during interviews. The Organizational Cultural Assessment Instrument inspired the interview questions. Data was coded and analyzed using a modification of Strauss and Corbin's 3-tiered analytic procedure. Key findings revealed the need for culturally based positive change dynamics to maximize evolving partnership growth and success. There were also indicators that an effective cultural integration synergistic typology would propel evolving competitive service delivery, efficient policy implementation, workforce motivation, economic and financial profitability, efficient communication channels and technological innovativeness, managerial and administrative expertise. The knowledge of organizational cultural integration dynamics is useful to academicians, public administrators, policy makers, and executives in structuring public and private partnerships in a culturally sensitive way for long-term organizational growth and success.

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August 2018

Dedication

To the glory of God, in loving memory of my father and in appreciation of family love

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Chapter 1: Introduction to the Study

Background of Study

The background of this study is based on all the relevant circumstances underscoring the need for this case study as a form of qualitative research that informs the professional practice. Firstly, Baxter and Jack (2008) clarified the confusion surrounding the definition of the case study methodology as a form of qualitative research that not only informs professional practice, but also acts as an evidence-based decision-making tool in policy (Creswell, 2013) and related areas. Affirmatively, Frankfort-Nachmias and Nachmias (2008) explained that the qualitative case study as a major approach has contributed to as well as directed the exploration of the central phenomena and trends to answer research questions and draw conclusions based on the input of participants' interviews, observations, etc. (Patton, 2002).

The nature of this research is based on the case study analysis of the design construct, approaches, theory, framework, methodology, and others that provided additional basis for the study. In fact, several sources indicated that although researchers have focused on the analysis of cultural integration as an important aspect of public and non-public partnerships, there have been no existent studies that explored it with analysis of attached / linked implications as this study. So far, there has indeed existed a dearth of studies seeking to highlight a typology of cultural integration that would be requisite for organizational partnership success, with accentuated statutory underpinnings that cushion partnership practices, and act as positive enablement for quasi-implications. Nevertheless,

the importance and need for cultural integration in organizational partnerships has continued to be high in order to achieve post-organizational success in terms of enhancing cooperation among partners, moving policies and the organization forward in the right direction (Alexander & Nank, 2009; Beamish, 2012; Buono & Bowditch, 2013; Cameron & Quinn, 2011; Cartwright & Cooper, 1993; Geertz, 1977; Johnston & Lawrence, 1991; Kluckhohn, 1950), but limitations abound. The gaps left by the above studies in not exploring solutions or presenting cultural remedies for incompatibility in determining venture outcomes (Cartwright & Cooper, 1993), presented a necessity for this present study. Additionally, the importance of integrating individual cultures through promoting new collaborative relationships that would enable cuts in financial costs in services and the urge to facilitate policy actions further underscored the need for this research study. In fact, Ouchi (1981) and Deal and Kennedy (1982) explained that since the early 1980s organizational culture has become consistently relevant in the management of private and public organizations particularly due to its importance in acting as a map, sieve, matrix, way of life of a people or organization concerning acquired social legacy (Geertz, 1977). Also, as a way of thinking and believing (Kluckhohn, 1950), its value has been underestimated. In fact, Buono & Bowditch portrayed the same key elements as proposed in the current study. Indeed, the above assertions took into consideration the changing organizational environment, progressive insights into organizational effectiveness, accomplishment of objectives, maximizing value of organizational intellectual assets, and its human capital as important aspects of

knowledge intensive organizations (Baker, 2002). It is equally suggested that even Japanese business success relied on Japanese corporate culture. Given the above premises, the influence of cultural integration in organizational partnership is a matter that all managers, stakeholders, and partners should emphasize and hold highly estimable.

Statement of the Problem

In recent times, many public and non-public organizations have engaged in mergers, acquisitions, and partnerships in order to foster organizational success. Primarily, international statutes and state laws have continued to govern the creation, organization, and dissolution of partnerships. In fact, many states in the United States of America (USA), for example, adopted the Uniform Partnership Act as exemplified by California's adoption of the U.P.A. – (§§ 16100 to 16962) for such statutory matters. Efforts on the part of managers, stakeholders, organizational strategists, etc., have patterned the formation of organizational collaborations and success. Nevertheless, despite the above actions, over 70% of all mergers and acquisitions have failed to achieve original financial expectations due to differences in corporate culture, inability to integrate them effectively, and not poor financial strategy or sudden changes in economic conditions (Sinclair, 2003) in contemporary times. According to Carleton and Lineberry (2004), the high rate of organizational failure and high cost of those failures have become an increasing source of concern for stakeholders, chief executive officers, managers, and employees. For example, a recent United Kingdom (UK) survey portrayed that 85% of executives in failed mergers cited differences in corporate culture as the major cause of

failure. The failed merger between Daimler and Chrysler (Dutta, 2001) exemplified in very certain terms the effect of cultural integration in organizational partnership. That is the reason why several works have analyzed the importance of organizational cultural integration, although not in synergistically efficient typological context - what it should be, how and when to apply it, and none has analyzed its linked quasi implications. In addition, cultural integration has become important yet volatile because its implementation has constantly provoked conflict in organizational partnerships (Alexander & Nank, 2009; Moran, Abramson, & Moran, 2014; Beamish, 2012; Birkinshaw, Bresman, & Håkanson, 2000; Bhaskaran & Gligorovska, 2009; Buono & Bowditch, 2013; Cameron & Quinn, 2011; Cartwright & Cartwright, 1996; Cartwright & Cooper, 2014; Culpan, 2009; Davenport, 2011; Griffiths & Reynolds, 2009; Merlin-Brogniart, & Depret, 2010; Risberg, 2013; Suárez, 2011; Yam, Lo, Tang, & Lau, 2011). The above analyses indicated gaps in the literature and necessitated this case study that would explore the effectiveness of a typological cultural synergistic integration to successful post-partnership.

The literature portrayed that organizations that integrated culture effectively survived. Affirmatively, Lick and Mullen (2002) explained how several European countries integrated culture and policies under the Observation Network for Territorial Development and Cohesion Program, (ESPON) to foster organizational partnership in a framework of transnational cooperation involving the 28 + 4 EU Countries (OECD, 2008). Kotter (2008) and Heskett et al. (2008) reported phenomenal differences in long-

term results of companies that effectively integrated their cultures. In tandem, this study will use the public and the non-public partnership to highlight the need for in-depth etymological, epistemological, and ontological perspectives about cultural integration as the requisite enhancement tool for cost-effective service delivery and efficient policy implementation as indices of organizational partnership success (Zahra et al., 2009; Zafar, 2013). In confirmation, the researcher has highlighted related tools and strategies that would equally enable post-partnership organizational entities to work effectively towards set cultural integration and quasi-strategic goals, achieve them and overcome difficulties that could lead to organizational failure. Consequently, an overview of a typical post-partnership cultural integration empowerment program to be discussed below would also further clarify the need for the study and underscore the extent of the problems and palliatives discussed.

Post-Partnership Cultural Integration Empowerment Program Overview

The importance of public administration and use of policies to move it forward has been to ensure harmony and success in the running of both public and non-public single organizations, partnerships, joint ventures, mergers, etc. That is why this researcher deemed it extremely pivotal to explicate that programs and modalities that facilitate the implementation of processes that make organizations function effectively should not be ignored and cultural integration in organizational partnership is one of those processes. To promote organizational partnership success, a post-partnership cultural integration program should be a requisite for the newly formed partnerships. This

program would form the integration motivating force for the new partnership in its onward movement to consolidate its initial partnership, cultural, and quasi-synergistic endeavor. This is because the lack of this program is one of the major reasons why many organizational partnerships fail. In fact, the post-partnership cultural integration empowerment program, when enabled, should be an efficient program to consolidate the post-partnership structure in order to position it for growth and success.

Before the present dispensation, some leaders were not cognizant of the fact that strengthening the partnership and the cultural integration process was very primordial, took time, and would require a systemic cultural integration process that would adequately address the organizational change process. Consequently, contemporary experts argued that the process of cultural integration could not be a short term process but one that would be time-consuming, and would require to put in place a management team able to manage and coordinate the differing workforce and organizational cultures that have come together as one enterprise. The leaders also failed to realize that adequate time would be requisite to visualize the new perspective of the post-partnership culture and how to effectively set up a capable management and integration team to persistently guide the organization towards the new targeted partnership vision.

The literature indicated that some new organizations such as mergers and especially acquisitions had thought that the best way to go was to impose the culture of the larger organization on the smaller entity. For example, the partnership / merger between Daimler-Benz and Chrysler in 1998 was thwarted mainly because of

disagreements about which culture should be the dominant one. Today, that partnership led by Schrempp and Eaton became non-existent. Many referred to the merger as a cultural mismatch; others continued to describe how culture ended the globally renowned organizational partnership. According to Apex Institutes' Case Studies (2001), analysts believed that making the merger a success was dependent on addressing several significant issues of which cultural integration and culture conflict were the most important. The author maintained that above argument was based on the fact that German and American styles of management differed sharply, and a major hurdle to the actualization of the merger would be the cultural clash. To minimize that clash of cultures, Schrempp decided to allow both groups to maintain their existing cultures. However, despite the fact that the merger generated \$155.3 billion as revenue and sold 4 million cars and trucks in 1998, it still failed. In fact, a post-partnership empowerment program would have enabled the process of integration as the solution to the problem.

Based on the above premises, experts advised that managers must take time to examine the responses to change by the workforce in order to understand why organizational partnerships fail (Schein, 1996) and how to avert that failure. Schein added that integrating the cultures needed to be observed more than measured for organizations and their partnerships to succeed. Consequently, the post-partnership cultural integration empowerment program as visualized in this study took into consideration the creation of a post-partnership organizational culture that considered the cultural interactions and socialization of members of the workforce and stakeholders who would rely on the

cultural learning processes to ensure an institutionalized reality (Van Maanen & Schein, 1979). Also considered was the fact that an organization's ability to survive and grow was usually situated on the advantages that stem from core competencies of which values integration should be majorly a part that is representative of collective learning (Prahalad & Hamel, 1990). Consequently, the post-partnership program for the new partnership would cater to supportive professional development training, workshops, webinars, and seminars organized by the management / expert teams on organizational cultures' integration skills, that would highlight the following topics:

- Best practices in cultural integration
- Preferred post-organizational values and ethics skills development that is based on a synergistic model or typology of integrating the cultures of both partners
- Post-organizational vision and mission, beliefs, and habits
- Requisite post-organizational partnership traditions, values, norms, language, symbols, and assumptions
- Organizational technological culture
- Organizational cultural performance solutions for the partnership
- Bottom-up and top-down initiatives that focus on influencing organizational culture integration as well as workforce behaviors and practices

These professional development workshops and seminars may be organized bi-weekly for employees and monthly for the management.

Although it is difficult to change existing organizational and individual cultures, such professional development forums would help to eliminate and alleviate cultural conflict and clashes between the partnering organizational administration as well as the human resource entity of the workforce. Additionally, a cultural integration and reconciliation team might be set up to tackle cultural conflicts emanating from ethical and values issues. Eligibility criteria for referral to a team would not be position or age, discriminatory and could be drawn from the categories below:

- Employees who are newly employed
- Returning employees
- Heads of departments
- Participants and other personnel who might engage in confrontations and disagreements related to cultural assertiveness and integration.

Analysts have also indicated that some of the elements below could generally form the bedrock of organizational partnership. However, the researcher believes that seminars and webinars for the management of the post-partnership entity would equally be vital and should include topics on the following areas highlighted below:

- Planning, implementation, installing a strategic organizational vision that targets the partnership as well as the cultural integration process opportunities
- Cultural integration process based on increasing values and norms integration as well as resources consolidation within the post-partnership phase

- Merger process with focus on cultural integration that leads to organizational partnership success
- Management relations and unionization devoid of internalized adversarial cultural attitudes, conflict of interest, and mistrust in order to promote a strong foundation of trust, competitive advantage, and new heights in productivity
- Labor laws and statutes that underpin and influence the integrated partnership and the cultural integration process
- Leadership empowerment that enhances the capacity to lead more effectively and the ability to perceive, act, and promote cultural relationships in new innovative ways
- Cultural diversity empowerment that acknowledges and combines individual differences and similarities with elements of uniqueness as sources of strength and workforce creativity
- Workforce mobilization that calls for participation and ownership to create a post-partnership environment that produces commitment, generative cultural and policy actions, and workforce empowerment that leads to unprecedented integrative results
- Executive excellence that enables to invent critical performance measures and systems to steer the participants and the cultural integration process towards post-partnership group success
- Innovative projects, training, and workshops that will break new grounds and accelerate team formation and team-building activities to strengthen leadership in accelerating the formation and building of post-organizational partnership teams

Indeed, as there are high gains in organizational partnership, there are also high stakes, especially in mergers, acquisitions, joint ventures, and strategic alliances in which two or more cultures are brought together and activities integrated in cultural and quasi-ways. The objective of the integration is to create a high-performance, collaborating, and cooperating new enterprise or entity (Brenner, 2009). Indeed, the researcher strongly agrees with Brenner that since the strengths of the partners must be captured, capitalized on, and grounded firmly right from the beginning of the partnership, synergies have to be identified, stimulated, and institutionalized to enable a workable organizational partnership and cultural integration synergistic typological process. Contemporary examples are evident in the Cloetta-Fazer partnership as well as in the international corporation. In addition, the new enterprise must invigorate its performance through the optimization of resources that belong to both legacy entities. To protect this legacy, all efforts must be made by the new partners to protect and consolidate the new post-partnership organization as was accomplished in the international petroleum organization's model. In fact, the partnership's legal agreements and instruments emphasized this. The best way to accomplish the above targets is indeed to immediately kick-start the post-partnership integration empowerment program with an initial orientation session as soon as the partnership is consummated, the workforce ready to go into action, and all structural paraphernalia set in place. Indeed, this a good starting point for acclimatization of the workforce and others who would participate in one way or another in the process of steering the entire machinery towards great accomplishments.

The Post-Partnership Cultural Integration Orientation

The cultural integration orientation session would consist of two parts. The first part of the orientation could constitute a general conference of all external stakeholders, administration, and the workforce. In this primary session, all the workforce of the two partnering organizations would meet with the management, administration, stakeholders, etc. This session would also serve as a very good opportunity for the employees to make cultural contact with almost everyone who is involved in the organizational partnership, merger, acquisition, union, etc. With the orientation session, workers seemingly feel a sense of cultural belongingness and teamship because they would be able to assess their degree of cultural belongingness and the anticipated ways of life in the post-partnership organization as they interact socially and officially as workforce and stakeholders.

Apart from providing all members with proper introduction and measurable interaction, the employees, management, etc., would obtain knowledge and information about where they fit into the overall goals of the partnership structure. They would also get a sense of the post-organization's cultural expectations of themselves. Additionally, the orientation could become an opportunity for outlining job expectations and goals, assigning mentors, getting full exposure to the requisites of the new partnership. As a paper session, it could also serve as a forum for the distribution of the Employee Handbook and materials that detail the requirements of the cultural integration process.

The second phase of the orientation would play a very primordial role in the success of the organizational partnership and in setting the tone and a solid foundation for

the cultural integration process and procedures. The management and supervisory staff including cultural integration professionals retained by the partnership would play a key role towards the success of this program experience. This second part of the orientation program might be held every fortnight until a state of cultural integration consolidation is achieved. Then, the frequency might be reduced for uniquely referral purposes. The average number of participants per class in each cohort may average 15. The duration of the sessions is projected to be a minimum of two hours.

At the commencement of the session, the professionals, management staff, and any other presenters would give a brief overview of the session that focuses on program expectations, objectives, and targeted goals. The session would include audio and video presentations of best practices in cultural integration success stories from known successful organizational partnerships, and diverse other topical issues that enhance cultural integration in organizational partnerships. The orientation session might conclude with a question and answer session. Subsequently, each participant is expected to fill out an assessment questionnaire about the program and make suggestions for improvement. All staff and employees are expected to participate in this mandatory cultural integration orientation program.

At the end of eight weeks, participants would be evaluated for cultural integration readiness. Each participant would receive an Evaluation Appointment Form informing the participant of scheduled sessions, evaluation specialist information, the time and date at which to return to the office for intake and assessment. The job readiness component

would normally begin on a Monday with a Welcome and Introduction Session consisting of the following:

- Greetings and an introduction of the facilitators
- Explanation of the purpose of and in particular, the cultural integration

component of the program with an emphasis that all spectrums of the program are vital and mandatory

- Discussion of participants' expectations of the program
- Overview of the different activities and learning opportunities to be offered
- A firm statement of the expectations of participants during the cultural

integration evaluation process, stressing punctuality, attendance, commitment, positive attitudes, requisite behavior, and the importance of treating fellow participants and staff with respect

The training would adhere to a set curriculum. As the segment progresses, the following activities and learning modules represent some of the materials and topics that would be presented in the cultural integration empowerment consolidation process orientation. These might include the following:

- Evaluation interviews and referrals
- Self-analysis of goal objectives, and current cultural integration skills
- Management appraisal and review of the scores obtained in questionnaires, etc.
- Goal setting
- Change management

- Conflict management and resolution, including self-control mechanisms to manage anger including effective strategies for resolving interpersonal cultural conflicts
- Building and presenting an acceptable self-image
- Maintenance and sustenance of interactive employee behaviors for success
- Effective communication skills, both verbal and written
- Networking
- Interactive sessions
- Using computers and the Internet to support cultural integration activities, values, and enhancing acquired professional skills
- Characteristics of good organizational partnership
- Subsequent interactive learning segments

The orientation program evaluation session length would remain constant.

However, successful participants would be able to help others integrate culture effectively in the post-partnership organization. Every new employee would be required to participate in the program. The program would have two primary goals for participants. The first short-term goal would be the successful completion of the first part of the orientation program as the generic cultural and organizational integration process. The second goal - long-term would enable participants to attain mastery of the requisite cultural integration dynamics for the organizational success.

Notably, the post-partnership cultural integration empowerment program would not require employees who engage in cultural conflicts to be fired. Alternatively,

embedded opportunities dispose employees to continuously receive assistance in the cultural integration process and procedures to enable them to perform their job effectively and join in the push for their post-organizational partnership success. The cultural integration experts and specialists might be retained by the post-partnership organization to continually provide cultural integration empowerment training and professional development workshops for as long as required at reasonable cost. The specialist staff could also be available to meet with and counsel participants experiencing integration challenges and refer them for additional resources, as needed and necessary.

With several strategies, the cultural integration post-partnership program would empower the participants in the workplace to increase their trust / communication capacity, and interactive effectiveness. The strategies would equally motivate them to join in facilitating the cultural integration as well as the organizational partnership success process. The program would also emphasize effective service delivery and efficient policy implementation as indices of proven cultural integration synergistics and organizational success. This is achieved by ensuring that participants continually have reasonable access to the cultural integration specialists and programs. These specialists would provide participants with access to discussions and advise on issues such as the assertion of cultural perspectives, controversy, and other cultural conflicts that interfere with workplace efficiency and employee effectiveness. Participants might also receive appropriate referrals to supportive services, providers, and other professionals currently

retained by the post-partnership entity for the purpose of the cultural integration related and supportive services for targeted employees and in line with the purpose of the study.

Purpose of Study

The main purpose of this qualitative case study is to explore, explain, and increase in-depth analysis and understanding about cultural integration in organizational partnership and quasi phenomena. The latter provided parameters for examining how partnering organizations could effectively apply the phenomena in order to achieve effective service delivery, efficient policy and statutory implementation, as well as achieve financial stability among other indices that enhance organizational partnership success. The study would also examine underlying relationships and constructs as well as allied phenomena that would help to determine how organizations could implement cultural integration in ways that would maximally enable their survival. It would provide practice for the students on analysis involving the description and the discovering vital information to substantiate, interpret, and underscore the phenomenal value of cultural integration and quasi other constructs that are under analysis. Furthermore, the case study would utilize participants' interviews and quasi-interrogative methods to answer research questions and produce meaningful conclusions. The immense contribution of this study to social change hinges on its capacity to enable managers to recognize that cultures' integration could emerge as invaluablely important in organizational partnerships and really affect the post-partnership phase and the society positively and in profound ways.

To underscore the importance of cultural integration as the central phenomenon,

the study's recourse to the Organizational Culture Assessment Instrument (OCAI, 2013) as a prototype instrument is to provide measurable insight into the exploration of the level of cultural integration in the enterprise's partnership process. This is a good decision because its stipulations provided an insight for comparison between the contemporary cultural integration process and the employees' futuristic preference. Consequently, through participant interviews, discussions, and responses, it was evident that the organization had relied solely on a circumstantial cultural synergistic process and the employees would indeed prefer an enhancement of the status quo.

In describing the central phenomenon, this case study as defined and based on its conceptualization would serve as a qualitative descriptive research approach applied to investigate the organizational partnership and relative cultural integration phenomenon. Consequently, the researcher would utilize the sample as a representation of individuals in the organization in the partnership entity. By examining the central phenomena, the study touched on critical instances and aspects of the case study while observing one or more real life situations in order examining the construct of cultural integration in organizational partnership as the unique tool of interest in the study, but with little or no interest in generalizations. It called into question and challenged other highly generalized or universal assertions (Patton, 2002) that touch on the issues under examination. The study examine how the functionality of public and non-public partnerships could benefit in more meaningful ways such as the achievement of successful goals through the integration of culture in the quest for partnership success.

Through a detailed, and rigorous data collection process involving multiple sources of information (Patton, 2002), the researcher would use open-ended questions to explore multiple situations in the public / non-public partnership between an international petroleum organization and a West African government. The data-collection process is intended to draw out and extricate requisite information from the experiences of employees as participants in order to provide adequate data and responses to research questions while exploring and explaining relative situations involved in the processes of the phenomena under investigation. The process intended to provide deep understanding of the phenomenal investigation while providing new insights as the basis for drawing and applying meaningful conclusions. In fact, asking open-ended qualitative questions in sequence as intended also focused the qualitative research towards gaining new knowledge, providing in-depth understanding of the phenomena and making predictions based on discovered behavioral nuances and patterns (Soy, 1997). Consequentially, the researcher specified the topic under the study with observable and measurable indices while determining previous literature including knowledge in the areas identified with existing evidence with regards to what is explicable about the topic (Creswell, 2013). Research questions were crafted bearing in mind what they are expected to explore and excavate in-depth data both from participants and from documentary evidence.

Research Questions

Research questions guided the discourse of the dissertation. In fact, many analysts agreed with Creswell (2013) that research questions could be broad or specific and based

on the problems raised in the problem statement. Thus, they defined the purpose and intent of this research, communicated its goal to the audience, and guided / propelled it in the right direction. They informed and shaped its design by building the framework structure while leading to the development of what needed to be done in this study, its significance and how to accomplish the process. Affirmatively, Maxwell (2012) reiterated that although research questions are needful to commence and guide the research process, they might be changed and fine-tuned often. Since questions could be re-crafted to align with the design framework, sample type and size, collection of data, drawing conclusions, making inferences, etc., this study proposed two main research questions and several sub-questions as portrayed hereunder from which possible interview questions emerged.

Central or Overarching Questions

CQ1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?

CQ2: What do organizers think about the quasi and statutory-implications of organizational cultural integration?

Sub-Questions

SQ1: How do employees who survived organizational partnership failure describe their procedural experiences?

SQ2: What are the dynamic modalities for effective cultural integration in organizational partnerships in the U.S?

SQ3: What are the dynamic modalities for efficient cultural integration in organizational partnerships in a developing economy government?

SQ4: How would cultural integration play major roles in reducing organizational partnership failure and promote increasing positive social change?

SQ5: What factors lead to effective cultural integration in organizational partnerships?

SQ6: How have legal processes influenced cultural integration in organizational partnership contemporarily?

SQ7: What recent statutes affect cultural integration and organizational partnership in the public and non-public petroleum corporation?

Significance of Study

The significance of this study is evident in its capacity to effect positive social change and help partnering organizations overcome failure arising from cultural differences in organizational partnerships such as joint ventures, mergers, acquisitions, strategic alliances, etc. The study highlighted cultural integration as a comprehensive mechanism for achieving organizational partnership success. It also underscored the importance of investigative inquiry in the social sciences (Yin, 2013) and the necessity of qualitative research to the academic and the research communities, the business world, and other global interests. This study would make reliable and objective contributions to research and social change through the application of requisite methods to generate authentic findings and meaningful conclusions about the central phenomenon of cultural integration in organizational partnership and other quasi constructs.

By examining and analyzing the behaviors of employees in the natural and real-life conditions of the public / non-public joint venture, the study provided research data that would help to mitigate the complexities emanating from integrating components of

differing organizational cultural values and equally enable beneficial organizational relationships. The result from exploring and analyzing the quasi-implications of cultural integration would promote effective service delivery, efficient policy implementation in a varied spectrum of organizational functions including employee productivity, workforce empowerment and managerial effectiveness.

Additionally, background theories acted as lenses to review all aspects of the study (Creswell, 2013) within the purview of its benefits to social change and gains to the larger communal society, the social sciences, and the field of public administration as well as the study of law and public policy. Indeed, the conceptual framework constituted the structure and driving force for all ideas, constructs, theories, and concepts, etc., to build a prototype cultural integration synergistic typology as a design construct (Laureate Education Inc., 2008) for organizational partnership success. Since the researcher could not study all cases (Miles et al., 2013), sample size of participants as representative of larger populations (Maxwell, 2012) of the partnership was used and data, findings, and results from this study would impact other joint-venture partnerships in the petroleum industry, global multinational alliances, mergers, acquisitions, etc. The Academia, undergraduate, and graduate students in the field of public policy and administration as well as law would benefit immensely from the study relative to the success of organizational partnerships. Information from this study is replicable because its impact during this contemporary and futuristic global economic dispensation would benefit both public and nonpublic organizations and their related partnership trends, global multi-

national corporations and alliances, managers, stakeholders, and other interest parties. The seeming success in the application of cultural integration in the European Union (EU), North Atlantic Treaty Organization (NATO), the Joint Venture foreign partner, Apple Inc., Microsoft Inc., Wells Fargo Bank, etc., further underscores the work's significance as a study targeted towards the right organizations, direction, audience, and issues. Given the above facts, the need for an adequate and appropriate framework became pertinent. The use of a conceptual framework was determined to be adequate and appropriate for the study because it provided the premise for determining the research questions. It also directed the focus of the interviews, discussions, and the process of structuralization.

Conceptual Framework

The conceptual framework of cultural integration in organizational partnership served as the unique structural tool that guided the research process (Creswell, 2013). It served as the lens for the research inquiry (Creswell 2009) and the basis for providing needed data for analysis in the study (Laureate Education Inc., 2008). It the mainframe on which all other aspects and the structures are strongly encased, foundationed, and depended and on which the approach and the research questions stood firm. The framework was the unique structural and analytical tool that guided this research process (Creswell, 2013) and provided the lens with which all other phenomena were examined. It enabled the establishment of ideological distinctions and the organization of ideas (Berlin, 1954). This was consequential upon the resilience of the framework's research

instruments / questions that made them most appropriate for effectively capturing the real-life experiences of the participants in the international joint venture in ways that would be facile to remember. Accordingly, analysts iterated that research studies should follow the guidelines specified in the different types of designs based on a chosen framework. That is why the framework structuralized the study, served as an analytical tool with several variations and contexts, and a link (Nachmias & Nachmias, 2007). Thus, it provided lenses for viewing conceptual distinctions and organizing ideas, identifying quasi phenomena while also providing justifications for studying them. Additionally, it aligned the researcher's thinking to explain the rationale for the study's direction (Maxwell, 2012) while capturing the rationale for studying them and the real phenomena in facile applicable ways (Ravitch & Riggan, 2011).

The logical connection among the key constructs such as statutory and quasi implications, cultural synergy, organizational partnership, organizational culture, cultural integration typology, etc., revolved around the main phenomena that guided and provided the foundation and framework for the study. In fact, all other phenomena and ideas could not be examined or referenced without the cultural integration idea and construct.

This case study approach revolved around the framework as link to all the other constructs and ideas. Furthermore, the research questions served as tools and instruments that sensitize the participants to provide the responses that satisfied the hypothesis that cultural integration as the conceptual framework links with other constructs, ideas, or theories that could cause organizational partnerships to achieve steady success and

growth. The responses provided by the interviews catalyzed and gave the researcher the opportunity to access rich, thick, in-depth, and comprehensive information provided by participants that could stand uniquely and used to supplement quantitative or any other research for replication in due course. Some, qualitative research with a similar theoretical / conceptual framework provided explanations for relationships in the study.

The framework also propelled the exploratory and open-ended research questions as instruments developed by the researcher to collect rich data and to gain insight and deep understanding of the phenomena and the concepts that formed the framework. Through the field experiences of the joint venture employees in the natural setting, intensive response data were collected for analysis. The data provided flexible, generalist, and non-interventionist, comprehensively descriptive, historical perspectives from participants (Patton, 2002) as the sample size. Deeper application and explanation of the framework is carried out in Chapter 2.

Although this study utilized various ideas and other concepts as lenses to examine the central phenomena, the organizational culture framework theory of Schein (2010) underscored the framework analysis. In fact, Schein had adopted a functionalist theoretical perspective while exploring organizational culture as a pattern of basic assumptions that were invented, discovered, or developed by specific groups in coping with internal integration and interfacing with problems in the external environment. Thus, it is believed that these adaptations have continued to work well enough, accepted as valid, and subsequently taught to new members as the appropriate ways of thinking,

perceiving, and dealing with their problems.

The theory above and one or two similar others served as facilitating drivers that helped to clarify and support the exploration of ideas, including the central, and allied phenomena. This was because competing conceptual relationships existed between theory and the qualitative study (Anfara Jr. & Mertz, 2006) while cultural integration acted as a powerful index of organizational alliances (Riad, 2005). Other examinable concepts included cultural synergy as proposed by Adler (1986); Jian-li (2007); Köhler and Berry (2008); and Bititci et al. (2007), as well as organizational partnership, statutory underpinnings, and quasi-implications of cultural integration in organizational partnership, cultural due diligence (Imboden, 2006), etc. The latter constructs could be viewed as underpinnings to the fact that globalization and technological advancement have resulted in the necessity of cultural integration in partnerships, mergers, acquisitions, alliances, etc., locally and on multi-national levels and an increasing number of multinationals consolidating their expertise. The need to build relationship levels have also increased locally and internationally, at administrative, partnership, community, individual, group, and in several other multi-faceted areas that a post-partnership organization involving public and non-public partners as well as international in perspective and operation would contend with in its operations. Based on the nature of the study below, these relationships when put into practice are expected to foster growth, advancement, and financial gains for partners, employees, and the communities in which the enterprises are located.

Nature of Study

The rationale behind the selection of the qualitative design / tradition is that it allowed the researcher to explore and provide in-depth understanding of phenomena that could lead to organizational partnership success. The major phenomena being examined is cultural integration in organizational partnership and how it could link to other constructs to help organizations attain steady growth and success in the post-partnership stage. The qualitative case study methodology provided the tools for the researcher to study and provide deep understanding of the complex phenomena of cultural integration in organizational partnership, statutory and quasi implications. The research design, framework, questions, responses, data collection, sample size, sampling methods, data analysis, etc., culminated in giving this case study the characteristics and requisite quality and nature for examining the field experiences of participants in the natural setting of the public / non-public joint venture.

The importance and need for the exploration of the concept of cultural integration in organizational partnerships are high priorities in achieving post-partnership success. This is in terms of enhancing cooperation among partners, moving the organization and policies forward and in the right direction despite assumptions and limitations.

Assumptions, Delimitations and Limitations

According to Simon (2011), it could be both empowering as well as humbling at the same time to realize that there might be existent restrictions that could occur in many ways during the process of scholarly investigation. Thus, researchers should be able to

acknowledge and to manage them when encountered. These deficiencies might include the availability or unavailability of resources such as funding, human failings, and even the researcher's personal thought processes. They also could include biases and assumptions that might affect the reliability and transferability of the study. Based on the above explanations, this research, nonetheless, explored, explicated, and described situations that seemingly and minimally affected or restricted the design methods, construct, and analysis. Primarily as a qualitative case study, this research was equally bounded by time and space, which also posed delimitations.

Assumptions

Assumptions in this study are described as the factors that were seemingly out of the researcher's control, but could have rendered the study irrelevant, if they disappeared (Simon, 2011). Leedy and Ormrod (2010; 2005) also argued thus, "Although assumptions are basic, but if they are missing in a study, the research problem itself could be non-existent" ((Simon, 2011. p. 62). Accordingly, the study was based on several basic assumptions. Primarily, the researcher assumed that cultural integration in organizational partnership, if well implemented resulted in effective service delivery and efficient policy implementation as indices of organizational partnership success. The researcher equally assumed that effective service delivery, efficient policy implementation, and other related conceptualizations would result from proper cultural integration and would lead to futuristic organizational success, thereby averting failure. It was assumed that statutory and other quasi implications evolve from the main construct and are implicative ideas and

components that support cultural integration in organizational partnership. In conducting interviews, the researcher assumed that participants would respond to questions truthfully and honestly as well as be knowledgeable and possess insights about cultural integration and organizational partnership that would provide in-depth perspectives and understanding that would promote the success of post-organizational partnership conditions in mergers, alliances, joint ventures, etc. When choosing the sample size, it was assumed that it would be representative of the population that is studied. In this case, the employees that were chosen in the joint venture enterprise were seemingly representative of the workforce in seeking answers to research questions.

What the above factors portend according to Nachmias and Nachmias (2007; 1976) is that there might be the tendency for the researcher's subjectivity and bias to be introduced into the process of data collection, interpretations, and analyses. Therefore, to reduce the extent of bias and subjectivity in this study, the researcher sustained a high level of awareness concerning the tendency to influence the process throughout the research. Having said that, the onus also weighed on the researcher to exercise a measurable extent of neutrality by maintaining a high sense of self-awareness towards the propensity to self-assertion and the stated earlier subjectivity. Consequently, peer-review, member checking and application of authentic literature to confirm findings served as checks and balances towards biases and assumptions. Additionally, the application of validity and reliability criteria in judging the study helped to sustain neutrality, the trustworthiness of information, confirmability, transferability, dependability, and

credibility. Consequently, to enhance transferability, the researcher thoroughly described and explained the research context and the assumptions central to the study. However, the onus of transferring and replicating the results of this study to a different context is left solely to the responsibility of the transferees or other researchers. They would personally assess and determine the requisiteness of their transfer.

Based on the above explanations and to continually minimize the extent of bias, other textual information and data for this study were drawn from diverse authentic, peer-reviewed, and verified sources. Additionally, apart from authenticated participants' experiences (Taylor & Bogdan, 1984), textual materials, sound recordings, videos, photographs, interviews, employees or groups' responses, where necessary and available, constituted the qualitative data that was analyzed with the guidance of a Qualitative Data Analysis Software Program (QDASP) such as NVivo (QSR International, 2013) and other requisite methods. Proven and relevant sampling methods, which included purposive and convenience sampling and other circumstantial methods that enhanced the collection of authentic data from the sample size were utilized. In this case, these were the participants at the West African - American partnership, who provided insight to their field experiences in the natural setting voluntarily.

Scope of Delimitations

Delimitations in this study involved what the study did not accomplish and what it covered. According to Simon and Goes (2013), the delimitations arise from limits in the scope of the study (defining the boundaries) as well as the subjective decisions made by

the researcher during the development of the study plan. Furthermore, Creswell (2013) explained that in a case study such as this one, the researcher might define the boundaries of the case as bounded by time and space in an “intrinsic case study” or “instrumental case study” (Stake, 1995), by explaining the central phenomenon as the general situation being investigated as was accomplished in this research. The topical construct that filled the gap in the literature solved the research problems of cultural integration in organizational partnerships around which the framework was constructed, and enabled the use of participants to generate data with consequent analysis that performed by the researcher resulting in conclusions drawn.

The researcher performed all the processes above within the confines and limits of the qualitative design case study. They also touched on specific choices made by the researcher of objectives and research questions, variables of interest, approach (case study), the theoretical / conceptual framework and paradigm (qualitative), including the choice of participants. The above choices distinguished the design and the case study. It placed them on a different pedestal that differed from others that could have been adopted, but were rejected because they did not match the requisite and desired scope and typology involved in the study. This was the ensemble of paradigm, methodology, theoretical framework, the choice of participants, the location, etc. Consequently, although there were other related problems, topics, and organizations that this researcher could have chosen, those could not adequately address the problem stated in this study. That was why the study zeroed into cultural integration in organizational partnership and

quasi and statutory implications as the best way to bridge the gap in the literature and address organizational partnership failure. The qualitative design case study was the best approach that directed this study because it provided the researcher with most requisite and appropriate tools for the framework, samples, and sampling including data collection strategies.

Limitations

Pointedly, as hindrances, limitations might have slowed down the research process or posed difficulties to the progressive accomplishment of the study. Additionally, the biases and subjectivity that the researcher brought to the study (Miles, Huberman, & Saldana, 2013) influenced the research quality. The above limitations brought to the study were further influenced by the researcher's personal preconceptions, idiosyncrasies, and prejudices and might have heavily weighed on the insight, perspective and skills of the researcher. In this study, the researcher tried to reduce the influence of these limitations in order to increase the quality of the research, the process, and the progressive accomplishment of the research endeavor. This is because with limitations, it is seemingly difficult to maintain absolute rigor in the process of research.

Secondly, the large volume of data from participants' responses also posed a limitation. The volume of data also made interpretation and analysis time consuming. In fact, experts argued that the very nature of qualitative study posed limitations associated with reliability, validity, and replication (Wiersma, 2000). In addition, the different qualitative approaches such as the case study, phenomenology, narrative, etc., have

presented their individual limits that the researcher endeavored to control.

Apart from the factors mentioned above, there were others generally associated with qualitative study that might have posed limitations to this study. According to Simon and Goes (2013), as qualitative research, the study might not be well understood as a quantitative research within some scientific and empiricist communities. Additionally, the seeming unavoidable presence of the researcher during the process of data collection could have influenced the responses of the interviewees to the research questions.

Affirmatively, threats to quality, methodology, and analysis might have included the introduction of investigator's bias that seemingly imposed the researcher's interpretation or meaning into the information collected from the field experiences, rather than highlighting participants' perspectives (Maxwell, 2012). Using participants' information and data to authenticate the central phenomenon and describe trends could have equally posed seeming limitations. For example, tolerating complexity, seeming inconsistencies, search for general trends in behavior, etc., which accounted for context or reduced obstacles between the subject and researcher, could also have posed limited focus on objectivity. In confirmation, some research analysts have also pointed out that the issues associated with construct validity, external validity, and the difficulty in generalizability of findings in the case study could pose limits to studies such as this. This is because qualitative research uses limited subjects as was done in this study, such as in interviews, and in using a small number of participants in investigations. Additionally, the non-numeric nature of qualitative study is a limitation that the researcher noted.

The researcher endeavored to address the limitation issues noted above to ensure that despite the seemingly moderate or small nature of sampling size, there is no compromised validity. This was accomplished by gaining as much in-depth knowledge as possible from participants in a natural setting. Additionally, obtaining a more cross-sectional profound understanding of the phenomena from the field experiences of participants also ensured that the results of the study could contribute valuable knowledge to communities and the field of study, (Myers, 2000) public administration, law and policy as well as positively affect social change.

The prohibitive cost and time-consumption nature of qualitative study and the tendency for qualitative study to have less statistical power than quantitative study (Madrigal & McClain, 2012) were other anticipated limitations. Furthermore, Maxwell (2012) explained that the researcher might not apply reactivity to force content and context to match theory. Analysts argued that the issues surrounding confidentiality and anonymity could also affect the presentation of findings in general and its characterization in some visual or quasi analysis that might also be time-consuming.

Nevertheless, despite the above limitations, this researcher ensured that reliability was maintained and threats to validity tackled with numerical and quasi analysis of data with digitized behavioral coding. For example, the researcher assigned digitized numbers to qualitative behaviors. This provided seeming statistical quality. The timesaving analysis software such as NVivo (QSR International, 2008) and other applicable quasi-techniques served to analyze collected data and equally save time and cost.

Additionally, through this case study, the researcher utilized the viewpoint of participants and respondents at the joint venture to present an in-depth understanding of the phenomena (Myers, 2000) of cultural integration in organizational partnership as much as possible. The researcher ensured that key criteria of correctness, dependability, etc., as earlier stated, applied in assessing validity with credibility checks to ascertain that the findings are believable, transferable, coherent, confirmable, and applicable to other contexts (Guba and Lincoln, 1994). The possibility of triangulation was another modus that helped to stabilize reliability and validity including the verifiability of statistical quality of the study. This was anticipated and achieved through secondary data adaptation with requisite permission. Definition of Key terms are adequate.

Definition of Terms

In this section, major terms, which were applied in this dissertation are defined. These are operational as well as theoretical definitions of important terms. This might not include terms that research usually commonly utilizes in qualitative study. Consequently, the following terms defined below match the context in which they were utilized in this research study:

Acquisition: In an acquisition, one organizational entity purchases a bulk of a second company's stock, creating an uneven balance of ownership in the new combined organizational enterprise.

Bilateral partnership: This includes dual and multi-level cooperation efforts such as the United Nations, international non-governmental organizations (Hayner, 2002), and all

other international cooperation arrangements.

Central Phenomenon: This is the most important construct around which all the others revolve. The literature depicts that the central phenomenon is not a very facile concept to define, its explanation is presented rather than defined. According to Creswell (2013), the central phenomenon of a study is the one diametrical concept being explained or examined in a research study. In this study, the central phenomenon is explained or described through the interpretation of boundaries of the case as bounded by time and space explored and explained in details through in-depth analysis (Creswell, 2013). The central phenomenon in this study is presented as, “Cultural integration in organizational partnership.”

Collaboration: This is the process of working with others together and harmoniously during task performance. It is a joint effort of multiple individuals or work groups geared towards accomplishing a task or projects in order to achieve shared goals. Collaboration thus involves synergistic effort. It is a recursive process where two or more people or organizations work together to achieve success, a creative endeavor garnered by building consensus through learning and sharing knowledge (Simpson & Weiner, 1989).

Culture: This is the sum total of attitudes, beliefs, customs and norms, which characterize groups of people, place, entity, time, and distinguishes them from the others. Culture is primordial in the way people engage with, experience, and view all aspects of life and the world around us. Thus, the definition of culture is shaped by the cultural contexts in which people live (Sorrells, 2013) including the historical, political, social, and

organizational behaviors that they exhibit. It is summed up as the way of life of a people, society, group, organization, etc. Consequently, Edgar Schein's perspective of culture will also apply in this study as shared basic assumptions learned by a group as it solved its problems of external adaptation, internal integration, and a product of joint learning. It aims at defining culture, its effects on the organization, how to decipher, understand, and act on it.

Integration: This is the process or instance of combining into an integral whole as exemplified by racial values, ethnic groups, and beliefs combination when diverse cultures merge.

International community: For the purpose of this research, the international community refers to the definition proffered by Hayner (2002) to include "bilateral partners, the United Nations, and international non-governmental organizations" (200).

Mergers: A merger comes into existence when two companies combine to form a single company. It portrays similitude to an acquisition or takeover, except that the existing stockholders of both companies keep a shared interest in the new partnership.

Organizational partnership: Literature and this research conceptualizes organizational partnerships as cooperative, coordinate, and collaborative relationships that are developed between two or more independent public or non-public entities to increase administrative efficiency and/or programmatic impact through combined, shared, transferred programs, resources, or services. The types of partnerships match the descriptions that follow:

Partnership: In the context of this dissertation, partnership is described as the top-level

relationships that are evident between corporations on the local, regional, and global levels; sovereign nationals with collaborating and cooperating entities; international alliances that are seemingly simple as well as complex mergers, acquisitions, joint venture, alliances, etc.

Quasi implications of cultural integration: For the purpose of analysis in this dissertation, quasi-implications refer to as connotations, presumptions, significations, entanglements, conclusions, etc., arising from cultural integration in organizational partnership. They would represent implied ideas and actions that are not easily evident, seemingly obvious, or embedded in the central phenomenon such as problematic and positive ideas connected or relatedly implied from or emanating from cultural integration.

Regional blocs: They are intergovernmental organizations formed to eliminate barriers of trade such as tariffs, among member states.

Statutory implications: In this dissertation, statutory implications will be analyzed as the ordinances and mandates that are implicative, regulatory, or which guide or result from organizational partnership activities. It may equally depict the use of statutory instrument in regulating actions that evolve from cultural integration as well as organizational partnerships through Memoranda and Agreements. For example, statutory implications may involve the use of statutes to downplay and reduce extremist ideas, extremism and ideological perspectives that might either seemingly promote or impinge upon and hinder efforts geared towards cultural integration in the post-phase of organizational partnership and its success.

Synergistics: A state of dynamism in which combined effort is favored over the difference of individual component actions (Fuller, 1975).

Synergy: This is interaction happens in ways that enhance collaborative results. Human synergy relates to teamwork through interaction.

Typology: it is derived from the concept or construct of type / the study of types. It is also perceived as a system used for putting things into groups according to how they are similar. Certain literature defined it as a classification according to general types. It could be viewed as a model. In the context of this study, it signifies a systemized combination of seemingly similar and quasi factors to form a unique type or a positive dynamic model.

Summary

With the key terms defined, the researcher hereby summarizes the chapter. This chapter has examined the foundational constructs of this study, which covered areas such as background of study, the examinable problems, the gap in literature, the cultural integration empowerment and orientation programs, nature and significance of the study. Other concepts that have underscored the bases for this study are referenced. Other ideas examined included assumptions, limitations that might influence the study. The scope of delimitations, definition of terms form part of the foundation upon which the framework of the study was foundationed, constructed, and built.

Indeed, the past global economic meltdown and financial crashes affected huge economies such as the United States, Europe, Japan, and numerous other global and national partners. The crashing of the US Wall Street, failure of banks such as the CITI

Group, Wakovia, and many others, including automobile corporations like the General Motors, Daimler-Chrysler Corporations, etc., necessitated on-going concerted national as well as corporate efforts to mitigate organizational partnerships' downfall. To help in this process, this study explored the experiences of participants in the partnership organization and in the context of cultural integration in organizational partnership. It targeted issues related to cultural integration, cultural collaboration, organizational partnership, statutory and quasi-implications of cultural integration in organizational partnership, etc. It also studied how a specific cultural integration synergistic typology could be applied to mitigate failure of organizational partnership, which analysts statistically estimate at almost 75% (Risberg, 2013) in recent years.

Emergent single and partnership organizations that were transitioning from the economic meltdown have been seeking to redress the causes and reasons for past economic problems. Consequently, after the problems raised by the past economic downturn, partnerships would do well to find better ways that would motivate employees, managers and stakeholders to work out effective ways to collaborate, integrate diverse aspects of their organizational cultures, use statutory instruments to guide various other aspects of cultural integration in organizational partnerships that defy consensus modalities, solutions, etc. Based on the above stipulations, this study presumed that service delivery, policy implementation, financial shortfalls in the organizational partnership, and even outright organizational failure would be drastically mitigated by effectively and appropriately integrating cultural values and principles into their post-

partnership processes as they are implemented.

Consequently, this study explored the experiences of participants in the organizational partnership. It targeted cultural collaboration, cultural integration, and cultural synergistics, which find expression in the concept of organizational success with economic and financial profitability, and other indices such as effective service delivery to communities, efficient policy implementation, financial stabilization, and through other organizational partnership efforts, achievements and actions.

In the process of providing in-depth understanding about cultural integration in organizational partnership, the research also explored the possibility of discovering a cultural synergistic typology that would effectively address organizational failure. It progressively examined the rubrics of cultural integration with relative quasi and statutory linkages as the resuscitative tool for organizational partnership collapse with the aim of providing a comprehensive propositional tool on the conceptual bases for the construct of cultural integration in the partnership enterprise.

Based on the above discussions, the literature search strategy provided and stipulated how literature was reviewed, analyzed, and synthesized based on already researched materials that are related and relevant to the present study and the major phenomena. It also explored the targeted the partnership organization's actions and activities in the context of cultural integration in organizational partnership including the statutory and quasi implications.

In order to effectively utilize the above areas as foundational in this study, the

premises provided in Chapter 2 underscored the explanations in the first chapter. Chapter 2 involved a major aspect of this study, which is the literature review. The literature review provided an analysis of major literature and works that have hitherto explored the main phenomenon with the statutory and quasi implications. Chapter 2 also explored, explained, and described the tools applicable for analyzing the concept of cultural integration in organizational partnership and determined the socio-cultural dynamics that would account for the use of a specific cultural synergistic tool for addressing organizational partnership failure. It also examined the dilemma and challenges associated with the choice of cultural integration in organizational partnership. The literature and its sources with the analysis portrayed that the effective coordination of cultural integration, collaboration with a synergistic typology and intrinsic mechanisms would enhance futuristic progressive organizational financial advancement and success. Literature sources, the framework of study, and research data further highlighted how the application, harmonization, implementation of cultural integration, collaboration, and synergistic machinery would effectively facilitate and propel the goals and objectives of organizational partnership team to success when the tenets are effectively implemented by managers, stakeholders and the administration.

Chapter 3 explored and analyzed the theoretical framework and methods that were utilized in the study as well as constructs, approaches, and inquiry methods that grounded the research study. Additionally, it is portrayed that qualitative methodology and the case study approach are most appropriate and justified for this study and that the sampling

strategies which include convenience and purposive sampling, face-to-face interviews, researcher's observational field notes, and all the data collected are requisites that underline the importance of the study. Data analysis procedures, interpretations, etc., are equally provisioned for and examined in subsequent chapters. The next chapter examined the literature review.

Chapter 2: Review of Literature

Introduction

The main goal of this literature review is to identify, examine, analyze, and summarize existing literature about cultural integration and its quasi implications in organizational partnership inclusive of related statutory linkages in organizational alliances. Most of the development concentrate on social science and policy research (Greenland, 1987) and other sources that have connections to cultural integration in organizational partnership. Therefore, this chapter have presented a comprehensive literature review of the conceptual and theoretical bases for a synergistic cultural integration process in partnering entities, including analysis of quasi-cultural and statutory tools and concepts applied to achieve positive accomplishments by individuals involved in the dynamics of effectively integrating merging cultures in the context of successful organizational partnerships. Indeed, the statutory and quasi implications are viewed and analyzed as constructs that fortify the process of effective post-organizational partnership as the cultures of the partnering entities become strong and solid. In fact, implicative tools are necessities for the success of the process of workforce cultures' integration as well as the post-partnership success. In affirmation, Buono, Bowditch, & Lewis III (2013) iterated that several organizational systems, involving people, resources, tasks and the supporting information and technology are involved in the process of combining two or more organizations into a single entity. Based on the foregoing statements, this researcher believes that quasi and statutory implications serve as

important systemic catalysts in the process of effective all linked services, efficient design policies and the smooth-running of a successful partnership enterprise.

The study applied the qualitative methodology with a case study approach in its process. The above design and approach established the foundational premises upon which this new study is grounded while conveying knowledge already established on the topic with regards to the major constructs, concepts and phenomena. In seeking deep ontological understanding of the central phenomena, the design process enabled the researcher to embark on an overview of the socio-cultural and economic dynamics that necessitate the application of cultural integration in partnership organization as a requisite for workforce and leadership empowerment as well as organizational partnership growth. With the qualitative case study process, the gap identified by this study is filled, while futuristic projections are made and possibilities for replication as faith and truth in the findings are established (Lewis-Beck, Bryman, & Liao, 2003). Furthermore, the case study invigorated the researcher to search the literature strategically and profusely in order to adequately investigate the prejudgment and assumptions that underscore the views expressed about cultural integration in organizational partnership. In searching the literature and with regards to other contemporaneous and quasi-issues confronting scholars, practitioners, researchers, organizational leaderships, executives, and stakeholders, ideas, constructs, concepts and information are reviewed within the purview of the main phenomena and within the process of progressive partnerships and effective cultural integration in several entities such as alliances, joint ventures, acquisitions, etc.

Literature Search Strategy

As a vital skill in understanding literature and a core part of this academic process, the literature search strategy enabled the researcher to uncover evidence-based answers to research questions. The strategic method involved the interviewing of employees in the organizational partnership relationships until the researcher reached saturation point and there was no new emergent information. Additionally, the researcher used questionnaires, where and when necessary, to obtain more information from participants of the partnership corporation joint venture. The search strategy relied on the research questions to excavate vital and requisite information / data in the natural real-life situation. With solid premise on related areas that embedded bigger questions within the topical phenomena, the strategy enabled a balanced review of literature that was relevant to the research questions and related concepts involved in the epistemological, etymological, and ontological understanding and exploration of the central phenomena. This review would help to acquire relevant knowledge of what is ascertained already about the topic of cultural integration in organizational partnership, statutory, and quasi implications. It helped to avoid unnecessary repetition of work done by others used as the requisite basis of the investigation, discussion, and analysis.

Based on the search strategy, requisite and relevant literature enhanced and accelerated the structuralization and development of the conceptual framework of this study. With this strategy, information or data for the study drew from diverse sources. These sources included participants' experiences (Taylor & Bogdan, 1984) as the major

source of information. Other sources comprised information from field notes, etc., as qualitative data was analyzed with the Qualitative Data Analysis Software Program (QDASP) - NVivo (QSR International, 2013) and any other more appropriate methodology as noted earlier into forms that are more comprehensive. The sampling techniques applied in this study for data collection from sample sizes were mainly purposive and convenience sampling techniques (Marshall, 1996), which were the most facile ways to reach participants when probability sampling was not required (Jupp, 2006). The above techniques involved semi-structured investigative modalities, face-to-face interviews, discussions, etc. In addition, the Organizational Cultural Assessment Instrument (OCAI, 2013) was intended for the collection of assessment data, but was not requisite. Other possible types and sources of data came from three main categories of people, observations, and documents in the course of organizational life activities and choices made (Lundberg, 1942). Content analysis was applied to examine and support the discursive data (Kohlbacher, 2006). Government sources of content included federal databases, the Bureau of Labor and Statistics website, declassified documents as prescribed by the Freedom of Information Act, “.gov” “.edu” websites, CensusBureau.com, oyez.com. Other databases searched for information and data included ProQuest Dissertations and Theses-Full Text databases, Google search engine, Google Scholar, the Federal Register, LexisNexis, etc. Other contributory sources included libraries of local universities, and EBSCO (Academic Search Premier and Business Search Premier).

Search terms included theory of cultural integration, cultural integration, cultural collaboration, collision of culture, culture conflict, cultural synergy / synergistics, statutory and quasi implications of cultural integration in organizational partnership, agency rule making, etc. Others comprised cultural implication, acquisitions and mergers, organizational partnership, joint venture, organizational service delivery / policy implementation, other indices of organizational success, workforce and leadership empowerment and motivation.

The chapter was organized based on aspects of cultural integration in organizational partnership with quasi implications. A subject-based approach was utilized for the search. Search subject terms included cultural integration theories, cultural integrative collaboration, cultural synergy in organizational partnership structures, synergy, synergistics, typology, typology of cultural integration, and cultural conflict in mergers. Others were global partnerships, international corporations and partnerships.

The search through literature involved the repetitive and iterative search strategy was useful to seek out terms that were difficult to find until they were located or a similarity was discovered. Sometimes, searching the Encyclopedia such as the “Stanford Encyclopedia of Philosophy” for definitions and conceptual analysis and the Thesaurus for synonyms was equally helpful. For example, a term such as “model” helped to analyze, understand and utilize “typology” effectively. The application of the cultural construct as defined by Schein, Adler, and other scholars found in policy and public administration databases such as SAGE, Eric, Political Science Complete, Thoreau, etc.,

enabled the researcher in the analysis and conceptualization of the phrases “cultural integration in organizational partnership, cultural synergy, and other quasi implicative constructs and ideas. Furthermore, the Oyez database and website lead to discovering the cases associated with the major legalities. For example, “Cases related to cultural integration in organizational Partnership,” “Statutory implications of Cultural integration in organizational partnership, “Organizational partnership rules and Regulations,” “Regulations related to Joint Venture partnership and cultural integration,” State rules and regulation associated with cultural integration and organizational partnerships,” were some of the terms searched for in FindLaw, Federal Register, etc. Government sources of content included federal databases, the Bureau of Labor and Statistics website, declassified documents as prescribed by the Freedom of Information Act, “.gov” “.edu” websites, CensusBureau.com, oyez.com. Although cases associated with cultural integration and organizational partnership were not in abundance, the LexisNexis Academics Database led the researcher to discover similar cases associated to the ones cited. These could be used for further research. In fact, Google Scholar was very helpful and complemented other scholarly databases in the citation of cases and scholarly works. It also provided readings and abstracts that enriched the utilization of materials for this research process. Peer reviewed articles found in journals contained in the databases provided deep meaning and interpretations including understanding of the research process and trends involved in scholarly arguments. Using the above databases enabled the researcher to evaluate, review, explore requisite and relevant materials, and to

synthesize information from diverse sources. Subsequently, the researcher applied critical thinking in citations, paraphrasing and other requisite skills. This is because the main goal of this literature review was to identify, examine, analyze, and summarize existing literature about cultural integration in organizational partnership inclusive of statutory and quasi implications relative to the major phenomenon. In addition, feedback from reviewers and peers equally contributed to the strategization of the literature review process. Reviewing older award winning dissertations of colleagues was also a unique contributory strategy applied to further the literature search process.

In cases where with scant current research, and few (if any) dissertations and/or conference proceedings, the literature review was handled through other means that added to existing material and further enhanced in-depth understanding of cultural integration in organizational partnerships, quasi and statutory implications. Additionally, the areas with limited literature served as opportunities for gaps to be filled (Agard (Ed.). 2010), further exploratory research, as well as focal points for explicative and replicative continuity. These areas also created opportunities for further investigative interrogations of participants and might have necessitated the utilization of additional questionnaire instruments to facilitate the excavation of requisite information and data as primary sources leading to secondary and tertiary sources that were researched for more information. The above analysis and comments provided the theoretical foundation for the study and necessitated an in-depth exploration of the main phenomenon and a deliberate literature review that provided thorough understanding of the central

phenomena with the analysis of the major theoretical concepts and the process and dynamics of cultural integration in the modern global organizational partnership.

Theoretical Foundations

Although this study utilized various ideas and other concepts as lenses to examine the central phenomena, the organizational culture framework theory of Schein (2010) underscored the framework analysis. In fact, Schein had adopted a functionalist theoretical perspective while exploring organizational culture as a pattern of basic assumptions that were invented, discovered, or developed by specific groups in coping with internal integration and interfacing with problems in the external environment. The theory above and one or two similar others served as facilitating drivers for the conceptual approach as well as the research questions that helped to clarify and support the exploration of ideas, including the central, and allied and phenomena. Other examinable concepts included cultural synergy as proposed by Adler (1986); Jian-li (2007); Köhler and Berry (2008); and Bititci et al. (2007), as well as organizational partnership, statutory underpinnings, and quasi-implications of cultural integration in organizational partnership, cultural due diligence (Imboden, 2006), etc.

The rationale for the selected theory resides on the need to provide a workable model or typology of cultural synergistics based on the theory or cultural concept of integration geared towards the mitigation of organizational partnership failure and enhancement of the success of the post-partnership entity. Additionally, background theories acted as lenses to review all aspects of the study (Creswell, 2013) within the

purview of its benefits to social change and gains to the larger communal society, the social sciences, and the field of public administration as well as the study of law and public policy. Indeed, the conceptual framework analysis built upon the theoretical ideas below and constituted the structural driving force for all other constructs and concepts that built a prototype cultural integration synergistic typology as a design phenomenon (Laureate Education Inc., 2008) for the success of organizational partnerships.

Conceptualizing Cultural Integration as the Main Phenomenon

Cultural integration is the major phenomenon of choice of this study due to its very important position in organizational partnership and is the conceptual framework situated on the theoretical framework. As noted earlier, many organizational partnerships have failed in contemporary times, not due to financial incompatibility or problems, not due uniquely to mismanagement, but due to non-effective cultural integration and quasi-processes. To better understand the earlier stated facts and subsequent analysis, it becomes important to reiterate the conceptualization of culture. According to Buono & Bowditch (2003), the definitions of culture applied in contemporary social sciences derived from the definition proposed that culture is “that complex whole, which includes knowledge, belief, art, law, morals, custom, and any other capabilities or habits acquired by man as a member of society” (Tylor, 1871, p. 1). Expanding the concept further, Buono and Bowditch stated that the concept could be viewed as part of the entire repertoire of human action and its products that are as socially practiced as opposed to genetically transmitted information. They noted that the concept has been difficult to

define in one way and no consensus has clearly emerged on the subject matter.

However, culture is generally defined as the way of life. This may be the way of life such as traditions, mores, beliefs, behaviors, etc., of the people, nations, organizations, or any other entities. Culture has been defined also as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration as a product of joint learning (Schein, 2010). Schein also explained what culture represents, how it affects the organization, how to understand, decipher, and act on it with culture change and integration. Deal and Kennedy (2008), Schein (2010), and Kotter (2008) propositioned that organizations often have very differing cultures and subcultures. Although a company does have its own unique culture, analysts posited that in larger organizations such as partnerships, there are sometimes co-existing or conflicting subcultures that are linked to different management teams.

Another important term associated with culture and its integration is organizational culture. Organizational culture is the sum total of all behaviors and patterns of doing business of the organization including the acceptable actions of the workforce. For example, a company might choose to define this in its mission, objectives, and all other actions that characterize the organization in its uniqueness. This is because organizational culture is viewed to be something that makes an organization exceptional and distinctive from others based on its similarities and differences.

According to Needle (2004), organizational culture comprises the beliefs, collective values, principles, and patterns of collective organizational and workforce

behaviors. This is also viewed as the product, market behavior, type of employees, type of technology, and strategy, management style, and even national culture. Corporate culture is the total sum of the values, customs, traditions, and meanings that make a company unique. Needle also explained that corporate culture is often conceptualized as the character of an organization because it embeds the vision of the company's founders. Affirmatively, just as culture influences the way people behave and act in a society, indigenous culture evolves in an organization and influences people and group behaviors in subtle yet, predictable ways (Buono, Bowditch, & Lewis III, 2013). For example, the group's identification with a particular organization and feelings of belongingness to it increases the perception of ownership that demands conformity to the cultural integration process and with the organization's way of doing things. That is why the values of a corporate culture influence the ethical standards within a corporation, as well as managerial behavior and employees' actions (Montana & Charnov, 2008). Furthermore, Buono, Bowditch, and Lewis III explained that this is why the partnership between two or more organizations becomes actually a unification of the values of individuals and groups that formed it.

Resultantly, cultural integration in organizational partnership has also become the unification of all the cultural values and idiosyncrasies of the individuals and the partnering organization that have come together. However, the positives are retained while negative aspects are expunged. The above facts are part of the researcher's impetus for this study analysis and consequent conclusions. They also help to determine that

managers and stakeholders can achieve organizational partnership success with effective cultural integration since other modalities have so far failed in that pursuit.

Nevertheless, the identification of an appropriate corporate partner whose culture is compatible is an important corporate and financial decision (Cartwright & Cooper, 1993). This is because when working with a unique organization, cultural integration is reduced to individualistic levels. However, within organizational partnerships, the dynamics change due to the complexity of dealing with individualistic cultural perspectives and organizational cultures' integration. However, when partners are compatible, the cultural integration process smoothens.

This above factors are exemplified in contemporary times by the culture integration difficulties that were encountered in some partnership entities such as the Daimler Chrysler partnership as mentioned earlier, where problems associated with incompatibility of partners and cultural clash resulted in cultural integration difficulties with consequential cataclysmic failure of a huge merger despite extensive financial, human, technological and quasi-resources.

Another reason why cultural integration is important to this study hinges on the fact that frictions between cultures and structural settings, disagreements between diverse individualistic and corporate cultures, and their effect upon the functioning of the post-organizational partnership success could be drastically mitigated with a solid cultural synergistic process. Additionally, scholars posit that recent trends in global dynamics have promoted an organizational partnership ambiance in which cultural integration is

highly promoted by mutual trust, when it is premised on dialogue, interactive circular communication, shared goals, monitoring and handling deviance, and by seeking shared norms (Meirovich, 2010; Johnson, Cullen, Sakano, & Takenouchi, 1996). This is because apart from other secondary organizational factors, it is equally argued that trust is one of the major factors that lead to effective cultural integration. In fact, cultural integration in the change process was discovered to be linked to changes expected of organizational members, clarification of goals, conditions of psychological safety, feedback of success, failure outcomes reduction. The above are facilitated through a learning mode, legitimization of changes, monitoring, and guidance (Bijlsma-Frankema, 2001).

As a combination of cultural systems, cultural integration promotes a logical process that characterizes relations between ideas (Archer, 1985). This is because socio-cultural integration as an important causal property (Weatherson, 2009) of organizational relationship pertains to and enhances relationships between people and is very important in organizational partnership success. According to Archer, an examination of the interplay between cultural system integration and socio-cultural integration would give a better perspective of the role of culture in organizational partnership. This is because in the process of cultural integration, change in one cultural pattern is usually linked to changes in the others through cultural collaboration and quasi linkages. Notably, cultural integration and cultural collaboration work together. More importantly, to contribute to the process of solving the problem of organizational failure, there is a need to analyze theories such as cross-cultural management, strategic human resource management, and

organizational behavior that are involved in the cultural integration process as requisites.

In fact, in the twenty-first century the extent to which organizational culture is continuously managed through integrative processes would largely depend on the managers' abilities to balance the evolving trends in organizational partnership with organizational and workforce cultural values and practices.

Consequently, this qualitative case study used cultural integration in organizational partnership to highlight requisite actions, tools, and trends to underscore the etymological and ontological understanding of the phenomenon in ensuring and achieving organizational partnership success goals. The researcher has thus zeroed in on the public and non-public partnership of the United States and a West African government as a prototypical example of a working partnership in which seeming effective cultures synergy has motivated the workforce and catapulted other factors towards achieving a successful organizational partnership. This is despite the fact that the nations do not seemingly have commonality in major cultural values.

Furthermore, the quasi implications of cultural integration in organizational partnership are propelled by the phenomenon to give rise to tendencies and opportunities with tentacles reaching into organizational infrastructural development, political and economic relationship building, and consolidation in health, educational, and technological advancement, even activism and self-determination among culturally related groups, national, and global organizational amalgamations. For example, the literature strongly portrayed that the strong reciprocal effects of trust, which is among the

quasi implications of cultural integration, and the trust of a partner is consequent to integrating internal cooperative alliances (ICA).

In fact, discovering and proposing a cultural integration synergistic typology is a major step in filling deficiency in and mitigating organizational partnership failure with cultural integration. Expectedly, this typology, when implemented, would seemingly propel and catalyze organizational partnerships towards success. It would also serve as the “glue” that combines the various individualistic and organizational cultural perspectives and resources into a unique typological form through synergistic actions to enhance organizational partnership success. However, Hoecklin (1996) described the managerial challenge in complex international partnership in terms of integrating cultural selections such as right location, reward and appraisal practices, having the right people at the right time with the right cultural integration perspective, etc., rather than in terms of balancing opposing dualities such as the integration of two different organizational cultures and achieving a balanced outcome under a range of conflicting cultural conditions. Nevertheless, the pace of change and the new complexity of globally operating partnerships have created the necessity and need for the harmonization of seeming opposing forces, such as integrating cultures opportunistically and balancing partnerships (Sparrow & Hiltrop, 1994). Sparrow and Hiltrop further iterated that organizational resources management requirements have indeed become less a matter of having the right people at the right place at the right time, and more of a matter of integrating selection, reward, and appraisal practices within organizational values, which

would allow a balanced outcome under a range of conflicting cultural conditions. This is because the process of effective cultural integration in partnerships, which involves teamwork, trust, good work ethics, good values, attitudes, etc., with statutory linkages is the synergistic engine for the post-organizational partnership positive outcomes.

Organizational Partnership Failure in the Recent Global Dispensation

As the global economic situation improves, one would have thought that the rate of organizational partnership failure would have decreased. On the contrary, the literature still portrayed that the numbers have continued on the rise rather than dwindling. Statistically, the figures are still disappointing and placed statistically at 70% (Risberg, 2013). It is indeed surprising that the large amount of financial and other resources pulled together when partners merge has not helped the situation. In fact, the literature portrayed that consistent results across studies are mainly supporting the idea that M&As are disruptive events in the lives of the employees involved (Moran & Panasian, 2005) and seemingly lead to increased stress and uncertainty, which leads to dysfunctional outcomes. For example, in recent years, it is noted that the success rate of mergers / organizational partnerships has decreased from 25% to less than 23%. According to Buono and Bowditch (2003), the success rates of mergers varied from a pessimistic 23% in the US to a minimal optimistic rise in the UK. Nevertheless, this trend has not discouraged public and non-public organizations from forming partnerships because they believe that huge success would emerge from the process. Although the merger model is presented as a strategy in creating wealth, many organizational mergers have failed to

realize the potential synergism anticipated by the partnership brokers (Cartwright and Cooper, 2014).

In addition, many authors have maintained that the academic literature of the last decade has made a distinction between combination potential - expected synergies - and synergy realization due to the sizeable rate of merger failures. Based on the above facts, some analysts argued that ignoring human resources and the dynamics of culture in the merger synergy was one of the major reasons for partnership failure (Schuler and Jackson, & Luo, 2004). For example, the literature indicated that between 1980 and 1990, mergers affected more than 12 Million people negatively and created partnership related problems. Moreover, it was estimated that one-third of all acquired firms were sold off within the first five years and 90% of partnerships / mergers never met up anticipated expectations (Lefkoe, 1987). This researcher attributes the high failure rate to ineffective cultural integration. According to Cartwright and Cooper (1993), this was also because the cultures of the partners were incompatible. Whatever the reason, the point remained that one out of every three acquisitions was later undone (Prokesch & Powell, 1985). The consequent negative trends of such organizational disintegration included the high toll in human loss of jobs and source of livelihood (Buono & Bowditch, 2003). Although the cultural incompatibility of partners is blamed, Buono and Bowditch suggested that the failure problem called for a positive trend in mergers, acquisitions, and partnerships to ensure that the negative fall-outs that impact human resources were alleviated. The researcher proposes the cultural integration synergistic typology as a cogent palliative.

Consequently, in filling the gap in literature, this researcher believes that the need to discover the palliative for organizational partnership failure has been very pressing.

In fact, the literature also indicated that major obstacles in the way of organizational partnership were organizational culture conflict and ineffective cultural integration resulting in culture clash (Rottig, Reus, & Tarba, 2013). Additionally, employees have usually pointed to issues such as communication problems, identity, human resources problems, and inter-group conflicts, ego clashes, etc., when partnerships fail. Notably, all the latter issues have fallen under cultural differences.

According to Parker (2000), to combat the difficulties of organizational failure and the idiosyncrasies of culture and cultural integration, organizational leaders must also serve as cultural leaders. This would help to facilitate change from the two old cultures into the new post-partnership one through cultural innovation followed by cultural maintenance. However, this researcher suggests that an effective cultural integration process would take care of the problems and solutions proposed above. Furthermore, Weber and Camerer (2003) affirmed through an earlier study that problems leading to organizational partnership failure arose because stakeholders over-estimated the performance of the post-partnership organization. Weber and Camerer added that stakeholders also attributed the decrease in performance to members of the other partner rather than to situational difficulties created by conflicting cultures. In fact, many researchers, analysts, and this researcher have concluded that solutions to organizational partnership failure that precludes cultural integration perspectives would definitely fail.

This is because cultural integration is the mechanistic force that drives all the synergies involved in organizational partnership towards the accomplishment of goals. In implanting this cultural integration machinery, individual, group, organizational, community, stakeholder, partners' values, and way of functionality should be taken into consideration. This is because it is assumedly the catalyst that drives the culminating factors involved in organizational partnership.

Recognizing Cultural Integration as a Catalyst for Partnership Success

Most literature emphasized cultural integration as the major process in organizational partnership success. This cultural integration, which is the major phenomenon of this study, is conceptualized as the infusive interaction between people from different cultures without exchange of goods, services, skills, and ideals from their different acculturations. Primarily, in the organizational partnership literature, it is an act or instance of bringing together or combining aspects or parts of several cultures into an integral dominant unified systemic whole. This combination creates opportunity for members of the partnering entities or organizations to belong to one post-partnership organization or entity and work effectively as one super synergistic force. Cultural integration is also defined further as the process by which one organizational culture gains ideas, technologies, and products of another and vice-versa, thereby producing an integrated organizational cultural process.

In fact, numerous other actions and efforts on the part of managers, financial analysts, stakeholders, organizational strategists, etc., have patterned the formation of

organizational partnerships in the continuous effort to enable their success. Nevertheless, despite the above efforts, experts posited that over 70% of all mergers and acquisitions have failed to achieve original financial expectations (Sinclair, 2003). Furthermore, according to a recent UK survey, 85% of executives in failed mergers cited differences in corporate culture as the major cause. In fact, it was the differences in corporate culture and not poor financial analysis, strategy, or sudden changes in economic conditions that have been responsible (Sinclair, 2003). Furthermore, Martin (2001) explained that inability to tackle consequent problematic merging logistics and failure to effectively integrate merging cultures were equally to blame for failure. As a result, several studies have been conducted in the above regard. They have analyzed organizational partnership, and the modalities for integrating culture into the latter and discovered that cultural integration was the major catalyst of organizational partnership success.

However, due to the volatility of cultural integration, its implementation has constantly provoked conflict (Alexander & Nank, 2009; Abramson & Moran, 2014; Beamish, 2012; Birkinshaw, Bresman, & Håkanson, 2000; Bhaskaran & Gligorovska, 2009; Buono & Bowditch, 2013; Cameron & Quinn, 2011; Cartwright & Cartwright, 1996; Cartwright & Cooper, 2014; Culpan, 2009; Davenport, 2011; Griffiths & Reynolds, 2009; Merlin-Brogniart, 2014; Risberg, 2013; Suárez, 2011; Yam, Lo, Tang, & Lau, 2011). Nevertheless, because of the importance of cultural integration, scholars, corporate leadership, and this researcher have continued in the effort to discover the best way to integrate culture and highlight its importance in achieving organizational

partnership success. For example, Lick and Mullen (2002) and Prezioso (2014) explained how several European partners integrated culture and policies under the European Observation Network for Territorial Development and Cohesion Program (ESPON, 2013) to foster organizational partnership in a framework of transnational cooperation involving the 28 + 4 EU countries. Suárez-Orozco and Qin-Hilliard (2004) also examined how cultures are being integrated into global networks. Cameron and Quinn (2011) advocated for the implementation of a process of total organizational cultural change when presented with conflicting cultural values. However, scholars like Alexander and Nank (2009) argued for cultural integration based on trust and the generation of ideological consensus between partnering organizations through the sharing of information and undertaking integrated responsibilities, authority, and collaborative decision-making. It is opined that the above perspectives and models of cultural integration have generally enabled organizational strength. For example, many global corporate actors, insurgents, activists, and even extremist organizations have relied on cultural integration to foster their agenda.

On the other hand, Nolte and Boenigk (2011) argued that research on partnership inputs has not increased the knowledge about outcomes of integrating cultures. It was evident that many of the studies analyzed why organizations failed, but not how to stop failure. In addition, they have not endeavored to discover a cultural typology that would diminish the more than 55 – 70% partnership failure that has been identified during the past few decades (Risberg, 2013). Consequently, this case study became an effort to fill

the lacuna in literature, apply the conceptual framework of cultural synergy / cultural integration as drivers towards iterating the importance of culture and its integration in averting organizational partnership failure. The study has proposed a seemingly appropriate and contributory cultural integrative / synergistic typology as a tool for organizational partnership success evidenced by efficient service delivery and statutory / policy implementation as indices of organizational partnership advancement. Indeed, the study explored and excavated facts about how adequate attention to culture, its integration, and cultural synergy in conjunction with quasi and statutory implications could increase the success of organizational partnerships while mitigating failure and other cataclysmic consequences and corporate adversities.

The above steps would fill the existing gap in literature and utilize a conceptual framework of cultural integration that would underscore the importance of the constructs in question (Thomas, 2011). The study is intended to increase understanding of culture and its integration through interviews involving participants at the public / non-public viewed as a successful partnership organization who contributed their field experiences in the natural setting to corroborate and underscore the importance of culture and its synergistic integration to organizational partnership success. This partnership exemplified a global prototype business relationship between the American enterprise and the West African country, which is utilized in the exposition of how the dynamics of culture is being applied in the development of a form of cultural-synergistic model that had so far mitigated the problems of organizational partnership failure.

It is important to reiterate here that the West African partner is a public organization while the international counterpart is a non-public entity. Furthermore, although the public / non-public partnership is not based on cultural commonality per se, the partners have synergistically created a relative cultural synergistic process based on aspects of basic compatibility to foster a successful partnership. This is because the American cultural enterprise has been efficiently integrated into the government's national cultural synergistics due to the processes of national development of both countries based on their common interest in oil exploration. Notably, this partnership arrangement became the focus of this research. The employees were interviewed with purposive and convenience sampling and other quasi circumstantial strategies in order to obtain an in-depth understanding of the topical phenomena of cultural integration, the statutory and quasi implications as well as highlight their importance to organizational partnership success. The decision to utilize circumstantial processes and strategies is based on the need obtain the most in-depth information and to enable reaching saturation in data, and to provide deep ontological and exploratory understanding of the researched constructs for readers and the audience.

The Process of Cultural Integration in Organizational Partnership

The successful integration of two or more entities and their cultures to form one congruous partnership is a major undertaking because it encompasses and encapsulates a high level of intellectual, capital, managerial, and employee effort that should not be underestimated. Within the process of organizational integration is cultural integration

that really deserves to have its best form or model applied in order to achieve organizational partnership success. We must also recognize that integrating organizations in partnership needs plenty of financial commitment, committed human resources, and other elements for a smooth cultural integration process. In a study by Pautler (2003, 35), it was noted that several additional factors could equally improve the deal implementation and the cultural integration process in an organizational partnership.

These factors comprise the following:

There is need in early planning for the integration process, setting and communicating clear goals, identifying responsible managers and providing them with appropriate incentives, moving quickly to define those areas where gains can be achieved, keeping everyone informed with tailored messages including employees and customers, integrating systems quickly, being sensitive to cultural issues, retaining key employees, and retaining sales force activism to avoid loss of customers to rivals.

Indeed, successful integration is essential to realize the business potential of partnerships, whether domestic or cross-border (Buono & Bowditch, 2003; Childs et al., 2003). Consequently, the synergistic cultural integration typology requisite for organizational partnership success seeks to reduce cultural differences as much as possible in the post-partnership organization. This is because the cultural integration process is vital to the success or failure of the merger. With the cultural synergistic typology, managers would be able to coordinate the cultural differences of peoples to promote understanding and communicating between the different communities in the enterprise. They would also favorably apply the cultural integration process towards the avoidance of the negative influence arising from the different thinking models, behaviors,

and values (Zhou & Huang, 2004). The process would help to coordinate the different corporate cultures to eliminate the barriers in leadership styles, communication models, personnel systems, performance appraisals, and social security benefits. Furthermore, it would establish the company's core values by integrating diverse cultures to improve the company's creativity and competitiveness. Again, the effective integration of the companies' cultures could provide conditions beneficial to the integration of other organizational operations.

Between 2007 and 2014, the number of organizational partnership failures increased from 70% (Risberg, 2013) as statistically stated earlier to more than 75%. This was as a result of the global economic downturn that affected many nations as well as multinational public and non-public organizations. Although some research analysts have explained that finances were seemingly the root causes of the high rate of organizational partnership failure, statistics have shown that even partnerships that were very financially buoyant had also failed. An example is the Daimler Benz-Chrysler partnership. In that case it was widely publicized that cultural disagreement and the manner of the integration process had caused the failure of the organizational partnership between those two huge financially capable automobile giants. In fact, as stated earlier, and according to a recent UK survey, 85% of executives in failed mergers and other forms of organizational partnerships cited differences in post-partnership culture as the major reason (Sinclair, 2003). In fact, emphasis was on differences in corporate culture and not poor strategic planning, poor financial analysis, strategy or the dynamics of sudden changes in

economic dispensations at that time. Another cogent reason given about organizational failure between public and non-public organizations was the fact that managers tended to ignore cultural conflicts as they focused on other aspects while hoping that the conflicts would eventually dissipate as the organization progressed. Analysts maintained that this approach was wrong. Furthermore, and indicative of the literature, analysts in the field of public policy and administration and this researcher have considered the cultural integration process to be an evolving and dynamic phenomenal trend in the advancement of organizational partnership success. Consequently, to ensure organizational partnership growth, the literature facts and this researcher agreed that a strengthened cultural integration process would be very requisite in the post-partnership era. The cultural integration empowerment program should serve as another good way to start the integration process.

Furthermore, the process of organizational partnership should involve a clear understanding of the construct of cultural integration and the steps taken by the post-partnership organization to ensure a successful partnership as managers plan cultural unification. This is more so because organizational culture is a very intricate phenomenon. According to Schein (2010), culture is complex and organizational culture is even more complex with all the assumptions and links attached to it as illustrated in his research. Cultural integration in organizational partnership, which is the major phenomenon of this study, is resultantly further conceptualized in the literature as the interaction between people from different cultures without exchange of goods, services,

skills and ideals from their different acculturations – a very intricate process indeed. Primarily, in organizational partnership, culture has emerged as an act or instance of bringing together or combining aspects or parts of several cultures into an integral dominant unified systemic whole. This combination would create opportunity for members of the partnering entities or organizations to belong to one post-partnership organization or entity and work effectively as one super synergistic force. In the context of this dissertation, the researcher also conceptualized the term cultural integration as the process by which one organizational culture gains ideas, technologies, and products of another and vice-versa, thereby producing an integrative organizational cultural process as the cultures merge into one another.

The literature portrayed that cultural integration in organizational partnerships has entailed the coherence in some determinate manner of collaborating organizational cultures. In fact, cultural integration has been furthered by mutual trust, which is built by shared goals, by dialogue, by looking for shared norms, monitoring and handling deviance (Bijlsma-Frankema, 2001). Accordingly, it has become important to also recognize that cultural integration could be conceptualized as a combination of cultural systems integration - a logical property characterizing relations between ideas (Archer, 1985) with socio-cultural integration as a causal property pertaining to and enhancing relationships between people. A re-conceptualization of cultural integration in terms of analytical dualism is also proposed and suggested by Archer that an examination of the interplay between cultural system integration and socio-cultural integration would give a

better perspective of its integration in organizational partnership. This is because the process of cultural integration usually changes, as one cultural pattern is usually linked to changes in the other through cultural collaboration. As mentioned earlier, cultural integration and cultural collaboration work together in the process of integrating cultures with the statutory and quasi implications to advance organizational partnership actions.

Consequently, the progression of the cultural integration process should include the formation of cultural integration teams that are composed of several members that comprise personnel from the Human Resources department as the corporate-level sponsor, and representatives from each area of the company's operations. This membership could represent all the partners. The teams would guide the integration process and ensure that constant and effective communication happens. They would ensure that employees are well tuned into the process, receive feedback from them, handle problems as they arise, and adjust the course of events, as needed. The team structure could be hierarchical or arranged according to the levels of responsibility or seniority of reporting teams, company units, or responsibility within units.

There are indeed unique parts that could promote the success of the cultural integration process. In acquisitions and mergers for example, there could be more than one part to the cultural integration process (Sinclair, 2003). According to Sinclair, the process could involve the formation of a transitional team at the commencement of the merger who would oversee the cultural integration process as part of the general post-merger integration. This team must be dedicated to the success of the partnership. In

addition, the assessment of organizational culture and the workforce are parts of primordial parts of the selection, cultural integration, and due-diligence processes. Thirdly, after the inception of the partnership arrangement, there should be a quick-targeted focus on the vision and values of the post-partnership enterprise.

In fact, it is important for the transition team to carry out a sort of cultural integration “SWOT analysis” at the beginning of the cultural integration process. According to Brenner (2009), an assessment of the organizational cultural environment would guide decisions about the strengths, weaknesses, opportunities, and threats that are identifiable and may pose encumbrances during the process. Before the merger, the due diligence and cultural integration team would need to look at areas that portend potential clashes, and find out the extent of clashes and synchronization and how to deal with them (Knilans, 2009). This is because before a successful cultural integration process can succeed, proper planning for that success needs to take place. However, according to Knilans, it has become regrettable that many integration initiatives have failed from the start because the integration process, which included cultural integration, began before any thought or ideas about the process or the course that the integration would take. It is indeed sad that adequate attention is not directed to the effective communication process as a vital part of the process of cultural integration. Open and honest communication should constitute pre-cursors to mutual learning. Accordingly, this communication medium must be interactive and circular, which means that it would proceed from the leadership and come back to it.

Change management is another vital aspect of the cultural integration process. An organizational partnership can do this with a detailed plan so that they can actively contain the process. In the process of managing change, it is important to recognize the importance of human dynamics in the partnership. Strong leadership is vital and a cultural audit should be a requisite. This is because organizational merging or partnership involves the dedication of a remarkable level of human resources and other activities that form part of the cultural integration process both before and after the merger. However, a successful outcome may be uncertain and it is subject to effective management in the cultural integration modus (Saunders, Altinay, & Riordan, 2009). Saunders et al. explained that managers must raise awareness about the coming change in the organization's awareness period as well as highlight the need to integrate culture effectively. To minimize the impact of negative emotions during change, there is also need for the workforce to understand the post-partnership's new direction, the consequences of navigating change, and the need for adjustments in various areas of cultural integration process. Additionally, companies that envision a successful partnership should further employ welfare by listening, emphasizing proper planning, training, and effective communication.

The above facts elevate the need for a detailed plan for change in an active, but controlled process, rather than a dormant one that simply occurs in the cultural integration mechanism. The leadership alignment, mission, and goals must underlie and support the desired changes, help to formalize, and make permanent the new ways of

doing work in a new culturally integrated environment (Adler, 2013). Notably, effective communication, training, and management of participation are also highlighted as common means of addressing any fears of change, and building trust (Boikhutso, 2013). Researchers have emphasized the role of flexibility, realization that the workforce is human and prone to mistakes, continued evaluation of the process, and preparedness to change tactics, which are emphasized in achieving success during the cultural integration process and post-partnering stage. To effectively manage change and ensure positive outcomes in the cultural and quasi integration process, managers should follow recommended steps encapsulated in the section below.

Effective Cultural Integration in Organizational Partnership

The successful integration of two or more entities and their cultures to form one congruous partnership is viewed by corporate engineers as a major undertaking because it encompasses and encapsulates a high level of intellectual capital and employee effort that should not be underestimated. Within the process of organizational integration is cultural integration that really deserves to have its best form applied in order to achieve organizational partnership success. With that model, it is possible. In fact, trouble may ensue if espoused values by the leaders do not synchronize with the deeper tacit assumptions of the culture (Schein, 1996) of the organization and workforce. Affirmatively, Pautler (2003) noted, as earlier indicated that there are existent several factors, which can improve the partnership implementation and cultural integration process in organizational partnership. Emphatically, these requisite factors include early

planning, communicating clear goals, and identifying the responsible and motivated managers and providing them with appropriate incentives as they quickly define those areas where gains are achievable. Thus, it is very important to keep the workforce, stakeholders, and customers informed through an efficient communication channel while integrating systems quickly, being sensitive to cultural issues, retaining key employees, and retaining sales force activism in order to help and avoid loss of customers to rivals.

For national entities in partnership, the synergy will entail the coordination of cultural differences of nations that exist in their attitudes toward nature, rules, status and power, ideas of individuals and groups, time, the modes of communicating and thinking, and interpersonal relations (Zhou & Huang, 2004). It also includes timely intervention and resolution of conflict and communication problems and the harmonization of decisions about workforce and managers' attitudes towards risk, corporate planning and employees' freedom to decide how to do their jobs, preferences for completing a task individually or on a team, management concerns about their subordinates, and so on. European scholars have compared the Chinese to the Western corporate culture and found several differences (Li, 1999). The above typology combines positive aspects of these differences and harnesses them. Thus, in a Chinese-European partnership and other related international alliances, the model has incorporated the ability of the post-partnership administration to pay more attention to social status, care more for the "person" as the major "thing" that has enabled concrete analysis under concrete conditions in the face of problems, acts proactively, and weighs the collective as well the

individual exigencies. Notably, the post-organization stays loyal to principle. It values the individual as well as the collective. Since the human side is as important as the corporate, harmonizing both in a mutual process is iterative in this model. The typology also mitigates the psychological effects that arise from loss of familiar environmental authority and sense of loss that accompanies acquisition and merging. This is because human factors are very important in the early phase of partnership / merger situations.

As part of the cultural synergistic process, incorporating a less stressful and a more effective change process could be realizable by making allowance for human factors as the merger is managed (Ashford, 1988; Ashkanasy & Holmes, 1995; Ivancevich, Schweiger & Power, 1987). However, there is usually a perceived lack of congruence between the merging partners' organizational cultures resulting in significant changes to the organizations' cultural ambiance. Particularly, outcomes for the workforce and acculturation after mergers require steps and are relative to the approach adopted to manage the merger process, whether immediate, indifferent, or incremental.

Definable Steps in the Cultural Integration Process

After the cultural integration orientation, the integration process should comprise multiple steps that might vary from one organizational partnership to another depending on the specifics of each partnership, acquisition, alliance, or merger. These steps could include integrating cultural criteria in the merger discussion early enough, performing a cultural due diligence review, performing a human resources' profile analysis of the partnering organizations that could include an employee-incentives plan, and arming the

due diligence team with cultural criteria. The development of the workforce empowerment integration project should be part of the plan by which the senior and due diligence integration team would assign tasks and due dates to staff to carry out a specific integration plan (Brenner, 2009). The team should also collect data on culture and assess organizational culture fitted with requisite tools. Brenner maintained that it is equally important to compare and analyze the cultural and organizational values' similarities, differences, and cultural benefits that the organizations bring to the partnership. Once the appropriate integration team has analyzed cultural criteria and other benefits, it would develop a strategy for integrating the two systemic cultures. Subsequently, leadership assignments distributed would consist of a review of the vision for the organization to incorporate cultural integration process goals, objectives, and requisite accomplishment themes and assigning them to appropriate integration teams.

Barrett, (2002) recommended that after preparing employee communications strategy based on themes described in the vision for the cultural integration process, information should be disseminated through meetings, letters, e-mails, and other methods. Transition data requirements would serve as metrics to be applied by the integration teams to measure the overall success of the cultural integration process and to guide progress along the way. Retention strategies would help employees to remain motivated and connected to the cultural integration process. It is not expected that all partnerships would undergo all the steps above, but it is pertinent that the cultural integration process should involve a planning strategy, and include a phase of actions

during which cultural integration would take place in the long-term in the post-partnership era and beyond.

According to Johnson (1988), other factors, and elements might form part of the cultural process that could be used to describe the influence of organizational culture. These include the paradigm, which outlines the purpose of the organization, what it does, its mission, values, etc. Other elements should comprise the control systems for monitoring cultural activities, organizational structures such as hierarchies, the decision-making procedure, and reporting lines. Organizational symbols, rituals, routines, and procedures should emerge as developed to portray inclusive cultural perspectives. Stories and myths built up about people and events convey culture and other messages about what is valued within the organization. Evidently, these elements may overlap. However, according to Schein (1996), organizational culture if well integrated, will persist to help the post-partnership to survive and flourish. He added that when the culture is valued and well integrated, it would hold the potential to generate sustained competitive advantages for the organizational partnership, if key integration tools are put in place.

Key Cultural Integration Tools and Components

As mentioned earlier, in an organizational partnership of individuals and groups cultural integration tools are crucial in helping to assess potential organizational culture fit (Cartwright & Cooper, 2014). Some of the major tools recommended that could influence the success or failure of a cultural integration initiative include the integration teams. They are vital in coordinating and building the processes, which can coordinate

the necessary relationships between the workforce and other integrating entities. The leadership, which includes managers and the management team, motivate teams and energize the cultural integration process.

Communication, as a tool, refers to the messages that are shared with all of the stakeholders in the integration process. It links all aspects of the organizational partnership and carries the synergy message to the workforce, stakeholders, and all other concerned parties involved. Communication is an important tool that must be consistent both internally and externally to avoid and remove fear, confusion, and a lack of faith in the cultural integration process. Constant communication keeps the workforce and other stakeholders updated on the progress of cultural integration in particular, and the machinery of the organizational partnership.

Culture integration analysts posited that speed as urgency and not haste must accompany the cultural integration process. Employees are valuable in smoothing the cultural integration process. Emphasis on organizational cultures' integration is very necessary and should be set and communicated to them as soon as the partnership process has taken effect. Culture, outcomes / results should guide the process because they are the ultimate goals of the integration process in particular and that of the partnership as a whole. However, Brenner (2009) recommended three major components to a successful cultural integration. These are the integration processes, integration tools, and integration measurement. Brenner also explained that it is important for the new leadership team to move forward together, fully aligned, and assuming full responsibility for the strategic

blueprint. As they do this, there is need to highlight the cultural vision in their strategizing. This is because whenever a vacuum exists in the communication or information process, the workforce might fill that with its own fantasies and speculations. Brenner added that communication and vision carry the integration planning forward. Vision entails the anticipated outlook and targeted content of the post-partnership as the cultural integration process takes place. It involves identifying the best organizational features of both companies that would help to strengthen the culture of the new company as well as an integrative workable stakeholder model that would match a seemingly adoptable typology. It also means ensuring that these organizational features remain in perspective and intact throughout the cultural integration process.

Organizational Partnership Within the Context of Cultural Integration

It is important to distinguish between the different types of organizational partnerships in which cultural integration may seemingly take place. According to Epstein & Salinas (2004), there should be a clear distinction between different types of organizational partnership, based on the three very different approaches to growth. Epstein and Salinas indicated that mergers, acquisitions, and conglomerates are often analyzed as if they were the same, but are different. Epstein explains that mergers of equals, such as JPMorgan-Chase involve two entities of relatively equal stature coming together and taking the best of each company to form a completely new organization. Growth through acquisitions, such as Cisco Systems Inc.'s model, involves the much simpler process of fitting one smaller company into the existing structure of a larger

organization. Conglomerates such as General Electric Co. constitute a third type of entity, bringing large companies together without a clear attempt to create synergies or meld strategies, but keeping them separate to provide the advantages of decentralization and autonomy. To lump the three together prohibits a thorough understanding of either the determinants or evaluation of success. This study acknowledged the distinctions made by Epstein and Salinas, but suggested that the process of cultural integration could follow the same modalities with adjustments made as necessary depending on the unique and prevailing circumstances of the specific entity type.

Indeed, organizational partnership should indeed base on the structure of cultural integration, which should be its bedrock. This is because without the formation of partnerships the emphasis on organizational culture though existent, would be greatly minimized. However, the failure of many organizational partnerships such as alliances, mergers, and acquisition has given rise to the debate about the effective integration of organizational culture. Indeed, organizational partnership for this researcher transcends the immediate realm of simple unification in local business organizations to include intricate mergers, acquisitions, and high-level complex partnership deals cooperation in national and multi-national corporations, conglomerates, and international corporate entities' alliances in the context of cultural integration synergistics.

Organizational partnership is also described as the top-level relationships that are evident between sovereign nationals collaborating and cooperating entities, international strategic alliances, simple unions, as well as complex mergers, acquisitions, etc., that are

guided and executed by an up-to-date Memorandum of Agreements, similar documents, and statutory instruments, as the case may be. Explication of organizational partnerships also include national, regional, and international alliances, which according to UN.org (2014) are inclusive of the G20 made up of Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, United Kingdom, United States—and the European Union (EU). The European Commission and the European Central Bank represents the EU. The G8 is the name of a forum for the governments of a group of eight leading advanced economies that comprises France, Germany, Italy, Japan, the United Kingdom, the United States, Canada, and the European Commission. Another organizational partnership is the G5 made up of the leading five emerging economies in the mid-2000s (Brazil, China, India, Mexico, and South Africa). Others include ECOWAS, The Economic Community of West African States (ECOWAS known in French as Communauté économique des États de l'Afrique de l'Ouest, CEDEAO), which is a regional group of fifteen West African countries, founded on 28 May 1975, with the signing of the Treaty of Lagos (Ecowas.int, 2014). Others are the Organization of American States (OAS), an international organization of the Americas, European Union (EU); the United Nation (UN); the African Union (AU), which is a union consisting of 54 African states. The only African state that is not a member is Morocco. Notably, most of these collaborative efforts have portended the enhancement of the global impacts of the partnership and cultural concept.

Notably, many achieve their success due to cultural commonality; others still succeed in situations where the cultures are not from same commonality area. Additionally, countries and corporations inject more regional and global constituents into their bilateral agenda. By so doing, organizational partnerships enhance their ties not only in terms of financial and economic cooperation, but also from exchange of values and social interaction (Archer, 1985) based on cultural integration. For example, hundreds of government and private sector actors convened around the Gulf of Mexico during the British Petroleum Oil Spillage summoning an unprecedented amount of equipment and technical expertise to stop the oil flow from the Gulf's floor. British Petroleum (BP), hundreds of businesses, public sector agencies, the US Coast Guard, the National Oceanic and Atmospheric Administration, state governments, local governments, collaborated in response to the disaster (British Petroleum, 2010). It is also affirmed that all the converging organizations formed formidable partnerships to tackle the menace of that huge and unprecedented oil disaster. Some included AT&T-T-Mobile (now abandoned), Scripps-Medco, Google-Motorola Mobility or Microsoft-Skype, etc.

In fact, the enormity and size of an alliance or partnership usually determine the extent of the process of cultural integration. However, in a huge emergency such as the Gulf of Mexico oil spill, emphasis shifts a little from the cultural integration process to the problem or disaster at hand and getting the job done. That was why British Petroleum and local officials launched initiatives enlisting local anglers to assist in waterborne cleanup efforts. The federal government used privately manufactured oil dispersants in

the recovery operations to minimize the disastrous effects of that mishap. However, throughout this process, the public and private sectors worked closely together in partnership while integrating cultures effectively as a necessity in restoring a sense of normalcy and belongingness in the Gulf as indicated by the Commission on the BP Deepwater Horizon Oil Spill and Offshore Drilling (University of North Texas, 2011).

Other notable partnerships included those in the automobile industry that expectedly acted as a means of increasing market share and improving reach, attaining economies of scale, and augmenting product ranges as exemplified by the Daimler Benz-Chrysler merger; General Motors and Daewoo, Renault-Nissan Automotive merger are some of the major partnerships. The researcher is aware of the problems associated with the above types of mergers and suggests that partnering entities focus on cultural integration as a major process for their success.

Public-private partnerships such as the joint venture have also been defined as collaboration between a public sector and a private sector entity to achieve a specific goal or set of objectives as portrayed here. Public-public partnerships, private-private partnerships are all organizational partnerships. Borys & Jemison (1989) referred to organizational partnerships as hybrid arrangements and organizational combinations as strategic alliances. For Cartwright & Cooper (1993), organizational partnership and genuine collaborative mergers exist where partner equality is recognized and differences in organizational culture are considered as their compatibility is processed. Emphatically, resourceful, progressive, and well-managed public and non-public entities are necessary

for a region's quality of life. One way to achieve this is through the formation of lasting relationships and alliances between stakeholders and leveraging organizational resources in an environment of efficient and effective cultural understanding and integration.

Furthermore, organizational partnerships are defined as cooperative, collaborative relationships that exist between two or more independent public or non-public organizations to increase effective service delivery, efficient policy implementation, administrative efficiency, as well as programmatic impact through distributive, transferred, combined, as well as shared values, services, resources, or programs. Nevertheless, where there is existent cultural clash or collision as described by Buono, Bowditch, & Lewis III (2013), the above actions cannot be possible. For example, the global spate of extremist activities in the Middle East and Africa has been too often attributed to cultural clash that have put the regions at conditions of uneasiness, but it is obvious that there are other underlying and supportive motivations.

Nevertheless, according to systems and complexity theorists (Jackson, 2001), contemporaneously, it has become pertinent to shift organizational thinking from isolationist to contextual and from separate parts to integrative relationships as portrayed in partnerships and alliances that are geared towards co-evolutionary, mutual benefit, and partnership. In confirmation, Eisler and Montuori (2001) addressed the above issues through the identification of two contrasting models of social systems: The Dominator / Partnership Models. However, these do not fall within the premise of this study. On the other hand, Eisler indicated that partnership systems are based on trust, egalitarianism,

actualization of hierarchical flexibility, where power is guided by cultural values such as ethics, discipline, and order. Notably, this researcher viewed organizational partnership through the above perspectives and added that organizational partnerships include the many national and international public and non-public partnerships that address local as well as foreign policy issues, which are authenticated with treaties and cultural considerations. Accordingly, no matter how large the entities become, lack of an effective cultural integration process would spell failure, if not total demise for the partnership.

Cultural integration in the Joint Venture (JV) Partnership

In this partnership, cultural synergy has been necessary towards the smooth running of the joint venture and in ensuring that the partnership was successful despite the fact that the organizations did not have cultural commonality. Additionally, the influence of statutory implications has become greatly prominent as a primordial instrument in the partnership consummation. According to the West African entity (Energy & Politics, 2016), the West African country and the international petroleum producing corporation signed a \$1.5b exploration financing on an international cooperation agreement realized under the Content Act, 2010 within the framework of trust and efficient cultural integration that they had experienced in earlier agreements. Although the two corporations are offshoots of different cultures, they learned and established a high level of cultural synergy based on their mutual cooperation that has been guided also by values articulation, harmonization of behaviors, due diligence in respect to cultural mores and traditions of both partners, etc. Nevertheless, it could be

arguable that the economic benefits of the joint venture partnership for those parties are also so attractive that they would put in place all necessary and requisite cultural artifacts to ensure that the partnership is successful. However, statutes and legal instrument such as and agreements s are usually relied upon and enforced as seen above to ensure that partners comply with the terms of their partnership and concerning areas that pose difficulties. These statutory instruments have also consolidated the trust platform. Consequently, the legal agreement in this case was signed to ramp up the country's crude oil reserve and production. In this case, the agreement was signed on behalf of the West African Group Managing Director (GMD) and the international Managing Director signed for international petroleum corporation.

It was stated that the benefit of the project to both nations has been the incremental production and reserve addition to the tune of 55,000 barrels per day and 85million barrels respectively beginning from within one or two months (Giwa-Osagie, & Ehigiato, 2015). The international partner's Director explained that the signing of the agreement was the sixth in line with an external financing agreement between the government partner and other joint venture projects. He projected that the external financing was a creative strategy to raise funds to continue to grow the national hydrocarbon assets to be able to assist in a situation where the nation is cash strapped. Yet, the government partner had negotiated strongly in the agreement while believing that the outcome of the agreement would be a win-win situation as there were no winners and no losers. The total cost of the project was about \$1.5b out of which the JV loaned

\$900m from commercial banks (\$450m each from the country's banks and International financial institutions). The United Bank for Africa (UBA), Fidelity and Eco Banks are some of the nine government's local banks involved in the funding in fulfillment, in accordance with The National Content Act (2010) in line with requisite and appropriate international law stipulations and implications concerning such multi-national / bi-lateral joint-ventures on a bedrock of cultural integration modalities. The president stated:

The Government's Oil and Gas Industry Content Development Act 2010 has become a game-changer, attracting unprecedented inflow of investment in local capacity in the past four years. However, some key international players continue to violate the legislation, raising concerns over monitoring and enforcement. Since the Act, popularly referred to as the Content Act (Okusami, 2010), was signed by country's President on April 22, 2010, the industry has recorded massive inflow of Foreign Direct Investment (FDI) and unprecedented boost in the development of local capacity and capability. The Act was a bold response to the low participation of indigenous facilities and the work force in the oil and gas industry. The absence of local capacity in the industry had resulted in the repatriation of about 90% of the \$12billion yearly industry spending abroad, with its adverse effects on job creation and the growth of the economy.

Nevertheless, according to the Managing Director, some of the foreign banks involved in the partnership funding included Standard Chartered, HSBC, RAND Merchant, ABSA, and NET Banks. The partners were also co-lenders in providing the \$600m that made up the total of \$1.5b for the project (Energy & Politics, 2016). He observed that the local partner contributed the sum of \$900m making 60 percent of the total cost of the project as part of the 2012 Appropriation Act. Notably, with more of these types of partnerships, the government anticipates that more actions such as these

with partners would ensure that the nation is relieved of financial burden and still able to grow the country's hydrocarbon resources. In his remarks, the Managing Director of the international petroleum organization agreed with the Group Managing Director of the partner organization and stated that his corporation appreciated the opportunity to be part of the project. He stressed that they would also welcome the opportunity to renew and repeat such partnerships in subsequent years to continue with the progressive developmental process of the joint venture resources. He added that the international entity had more than 600 global prospects but needed funding that may accrue through the joint-venture agreement. He expressed confidence that the signing of the financing agreement would also increase government revenue. He also stated that one of the main areas of the financing agreement was that the 150% of the fund coming from the West African country's banks was very significant to The Content Act (Okusami, 2010) with respect to integrating partnership influences.

Cultural Integration in Mergers and Acquisitions

A merger happens when two companies or organizations come together to enhance their financial capability. In this case, each company keeps its own assets. However, in an acquisition, one of the companies in the partnership has lesser influence because of the acquisition by the more influential entity. Notwithstanding, the process of cultural integration still happens with both organizations in partnership. Indeed, according to Buono et al. (2013), mergers and acquisitions are the greatest disturbers of the cultural peace. This is because they frequently resulted in cultural conflicts and

culture collisions. Indeed, Shrivastava, (1986) argued that the success of organizational partnership depended largely on the post-merger integration of the two companies' cultural systems. An example of a merger that portrayed great cultural collision and ineffective cultural integration included the Daimler Benz-Chrysler merger. The merger between two pharmaceutical firms, Upjohn Company of the United States and Pharmacia AB of Sweden (with operations in Italy) that came to realize how significant cultural differences could become difficult to manage after the merger took place in 1995 (Frank & Burton, 1997). Several other mergers that exhibited cultural disparities in one way or the other that led to their demise or drastic restructuring.

According to Branford, Ernst, and Fubini, (2004), in fact, more than 5, 000 joint ventures and contractual alliances were set up globally between 2000 and 2005. However, these entities were not cognizant about how to tackle and overcome the many challenges that emerged after completing the joint venture partnership. Consequently, out of 49 alliances surveyed a decade later, only 51% of them were successful; out of 2000 mergers, joint ventures, and partnerships examined, only 53% had success despite studies that had highlighted reasons for joint venture failures, which included weak management, incompatible partners, wrong strategy, unrealistic deals, etc. (Banford et al., 2004). What the researchers failed to mention was the vital part that culture and effective cultural integration played in the post-partnership organization. Accordingly, cultural integration adaptations are prerequisites for organizational partnership success. Notably, cultural integration with a conglomerate merger generally leads through the diversification effect

to reduce risk for the combined entity (Amihud & Lev, 1981). This trend is exemplified in the Cisco acquisition process that had recorded huge gains due to well-integrated cultural modalities.

Contemporaneously and as already explained, the past global economic meltdown and financial crashes affected huge economies such as the United States, Japan, Italy, Greece, etc. The crashing of the US Wall Street, failure of banks, such as the CITI Group, Wakovia, and many others, including automobile corporations like the General Motors, Daimler-Chrysler Corporations, etc., resulted in a concerted national as well as corporate efforts to mitigate merger failures through combination of corporate entities known as mergers and acquisitions as well as partnerships. Analysts have suggested that installing a process of effective cultural integration would have assuaged the failure of some of the mergers above. An effective cultural integration synergistic typology with other quasi tools such as the “post-partnership cultural integration empowerment program,” and the “cultural integration orientation” cultural synergy and collaboration, etc., as proposed in this study would go a long way in mitigating future corporate culture clashes. They could equally motivate the workforce to its maximum potential and optimum standards as well as channel the partnership entities such as strategic alliances and others towards rapid growth.

Cultural Integration and Strategic Alliances

A strategic alliance is a relationship between two or more entities that have agreed to share resources to achieve a mutually beneficial objective. For example, a company

that manufactures and distributes a product in the United States could desire to sell it in other countries. Another company might want to expand its product line with the type of product the first company creates and has a worldwide distribution channel. The two companies could establish an alliance to expand the distribution of the first company's product. A successful alliance builds on the strengths of each party and does not quickly relegate the details of a relationship to an attorney without due involvement. Successful strategic alliances develop by establishing and nurturing cultural and other relationships. This is particularly important during the early stages.

Cultural integration in national and other corporate strategic alliances is primordial, vital, requisite, and necessary. When countries or national entities come together in political, health, financial and other collaborations or cooperation efforts, trust usually grows and develops along cultural similarities. Happily, many strategic and foreign policy partnerships advance along cultural lines or other specific interests. For example, the European Union, Organization of North American States, The Arab League, National Treaty Alliance, ECOWAS, OAU, etc., are all culturally integrated along cultural commonality and relative lines. Most of them succeed because the measure of cultural conflict is very limited. Other strategic alliances include global multinational corporations, health development cooperation, political / regional agenda advancement, trade alliances, and several others. The above trends suggest a need to analyze the concept of cultural commonality or disparity and the concept of trust more closely from the viewpoint of national culture (Doney, Cannon, & Mullen, 1998). Although there have

always been strategic alliances, in the last couple of decades, the focus and reasons for strategic alliances have evolved very quickly (Wohlstetter, Smith, & Malloy, 2005) due to modernizing standards and globalization.

In fact, the formation of strategic alliances has continued to have its basis on agreement between parties to pursue needed objectives that are agreed upon. However, these entities remain independent. Some examples of these alliances include Economic Community of West African States (ECOWAS), NATO (North Atlantic Treaty Organization), The European Union (EU), The Arab League, Al Qaeda in the Arabian Peninsula, etc. Some of these strategic alliances have been synergistic collaborations or cooperation involving acquisitions, corporations, partnerships, mergers, etc., with resources that could include capital equipment, knowledge, foreign policy / matters, intellectual property, channels of manufacturing and distribution, technology transfer, project funding, expertise, cartel and religious extremist agenda, etc. Seemingly, strategic alliances might involve international trade structures, mutual / high-level international agreements, global multinational corporations, religious activism, and religious extremism organizations, cartels, etc. Notably, as the largest global partnership, the United Nation administers national entities and operationalizes the highest type of public policy and law as arms of administration. In fact, literature portrays that nowhere else is cultural integration needed more than in the numerous bi-lateral and multi-national alliances that exist between national partners of the United Nations and other quasi-partnerships in international politics, health, the environment, economic affairs, finance,

security, etc. (UN.org, 2007) Some have failed and others have had success stories.

The International Petroleum Corporation's Merger Success Story

The bi-lateral international partnership between two global oil giants in the United States of America is a typical example of what happens in the process of an organizational merger with a successfully applied cultural integrative process. This cultural integration success was based majorly on commonality of cultures because both are culturally compatible and from the same national cultural affiliations. Most of these types of mergers have been smooth due to the same-culture phenomenon linkage and the legally implicated statutory process that have developed. Indicative of literature sources, the merger deal between the two oil giants was accomplished within an acceptable statutory framework of an expected 4-0 vote of the US Federal Trade Commission shortly after the United States government approved the deal (Weston, 2002). Accordingly, this vote triggered the merger of the Oil giants and completed the \$81 billion merger. Notably, the two corporations had also agreed to sell over 2,400 gas stations across the country as part of the agreement with the federal government of the United States. Although antitrust concerns and the fact that both companies directly competed in more than 40 areas in the US metropolitan vicinity, they held up the approval for more than a year, but it was a welcome idea when it happened.

According to the literature, Capozzi (2013) expressed that other modalities that paved the way for the merger were set under legally binding agreements, which specified that the two companies must sell some assets to pave the way for the deal, the two

corporations acknowledged the sale 2,431 gas stations primarily in the northeastern United States, California, and Texas. Accordingly, the corporate world viewed this partnership as the largest divestiture ever demanded by the commission. The FTC's 11-month review of the deal was also one of the longest by the commission. The FTC Chairman stated that the companies that are constituents of the international conglomerate are large and powerful competitors in several product and geographic markets in the United States. According to Capozzi, the commission had insisted that as partners, they should still embark on extensive restructuring that would preserve competition and protect consumers from inappropriate and anticompetitive price increase practices. With the merger, the companies became the mega organization - one entity, which is involved in the partnership with the West African public corporation that is researched in this study and the largest of the three major global conglomerate partnerships, which include the Anglo-Dutch Venture, Royal Dutch/Shell, and UK-based BP/Amoco, which purchased the US-based Atlantic Richfield Oil Corp. The literature, portrays additional modalities involved in the partnership as follows:

It is the largest in a string of consolidation moves in the industry necessitated by price pressure of crude oil, the need for greater efficiency and new competitive threats overseas. The new company expects savings of about \$2.8 billion per year and plans to cut some 9,000 jobs, or about 7.3 percent of its workforce. The company will keep their original brands; headquarters will be in one of the entity's home in Irving, Texas. As part of the accord, one merger agreed to sell or reassign 1,740 stations across Mid-Atlantic States, 360 stations in California, 319 in Texas, and 12 in Guam. Among the divestitures, the other agreed to scrap an option to buy gasoline stations from Tosco Corp. in Arizona, divest to Benicia, Calif., refinery and its jet turbine oil business, and will stop selling diesel,

Fuel and gasoline in California under its name for at least 12 years. It will sell its fee, and leased service stations from New York to Maine, while the other will shed its fee and leased service stations from New Jersey to Virginia. Also as part of the FTC consent order, a buyer of any of the divested gas stations would have a right to continue to use either of the merger brands for at least a decade after the purchase.

With the merger, the international petroleum company became rated as the 21st supra global partnership (Weston, 2002). It became the largest of the world's super majors with 3-921 million BOE in 2008 with 5% of the world's production of oil ranked by oil and gas (Pratt, 2012). Notably, analysts acknowledged that American oil merger brought back together two parts of the former Standard Oil Co., the Rockefeller-run oil titan, which was split apart in 1911 consequent upon a Supreme Court decision. The international petroleum corporation insisted that the merger was necessitated to help companies become more efficient in the midst of trending low crude oil prices that had put a squeeze on the company's margins in its exploration, production, or upstream activities. (Caiazza, Hsieh, Tiwari, & Topf, 2013)). Affirmatively, this merger premised on cultural commonality and integrative consolidation between two companies of the same state origin and national tradition of doing business and has lasted since then. It also portrays the benefits of cultural compatibility. Additionally, literature confirmed that the merger helped the price of oil to rebound in the Oil industry. One of the partner's shares, which had fallen 1/16 to 79-5/16 in New York Stock Exchange trade, rose 7/8 to close at 104-3/8 with the partnership trading under the company's ticker symbol (Pratt, 2012). In fact, the petroleum corporation has continued to merge with other national and regional

oil producers such as that in the West African country to become one of the strongest and largest supra national global partnership with a huge workforce that is firmly premised on oil exploration and quasi activities. It would not have been so successful without efforts at streamlining the cultural values and tenets' base of the partnerships, stakeholders, and shareholders' cultural synergistically with quasi-collaborative efforts

The West African Corporation

Literature sources indicated that the West African country's representative organization is a federal government corporation that emerged on April 1, 1977. According to Energy and Politics (2016), at that time, it became a merger between the Federal Ministry of Mining and Steel and the Government's National Oil Corporation. Thereafter, the corporation has been in charge and managing the joint ventures between the federal government of the country and several other foreign European and United States multi-national corporations that include Agip, Chevron, the Royal Dutch, Shell. Texaco is presently merged with Chevron, and the international corporation is represented by its major affiliate. The Department of Petroleum Resources (DPR) within the Ministry of Petroleum Resources in turn regulates the public organization. The DPR ensures compliance with industry regulations and establishes, enforces environmental regulations, and processes applications for licenses, leases and permits. The DPR and NAPIMS play critical roles in the daily activities of the overall government' industry (Energy & Politics, 2016).

Additionally, according to the literature, since the establishment of joint venture, the West African country's government has collaborated with foreign corporations and partners in various activities in the exploration and production of hydrocarbons, petroleum, and gas resources (Energy & Politics, 2016). It became commercialized in 1988 with strategic business units that span across commercial investments, distribution, engineering, exploration and production, gas and petrochemicals. According to statistical information, the above source also indicated that since 2000, the exploration of gas and oil has contributed to 98% of the country's export earnings. These activities have been conducted through 7 operational units within 12 in number affiliate business entities in the contemporary dispensation. The operational units are as follows: Upstream and Downstream companies, Refining Company, National Petroleum and Management Services, Ventures Company, Gas and Power Company, Finance and Account, Corporate Services. Its headquarters is in the federal capital of the country. It also has subsidiaries in several states of the country, mainly in the state capitals and hubs commerce and of government including satellite offices in the Delta Region, other riverine and exploration areas. The activities in these zones include Gas and Power Investment, Oilfield Services, National Liquefied Natural Gas, Pipeline and Storage, Refining and Petrochemicals, Renewable Energy / Frontiers Exploration, etc. Literature sources equally portrayed that its affiliates comprise the following sub-entities: Hydrocarbon Services Limited (HSL), Integrated Data Services Limited (IDSL), National Engineering and Technical Company Limited (NETCO), Retail Services, Refinery and Petrochemical Co. Limited (RPC).

Others include The National Petroleum Development Company (NPDC), The National Gas Company (NGC), The Products and Pipelines Marketing Company (PPMC), Refining Co. Limited (RCL), and a Refinery and Petrochemical Co. Limited (RPC), etc.

Downstream and upstream developments are uniquely the responsibility of public organization including the regulation and supervision of the entire country's Oil Industry on behalf of the federal government. As a government institution, this organization that oversees 55% of stakes in Shell that explores and produces 50% of the national Crude Oil. It also oversees the 60% in the output production of Chevron, ENL/Agip, the joint venture international partner, Texaco, and TotalFinaElf (Sarkar, (2011). Recently, a new Group Managing Director was appointed to head the corporation by the President in July 2016 (Energy & Oil, 2016). He replaced the former one. With the volatility and inconsistency of crude oil prices including dwindling national resources, it is anticipated globally that changes would be continuous and circumstantial, according to literature.

The Cisco Example

Cisco Systems is a successful mergers and acquisitions veteran. The literature showed that it has considered the cultural integration process very seriously and in the past 15 years, it has acquired more than 125 companies. According to organizational analysts, one key factor considered when Cisco targets a potential merger is culture and its compatibility with Cisco's (Hofstede, 2001). A prime example of Cisco's philosophy in action was its acquisition of networking star Linksys in 2004. In this acquisition, Cisco applied selective integration. With this process, Its staff worked with Linksys' employees

to determine those areas in which Cisco would more fully integrate with Linksys, as well as the areas that would remain distinct and separate. This was because Cisco engineers and manufacturers distributed products directly, while Linksys outsourced many of those functions and sold its products through retail channels to consumers. Additionally, as a consumer-focused firm, Linksys had a different culture than the parts of Cisco that are business-focused. Thus, Cisco allowed it more room and independence than if they were a simple technology acquisition. Although the partners found little commonality in application needs, they realized that some issues required special attention, such as managing the two companies' existing vendor relationships.

However, they were also able to integrate fully in many other areas, such as productivity, sharing data-center space, software, functions, human resources and most especially, on cultural integration levels. Apart from the above modalities of integration, the Cisco partnership process is usually deliberate and a learning process with careful attention to cultural integration and the business model of the partner. Notwithstanding its privileged position in the partnerships that it consummates, it does not jam the companies together and cause cultural clash, but learns from the partner while allowing it to preserve aspects of its uniqueness that has made it successful without compromising the status of Cisco as a parent company. According to Rael (2009), it takes about two or three years for the new story to completely be ingrained in the culture, but it has to be managed proactively. Rael recommends that the company's mission, leadership alignment, and goals supporting the desired changes should help to formalize and make permanent the

new ways of doing work and integrating culture. This is because a culture never ever gets better without effort, but should be integrated with measured steps over time (Islam & Zyphur, 2009). This is because without deliberate planning, employee morale and productivity would suffer in the workings of the company being assimilated.

Nevertheless, Deal and Kennedy emphasized that Cisco managers ensured that their organization was well leveraged in order to accelerate the pace of acquisition and take full advantage of the status of the parent company.

Quasi-Implications of Cultural Integration in Organizational Partnership

Research in the social sciences has indicated that various constructs and outcomes have been associated either directly or indirectly with organizational cultural integration and synergy. These are part of the quasi implications of cultural integration in organizational partnership. An effectively empowered cultural environment and robust organizational culture might provide outcomes and benefits that include the following: strong company alignment towards goal achievement, team cohesiveness, high employee morale, competitive edge derived from innovation, consistent customer service, and efficient employee performance (Ravasi & Schultz, 2006). According to this researcher, the above qualities are ingrained in and are fortified by the quasi-implications exemplified by trust, due diligence, cultural commonality / compatibility, cultural collaboration, cultural synergy, etc.

Consequently, the quasi-implications establish connection and coherence in the process of analyzing concepts related to partnership building globally, regionally, and

locally. Indeed, the quasi implications combine ideas from meanings that have seeming resemblance and likeness to the features associated with the central ideas and concepts. They represent implied ideas and actions that are not easily evident, but seemingly obvious or embedded in the central phenomenon such as problematic and positive ideas connected or relatedly implied from or emanating from cultural integration

Additionally, the quasi-implications of cultural integration are considered as ideas and actions emanating from the application of cultural integration in organizational partnership that enhance organizational partnership. These actions would seemingly span across areas of organizational partnership that affect relationships, interactive activities, service delivery, policy implementation, statutory actions, etc., both on the regional as well as on the international level. According to Cartwright & Cartwright (1996), although integrating people and cultures in mergers, partnerships, and acquisitions tend not to have any large-scale individualistic impact on the workforce, but the growing trend towards related combinations has had important implications for organizational mergers and partnerships. This is because the cultural compatibility of the combining organizations and the resultant cultural dynamics have had futuristic quasi implications such as financial gains, managerial, and combined workforce and group empowerment, organizational success, etc., which are remotely and directly related to cultural integration in organizational partnership. Accordingly, through this study, the quasi implications exposed the connectedness of cultural integration to areas that affect human and organizational partnerships and relationships as well as organizational success or failure.

The quasi implication also touched on how cultural integration could promote diverse aspects of the organizational partnerships globally, regionally, and locally. When culture is integrated effectively and appropriately, particularly in the form of cultural integrative synergistics, it has social implications that promote community and human well-being, organizational health, economic, political, religious, social, motivations and well-being. These implications also include fall-outs, connotations, linked constructs, presumptions, significations, entanglements, etc., arising from cultural integration in organizational partnership. However, the major implications of cultural integration are the furtherance of alliances and partnerships. As earlier stated, cultural integration is the main tool of organizational partnership success and effectiveness. For the above reasons, it became pertinent to analyze other constructs and linkages that energize cultural integration towards achieving organizational success. Some of these conceptual constructs include cultural collaboration, cultural due diligence, cultural synergy, effective service delivery, efficient policy implication, etc. as already noted. It is important to point out that most successful partnerships are premised on cultural commonality. This is a significant quasi-implication of cultural integration in the partnership entities

Cultural Commonality / Compatibility

Commonality is what connects us. Cultural commonality as a derivative is thus, the aspects that connect cultural material, entity, or systems. It is a possessing of like and interchangeable cultural characteristics enabling each to be applied towards the same purpose. It refers to people

having the same social, economic, or educational status with the same cultural base. For example, belonging to the same emergent organization based on cultural traits signifies commonality. The class principles bond individuals into groups because of their common position within existing relations of production. For example, an aggregation of status groups (Hechter, 1978), unconscious favoritism for similar cultures in task performance and evaluation (Clampit, Kedia, Fabian, & Gaffney, 2015) based on cultural tendencies is seemingly grounded on cultural commonality.

Another term that is closely associated with cultural commonality as quasi implications of cultural integration is cultural compatibility, but they are not the same. Experts explain that cultural differences exist between countries, ethnic groups, organizations, etc. That is why the world is understood from differing perspectives. In the process of cultural integration in organizational partnership, when cultures differ, the partners need to understand their differences in order to be able to integrate culture and cooperate successfully. However, if there is commonality of cultures, it becomes easier to work together because the cultures of the partners are seemingly almost compatible. In this case the problem would lie with finding common grounds between the cultures of the individuals involved in the partnership. This is because compatibility means working together successfully.

The cultural compatibility hypothesis, which explains that treatment is likely to be more effective when compatible with the cultural patterns of those involved, underscores the analysis above. The above facts in turn underscore Cartwright and Cooper's

suggestion that many organizational alliances have failed to meet expectations because the cultures of the partners could not work together. On the other hand, most of the regional alliances and partnerships that are premised on cultural commonality find compatibility and remain successful. This cultural integrative commonality is indeed the reason why we have viable global organizational partnerships and alliances such as the European Union (EU), Economic Community of West African States (ECOWAS), Economic Community of East African States, (ECOEAS), League of Arab Nations, etc., based on the implications of culture and requisite legalities. One can also infer that the uniqueness of the Jewish culture is the main reason why it stands alone in the international community. No matter how it is viewed, cultural commonality is one of the best avenues to integrate cultures, consolidate organizational partnership, and move it towards desired success goals. Relatively, compatibility is a highly advocated in partnerships especially in organizations. The situation of Daimler-Benz and Chrysler is a quintessential example of a non-compatibility partnership in which culture was prominent as a major factor of failure. With the above example, other organizations should have taken a clue about the importance of cultural integration and trust in the partnership.

Trust as an Important Factor in Cultural Integration

Trust has been identified as a very important factor in partnership and joint venture relationships globally (Sullivan et al, 1981; Sullivan & Peterson, 1982). Some analysts preferred to refer to trust as an immovable foundation and the mutual confidence requisite to doing a joint venture or partnership business (Block & Matsumoto, 1972) in

the contemporary technological world (Søderberg, Krishna, & Bjørn, 2013). In fact, some administrators believe that when trust is existent, the necessity of legal instruments is limited. As many nations and entities form global alliances from time to time, trust becomes a primordial factor among others. Some of these are formed to promote trade, foreign policy, environmental sustenance, health, peace, etc. However, members of the partnership who belong to different cultures and speak different languages are usually viewed with suspicion. This is because diversity usually creates distrust and the need for cultural integration and synergistics based on trust becomes the centrifugal force that pulls the cultural diversity together towards a common goal. However, the recent statement in the National Observer on January 25, 2015 by the Japanese government that accused the United States of meddling in its affairs is an example of such suspicions. The United States, on the other hand, claimed that it was only seeking collaborative cooperation on trade, the environment, climate change, or other international mitigation efforts. Johnson, Cullen, Sakano, & Takenouchi (1996) also suggested that partner cultural sensitivity is key to building trust among all partners. However, the authors maintained that complementarity, similarity, and reciprocity has played more important roles in trust building among partners depending on cultural affinity or commonality of cultural values. This is because people's cultural background and experiences affect the way they view business partnerships or business as a whole (Lewis, 1955). In addition, research results seemingly portrayed that even within the same industry, and according to Buono & Bowditch (2003), there are marked difficulties in trying to fuse, merge, or

combine two unique but viable and operable organizational cultures, but with trust, the integration difficulties are drastically minimized.

Cultural integration is also furthered in the organizational partnership environment by mutual trust, which is built by shared goals, dialogue, looking for shared norms, monitoring and handling deviance (Bijlsma-Frankema, 2001). Bijlsma-Frankema also explained that cultural integration is furthered by mutual trust that can be consolidated by the same shared goals, by dialogue, by looking for shared norms, monitoring, and handling deviance. Indeed, some research indicated that cultural norms also foster a high level of trust on a group and collective than individual level. They also indicated that a high level of openness between hierarchies might exist among members of organizations where occupational cultures are existent and members practice trust. Cultural change processes were found by them to be dependent on legitimization of the changes, clarification of goals and changes in what is expected of members, monitoring and guidance, conditioning of psychological safety, and providing feedback on success and failure outcomes that are worked upon in a learning mode of trust. In fact, the trust process is an essential segment of the cultural integration process. Consequently, all stakeholders in the partnership should maintain a high level of this value in order to portray transparency. Many researchers have acknowledged and emphasized the importance of trust in propelling acquisitions when partners engage in socio-cultural integration (Buono et al, 2013). It is a necessity in international bi-lateral and multilateral arrangements, signing of agreements, treaties, and other quasi practices that move entities

and organizational partnerships towards desired goals and growth. In fact, trust strengthens collaboration of partners particularly when there are elements of good communication, competency integrity and reliability within the context of culture

Cultural Collaboration

Cultural collaboration as applied in this study is another construct that is linked to cultural integration. It happens mostly in the high-end partnering organizations such as national global entities, and international cooperation alliances as described earlier that target financial success, effective service delivery, efficient policy implementation, visionary articulation of projects, etc. According to Rosen (1996), it is accomplished where the members of the workforce are seemingly aware of how their differences contribute, possibly complicate, or improve the vision and mission of the post-partnership entity. In this alliance, employees, managers, stakeholders, etc., use keystone skills of cooperation and collaboration to work together and succeed as well as cause the organization to thrive (Rosen, 1996). Although it is argued that cultural collaboration is enhanced by the belief that a competitive environment would catalyze into success, it has shortcomings and limitations, which are found to be existent in times of great uncertainty (Gilburg Leadership Institute of Claremont Graduate School, GLI, 2013). The contemporary national depression or the type of recently experienced global economic meltdown exemplifies the situations. GLI further reiterates that cultural collaboration targets complex challenges. It advances the capacity, ability, and possibility to release

real innovative productivity and tap into financial creativity and stakeholder buy-ins that accelerate organizational success capacity.

However, Lasker, Weiss, and Miller (2001) explained that the substantial interest in organizational partnerships in the United States is based on the assumption that collaboration is more effective in achieving system goals than efforts carried out by single agents. Lasker et al. suggested that synergy is one mechanism that has given cultural integration and collaboration their unique advantage. Accordingly, a framework for operationalizing and assessing partnership synergy and the identification of its likely determinants could be applied towards addressing evaluation that is critical to cultural integration policies, and management issues related to collaboration. Factually, where cultural integration is desired, cultural collaboration would become a necessity for organizational advancement.

Furthermore, according to organizational partnership analysts, and in-line with the beliefs of this researcher, the benefits of cultural collaboration include greater clarity concerning what needs to be done to achieve futuristic organizational partnership success and to develop strategic, comprehensive planning, which would support long-term systemic success. According to Lasker et al. (2001) and supported by this study, when there is cultural collaboration, it promotes wise decision-making, innovative solutions to challenges, efficient and concerted action, and effective time-management. It also empowers the workforce and managers towards achieving increased personal accountability, greater autonomy and trust, stronger relationships, accelerated learning,

broader engagement, a heightened sense of collective purpose and valuable knowledge sharing. It is indeed a major aspect of the concept of cultural integration. Social scientists posited that collaboration is a high-end skill that requires the workforce in the post-partnership organizational phase to consider not uniquely personal interests, but also the whole post-partnership organizational goals. Contextually, cultural collaboration is not the intermingling of cultures or their combination, but definably, it involves working through and with cultural differences to achieve common organizational goals. The literature also supported the notion that with cultural collaboration, partnering organizations incorporate best practices and behaviors from divergent backgrounds to establish a common ground where all participants are aware of their differences, but feel comfortable and zealous to contribute to the common goal, vision, and mission of the joint-partnership. In confirmation, Stewart & Janesick (2014) also argued in favor of virtual organizational and workforce collaboration.

Notably, cultural collaboration as applied in this research happens mostly in the high-end partnering organizations as described earlier that target financial success, effective service delivery, efficient policy implementation, visionary articulation of projects, etc. The public / non-public partnership has provided a relevant example of such a partnership. According to Rosen (1996), it is accomplished where the members of the workforce are seemingly aware of how their differences contribute, possibly complicate, or improve the vision and mission of the post-partnership entity. In this type of alliance, employees, managers, stakeholders, etc., have continued to use keystone skills of

cooperation and collaboration to work together and succeed as well as cause the organization to thrive and progress with high workforce and managerial productivity (Rosen, 1996). Nevertheless, there are seeming caveats. According to the Gilburg Leadership Institute of Claremont Graduate School, GLI (2013), cultural collaboration has presented shortcomings and limitations, which are existent in times of great uncertainty such as national depression or the type of recently experienced global economic meltdown. GLI further reiterated that cultural collaboration has targeted the ability and possibility to unleash real innovation and tap into financial creativity including stakeholder buy-ins that accelerate organizational success capacity.

The literature equally confirmed the above assertions and the researcher also discovered that a competitive environment that promotes cultural collaboration would catalyze into organizational success. In-line with the above ideas and the investigative beliefs of this researcher, the benefits of cultural collaboration has included greater clarity concerning what is requisite to achieve futuristic organizational partnership success and the need to develop strategic, comprehensive planning, which would support long-term systemic success. This is because cultural collaboration promotes wise decision-making, innovative solutions to challenges, efficient and concerted action, and effective time-management. It empowers the workforce and managers towards achieving increased personal accountability, greater autonomy and trust, stronger relationships, accelerated learning, broader engagement, a heightened sense of collective purpose and valuable knowledge sharing.

As a major quasi-implication of cultural integration, collaboration requires the workforce in the post-partnership organizational phase to consider not uniquely personal interests (Samsioe, 2013; Thelen, 2004), but also the post-partnership organizational goals. Contextually, cultural collaboration is not the intermingling of cultures or their combination; but the extension of cultural integration that involves working through cultural differences to achieve common organizational goals. It depicts the empowerment of individuals, groups, employees, managers, etc., in an organizational partnership to interact, despite individualized differences and the application of diversity towards achieving success for the whole partnership organization. Indicatively, with cultural collaboration, partnering organizations have incorporated best practices and behaviors from seemingly divergent backgrounds to establish a common ground where all participants are aware of their differences, but feel comfortable and zealous to contribute to the common goal, vision, and mission of the joint-partnership.

In the process of cultural integration and collaboration, acculturation is usually involved and entails the process of cultural and psychological changes that occur when cultures intermingle or interact as in organizational partnership and refers to a meeting between cultures (Sam & Berry, 2010). In fact, acculturation happens when the cultures of individuals or peoples are modified in the process of adaptation or borrowing of traits from another culture. It could be described also as a merging of cultures because of prolonged contact and the process by which a human being acquires the culture of a particular society or entity such as an organizational partnership. Assimilation also

happens during cultural collaboration and integration. Berry posited that assimilation refers to the process of absorbing or acquiring the traits from other cultures as one's own and entails the absorption of new ideas, new values, ethics, moral bases, attitudes, etc., into existing knowledge during the cultural integration process. Some scholars have argued that assimilation and acculturation are seemingly similar. However, for the purpose of this study, both constructs are viewed as part of the cultural integration power that has driven the force of organizational partnership as they work with cultural synergy to successfully move the joint partnership and others. Nevertheless, the researcher reaffirms the importance of statutory guidelines and stipulations in the context of collaboration, trust in cultural integration, and other quasi implications that arise therefrom in the ongoing situations of forming diverse types of organizational partnerships. Indeed, the collaboration process can be very intricate in the business and deal sectors in which all parties concerned constantly seek personal benefits. That is why linkage is advised in cultural integration with statutes to guide the continuously evolving process. Definitely, a due diligence process usually plays a vital role in seeking out compatible partners.

Cultural Due Diligence

As a quasi-implication of cultural integration, cultural due diligence is applied at the earlier stages of the integration process to define, assess and map out the cultures of the partnering organization. According to Carleton (2009), cultural due diligence in an organizational partnership recognizes the risk factors from cultural differences early in

the process. It consists of a cultural assessment to discover areas of similarity and difference that will impact integration efforts and the achievement of strategic objectives. Experts recommended that it should be combined with regular due diligence processes in any partnership, such as the merger and acquisition. For example, contemporaneously, many global economies are bouncing back and organizational partnerships such as mergers, acquisitions, and alliances are once more picking up. Research shows that many of these partnerships are performing a cultural due diligence procedure or a form of cultural “SWOT” analysis to determine strength, weaknesses, embedded opportunities, and even existent threats in the cultural integration process and the organizational synergistics of the targeted company.

The literature also exposed that traditionally, the due diligence process was intended to examine the financial position and health of a targeted company and/or the legal aspects of the potential partnership. However, due to the high rate of partnership failures and despite this financial process, mergers and partnerships began to look for other reasons. For example, with the failure of the Daimler, Benz- Chrysler merger in 1998, despite huge financial prospects, managers and stakeholders began to give a closer look to cultural integration and its link to cultural due diligence. This is because the companies had overestimated the potential synergies, according to merged enterprise’s CEO, Dieter Zetsche. In fact, Ben de Haldevang of M&A consultancy explained recently that such problems are almost always a result of poor cultural due diligence. Dieter Zetsche also stressed that the lack of attention to the process of cultural due diligence and

its performance would come at a high risk for the organization that whatever the partnership was trying to generate from a synergy or integration perspective would cost more and take a longer period. In affirmation, Kotter (2008) and Heskett et al. (2008) emphasized that two factors have promote the new perspective of the due diligence process. These include the impact of corporate culture on organizational performance and the growing recognition about the danger of culture clash in corporate partnership. Kotter and Heskett reported major differences in long-term results of companies that have effectively managed and integrated their cultures after the cultural due diligence process. According to the authors, the revenue increases in these partnerships, according, recorded 682% vs. 166%, and stock price increases of 901% vs. 74%. Additionally, their net income increased to 756% versus 1%. Consequently, they concluded that the figures have clearly portrayed that corporate culture is about profit and organizational growth.

However, when corporate cultures are not compatible, as noted earlier, organizations confront “culture clash” because the two groups have different beliefs about how best to make decisions, how to manage / supervise, organize, communicate, measure, or how to run the affairs of the organization concerning what is important and what is not. This culture clash could lead to debates, arguments, and differing assumptions regarding the internal process of pursuing a business plan. With due diligence, the problems would have been foreseen and effectively addressed by the management and quasi personnel earlier.

In alliances, mergers and acquisitions, great amounts of effort, time, and money are

spent analyzing physical resources, markets and the logic of a potential merger, but little to no time is generally spent analyzing the nature, demeanor, and beliefs of the people who are involved in carrying out the success plan of the organizational partners.

Affirmatively, The British Institute of Management, in 1996, conducted a management survey of executives involved in a number of acquisitions and concluded that the major factor in failure was the underestimation of difficulties of integrating two cultures. Based on the above analysis, one cannot ignore the importance of cultural due diligence as a process that should be primordial to the dynamics of cultural integration in organizational partnership and the mitigation of organizational failure. In addition, the integration of two cultures in an organizational partnership is not just a holistic process, but also a dynamic one that takes into consideration individual and several inclusive organizational idiosyncrasies. Also, cultural due diligence should form a vital part of the process even before the merger between the two partners becomes consummated. Due diligence experts further indicated that the phenomenon is a very vital aspect that cannot be ignored in the primary mechanism of organizational partnership formation.

Cultural Synergy

Cultural synergy is described in the context of this dissertation as the act of combining strong aspects of integrating organizational cultures in dynamic ways that would promote advancement in the process of forming a stronger force for success in organizational partnership. This means that relevant aspects of the partnering organizational cultures are combined in such a way as to positively strengthen the

workforce to target success goals in specific ways or terms to advance the organization with momentum and dynamism. In fact, cultural synergy combines vital aspects of organizational culture with positive workforce character to produce one unique, formidable, and cohesive organizational partnership experience that promotes a progressive and dynamic corporate partnership environment. Affirmatively, cultural synergy in organizational partnership depicts an effort to bring two or more merging organizational cultures together to form an organizational ambiance that is premised on combined strengths, concepts, and skills (Adler, 1997). When this ambiance is present, it encourages mutual growth through cultural integration, collaboration, and cooperation. With cultural synergy, the differences, and similarities in culture, the workforce and resources in the entire organizational partnership encourage mutual growth by the corporations (Hannerz, 1996). In fact, dimensions of partnership effectiveness could be increased, largely, by high levels of synergy (Lasker, Weiss, Miller, 2001). Furthermore, the literature affirmatively supported the idea that cultural synergy is prominently applied in international multi-level cooperation partnerships due to its efficacy in harnessing vital aspects of the organizational culture to advance the workforce effectiveness and to achieve organizational partnership success. Some important studies in synergistic cultural integration are highlighted below.

Alexander and Nank (2009) is a valued literature piece for this study that focused on cultural synergy among other constructs. The work portrayed seemingly, a new effort in longitudinal study involving the realization of New Public Service in which a public

agency, non-profits, and the communities teamed up in a synergistic relationship to integrate culture effectively, deliver cost-effective service and efficiently implement statutes and policies in the social service sector. Additionally, this work draws and learns from an earlier case study by Buono and Bowditch (2003) in which cultural conflicts between two banks were explored in a longitudinal case study with less palatable results. Buono and Bowditch utilized effective qualitative methodologies to portray that lack of effective cultural synergistics in the cultural integration modalities and process could result in negativity of outcomes. Notably, the methodologies of both researchers were almost seemingly identical, but with differing sample size numbers. Alexander and Nank used samples $N=9$, while Buono and Bowditch used $N=150$ to 300 to portray how conflicting cultures could be synergistically channeled towards positive organizational accomplishments. Yet, the problems facing organizational partnership and cultural integration persists as new propositions are expected.

Furthermore, Buono, Bowditch, and Lewis III (2013) utilized a qualitative case study that applied structured and semi-structured methods of interviews and discussions to highlight the dynamics of organizational culture synergy and consequent results when it is not applied efficiently. However, although the study was longitudinal, the focus was on the partnership between two non-governmental banks that did not seemingly succeed as expected. Their failure was premised on the inability to integrate culture effectively in synergistic ways as mentioned earlier. In fact, the publication is very relevant to this dissertation topic because it underscored the importance of culture and its dynamics in

organizational partnership. Accordingly, it specifies culture as complex and multifaceted and its integration in organizational partnerships more intricate and complicated than most organizational partnerships envisage. The authors described the rationale behind the need for mergers and partnerships to appreciate the importance of cultural and quasi-synergies in the realization of appropriate theoretical and conceptual frameworks of dominant culture in partnerships that would foster trust, openness, hope, support, etc., rather than retaliation, betrayal, stress, distrust, etc. It is noted that in the mergers highlighted in Buono and Bowditch, the jobs of more than 500,000 managerial staff and professionals were seemingly compromised (Buono, Bowditch and Lewis III, 2013) due to inefficient integration of culture in synergistic ways. Thus, the value of the Buono and Bowditch article was based on its focus on three basic analytical areas, notably: the importance of managing the merger and acquisition process, organizational difficulties linked to human concerns, and results of not appropriately articulating cultural integration synergistics as explored.

For Suárez (2011), the method of data collection was based on 200 interviews with leaders of nonprofit organizations in the Bay Area of San Francisco. The author argued that the procurement of government grants by nonprofits was becoming increasingly dependent on achieving standard management of organization involving indices and factors such as cultural integration and synergistics in partnerships. The results of this work highlighted the importance of achieving mission, professionalization, collaboration in cultural integration and partnership as requisites for obtaining

government contracts, support, funding, and collaboration. Visibly, the areas analyzed touched on the focus of this dissertation but ignored typological inferences or implications, which the research questions in the study addressed. The underlying questions in this work included, but are not limited to the following that are embedded in the major research questions: How does cultural integration promote organizational success? How have the above developments influenced government funding for nonprofit organizations in order to facilitate their success? Which types of nonprofits procure public funds? How do patterns change over time? These underlying questions exemplified the structuring of questions in this study that touched on the conceptual framework and the intricacies of a study that sought to uncover synergistics of culture and quasi-elements.

Consequently, in filling the existent gap in the literature, this case study applied the construct of cultural synergy as a quasi-implication of cultural integration in the conceptual framework as one of the drivers towards discovering and providing a seemingly appropriate and contributory cultural integrative synergistic typology as a major tool for organizational partnership success. This is evidenced by efficient service delivery and statutory / policy implementation as indices of advancing the organization. Indeed, the study also explored and excavated how adequate attention to cultural synergy could increase workforce effectiveness, managerial input, and positive impact on organizational partnerships. This study utilized the constructs of cultural integration and its quasi-implicated constructs such as cultural synergy and others to

explore cultural integration benefits in a partnership. It explored the field experiences of participants in a real partnership setting between a developed private entity and a developing country to provide in-depth understanding of phenomena. The partnership also serves as a global prototype to portray the joint venture between a public corporation and a non-public entity and the importance of cultural integration / cultural synergy in promoting effective service delivery and efficient policy implementation while activating progressive efforts such as workforce empowerment, managerial strategic planning, innovation, and mitigating the problem of organizational partnership failure. This is not to say that the joint venture does not portray problems associated with cultural integration and other implications identified with organizational partnerships particularly during the post-partnership phase.

Effective Service Delivery and Efficient Policy Implementation in a Culturally Enabled Partnership

Effective service delivery and efficient policy implementation are products of effective cultural integration and quasi processes in the organizational partnership. Analysts explained that efficient policy implementation is the stage in the process where policies and policy measures approved during the formulation stage of the organizational partnership and the cultural integration process and further specified and adjusted because of the recommendations made during the stage. Thus, they are relatively implicated in the process as vital indices that enhance organizational partnership success. Effective service delivery in the context of organizational partnership entails the prompt

distribution, conveyance, and transmittal shipment of the services provided by the partnership organization. In fact, the role of an effective cultural integration ambiance cannot be underestimated in these processes. When there is an enabling cultural integration process and policies are well implemented, service delivery is organized and smooth. This is because when all the stakeholders and the post-partnership community are in cultural harmony and understanding, with uniformity of goal and purpose, and mandates and statutes are observed, services are well delivered and the organization makes progress. For example, an administrator's lack of knowledge or appreciation of culturally sanctioned practices within the post-partnership community could constitute a barrier to effective service delivery (Gong-Guy, Cravens, & Patterson, 1991). In addition, Andrews and Entwistle (2010) posited that public partnerships are increasingly seen as a solution to the most pressing social problems facing contemporary society and communities that expect various services from government, and other organizations. Andrews and Entwistle further proffered that the rationales for effective cultural integration in partnership should highlight the fact that public, private, and nonprofit organizations each possess distinctive cultural advantages that can enhance the effectiveness, efficiency, and equity of public agencies' efforts to address effective service delivery to communities. They also drive efficient policy implementation, provision of social programs that enhance human and societal well-being.

Furthermore, organizational partnership analysts iterated that singular entities or partnerships, must adhere to set mandates, statutes, and policies, whether internal or

external, to function effectively. This is majorly emphasized in partnerships, mergers, acquisitions, joint ventures, or any other such-type entities. In fact, without an enabling cultural environment, it would be very difficult to efficiently implement policy or statutes. Policy analysts also affirmed that statutory policy implementation is the stage in the process of developing rules and regulations where policies and policy measures approved during the formulation stage are further specified or adjusted due to recommendations that were proffered during this stage. According to Schlarman (2013), policy should be implemented by the executive management and other authorized parties in the post-partnership phase. The author maintained that it must reflect the organizational view on acceptable cultural integration practices including the management of risks and the execution of cultural and organizational integration processes. Policy must clearly define the structure, approach, and philosophy to address specific and requisite organizational partnership aspects. Policy also must be consistently communicated to the partnering enterprises and applied to the partnership process and strategy. Policy articulation and implementation are not one-time activities, but must be ingrained into the culture of the organizational environment, which must be conducive to enable efficient and effective adherence to the process of policy implementation.

Accordingly, partnerships that promote strong cultures have clear values and objectives that motivate employees to embrace the organizational culture and fall in line with the workforce and adopted cultural process of the post-partnership organization. This is because a strong cultural base is particularly beneficial for delivering service and

for evaluating policy implementation. Other benefits of efficient policy implementation and effective service delivery to the organization according to researchers, include high employee motivation, better alignment towards realizing organizational vision, mission, and goals, increased team harmony, consistency in coordination, and achieving overall corporate efficiency (Kotter, 2008). In fact, goals alignment is a key factor in targeting the realization of the partnership's strategic plan including financial growth in the context of cultural integration and quasi instruments and actions. In addition, workforce role and stakeholders' actions also come into play in view of logistics and statutory stipulations.

Statutory Implications of Cultural Integration in Organizational Partnership

Notably, international and state legal instruments are usually applied to regulate local and international transactions. In following section, the legal, statutory, and other quasi instruments are analyzed under statutory implications in the context of cultural integration in organizational partnership. Importantly, statutory instruments are closely tied to cultural integration as they direct organizational and administrative functions. In this dissertation, statutory implications are analyzed as the binding instruments, legalisms, ordinances, and mandates that are implicative to organizational partnership and cultural integration. They also regulate or guide organizational partnership activities on local government, city, state, and federal levels. They are equally applied to monitor, guide, and regulate actions and activities that evolve from the cultural integration as well as organizational partnership processes. Notably, the Memoranda and Agreements including the Articles of Incorporation and Association that grant official status to

operate the corporations and partnerships form part of the statutory implications.

Conceptually, articles of partnership are a voluntary contract between two or more than two persons and entities to place their capital, labor and skills, and corporation in business with the understanding that there will be a sharing of the profits and losses between / among partners (Sullivan & Sheffrin, 2003). Once agreement is reached, the partnership is generally enforceable by civil law, especially if well documented. Legal analysts positioned that outside of North America, it is normally referred to simply as a partnership agreement. For example, if two companies agree to have a partnership agreement, both companies eventually would make efforts to integrate their unique cultures effectively in order to work efficiently together. In fact, statutes or other requisite legal instruments become tools to bind trust and integrative efforts. It is affirmed that law firms in Britain tend to use the lockstep principle premised on common law in their agreements, whereas American firms are more accustomed to and base agreements on the eat-what-you-kill culture. For example, Sullivan and Sheffrin suggested further that the corporate partnership between British firm Clifford Chance and the American firm Rogers and Wells was problematic because of the difficulties of merging a lockstep agreement based on reward according to seniority with an eat-what-you-kill partnership agreement based on sharing of resources according to revenue generated by the partners. It was argued that applying a typology of legal cultural integration that combined the positive aspects of both legal cultures would have solved the problem. However, a

question to be answered in the future is based on the modalities needed to combine both practices in order to facilitate efficient policy implementation.

Resultantly, the federal government of the United States and many others around the world that apply the common law do not have specific statutory law governing the establishment of partnerships. Instead, global rules are exemplified by the US legal system in which each of the fifty states as well as the District of Columbia has its own statutes and common law that govern partnerships. These states basically apply general common law principles of partnerships whether limited, limited liability, or general partnership. Consequently, in the absence of existent federal law, the National Conference of Commissioners on Uniform State Laws has issued non-binding model laws (called Uniform Act) with which to encourage the adoption of uniformity of partnership law into the states by their respective legislatures.

In recent times, many public and non-public partnerships, mergers, acquisition, and quasi organizations have engaged in new trends of mergers, acquisitions, and other quasi-partnership structural mechanisms for organizational success. As they accomplish these partnerships contemporarily, they are continuously cognizant of laws, mandates, regulations, and other statutory stipulations and guidelines that govern their relationships, which make them seemingly more facile to be actualized or not. Primarily, international statutes and state laws in many nations also govern the creation, organization, and dissolution of partnerships. In fact, many states in the United States for example, have adopted the Uniform Partnership Act as exemplified by California's adoption of the

U.P.A. -- §§ 16100 to 16962) for such statutory matters. Nevertheless, apart from basic trust and relationship building, there are existent statutory regulations, precedents, policies, legislative mandates, and stipulations under which integrative partnership activities, relationships, and quasi-modalities are also exercised through cultural due diligence (Imboden, 2006). These are exemplified in several nations' state labor laws, precedents, and other legal decisions taken in various cases and statutory stipulations as exemplified in the following United States' organizational cases in - Nat. Fedn. of Independent Business v. Sebelius (2012); Varosa Energy, Ltd. v. Tripplehorn; MetroplexCore, L.L.C. v. Parsons Transportation, Incorporated, (2014); United States v. 2004 Ferrari 360 Modena, (2012); Bellis v. United States. (1974); Eagle TX I SPE LLC v. Sharif & Munir Enterprises, Inc., (2014); etc. Statutory instruments to the above effect include State Uniform Partnership Act; Uniform Limited Partnership Act such as New York's U.L.P.A.; and State Agency Laws.

According to the United States Statutes at Large, government legal actions that guide and regulate partnerships include the Limited Partnership Act. The Uniform Limited Partnership Act (1976) with 1985 Amendments, is also now called ULPA (1985) or RULPA (1985); and a 2001 revision that was colloquially called Re-RULPA during the drafting process, but then was officially named the Uniform Limited Partnership Act (2001) or ULPA (2001) have guided the establishment and running of partnerships. Secondly, the Internal Revenue Code (IRC), formally the Internal Revenue Code of 1986, is the domestic portion of federal statutory tax law in the United States that is found in

various volumes of the United States Statutes at Large, and separately as Title 26 of the United States Code (USC). It is organized topically, into subtitles and sections, that cover income tax in the US, payroll, gift taxes, estate taxes, excise taxes, and requisite procedure and administration. The Internal Revenue Service implements the tax code.

Nationally, public and private laws exemplified by the commerce law of the United States guide commercial activities in business transactions and partnerships both locally and internationally. The Commerce Law Development Program promotes initiatives and programs that encourage entrepreneurship, enable legal environments conducive to the efficient conduct of business and economic growth, and reduce soft barriers to trade. The commerce instrument generally covers areas of commerce that include corporate governance codes, insolvency, arbitration, E-commerce, and contract laws (Office of Legislation & Regulations, 2014). The Constitution has specific guidelines about issues of deference. Notably, the Supreme Court steps in for policy / juridical interpretative solutions, if problems arise concerning the above areas.

In fact, corporate culture can legally be found to be a cause of injuries during the cultural integration process and a reason for fining companies in the US. For example, when the US Department of Labor Mine Safety and Health Administration levied a fine of more than 10.8 million US dollars on Performance Coal Co., it cited corporate culture as the root cause of the Upper Big Branch Mine disaster in Arlington, VA in April 2010. This was the largest fine in the history of this U.S. government agency (US Department of Labor, 2011). (The company was issued 369 citations and orders with \$10.8 million in

civil penalties). Notably, if an effective cultural integration process was instituted the problems in the situation described above might have been averted or relatively minimized. Although the payment of outstanding civil penalties as ordered by the Justice Department for all former Massey mines workforce and restitution payments for the disaster victims' families resolved criminal liability for the entity, it did not provide protection against criminal prosecution of any individuals. The agreement reached included nearly \$210 million for remedial safety measures at all of the organization's mines and a trust fund for mine safety and health improvements.

Statutory implications / instruments also target aspects of the cultural integration process that are problematic such as cultural conflict, in fighting, fictionalization, discrimination, discriminatory firings and other labor and unemployment issues that are inimical to the progress of the organization. Applying statutes, legislative instruments, international resolutions, and treaties force compliance and create harmony in the cultural integration and partnership process. The implications could also involve the use of statutes to downplay and reduce extremist ideas and perspectives that could seemingly hinder efforts geared towards cultural integration in the post-phase of organizational partnership and its success. Evidently, international and state legal instruments regulate local and international transactions and they would be analyzed under statutory implications in the context of cultural integration in organizational partnership.

Another area that visibly highlights statutes, regulations, and laws that are very much implicated in organizational culture and its integration is portrayed in the present

partnership between the public and non-public organization including other international oil conglomerates that collaborate with the West African government mergers, acquisitions, and alliances. Statutes and policies come into play when an organizational partner does not possess the legal capacity or expertise to conduct business in an area of law. For example, a private organization without policy and statutory expertise in an area of business that it wants to explore might seek partnership with a public organization that possesses the relevant expertise, knowledge, and requisite professionals to achieve its business goals. In this case, the public partnership would produce the needed expertise and the needed public administration machinery. Notwithstanding, the onus still falls on both partners to ensure that rules are requisitely implemented and to be cognizant of requisite laws, regulatory instruments, federal and state policies, and other culturally related legal instruments stipulated in departmental, international and quasi laws.

Summary of the Department of Labor Laws Implicated in Partnership Culture

Another area in which statutes are implied in corporate culture integration and organizational partnership is through the Department of Labor laws. The Department of Labor (DOL) in diverse countries administers and enforces federal laws related to labor and specific entities. An example is the United States. There are more than 180 federal laws. These include mandates and regulations that implement them and cover many workplace activities for about 10 million employers and 125 million workers in the United States. Same types of laws are seemingly applicable in most other countries.

Various DOL's principal statutes are generally applied to and implied in businesses and organizational matters, whether single or partnerships. These statutes target job seekers, workers, retirees, contractors, and other stakeholders in all areas of the organization, including corporate culture. In addition, in public administrative as well as other partnerships between public and non-public entities, during the cultural integration process, the statutes, laws, and regulations occupy a strategic consideration standing. The policies enhance the organizational welfare of employees, management, and administrative teams. Major labor laws offer a detailed exposition and description of how the regulations affect the groups and individuals who operate within unique organizations as well as partnerships. Authoritative information and references to fuller descriptions on the above laws are obtainable from the statutes and regulations themselves. Nevertheless, it is explained in the literature that there is no across-board strategy for achieving prescribed statutory indicatives from one organization to the other (Asthana, Richardson, & Halliday, 2002). This is seemingly because each unique organization partnership entity could devise its own format and mechanism for ascertaining that specified statutes and regulations are efficiently or effectively implemented based on the administrative set up.

Employment Laws Assistance provides a list of selected U.S. Department of Labor laws and regulations with links to related compliance assistance activities. The DOL Compliance Assistance Web site offers complete information on how to comply with federal employment laws. Rulemaking and Regulations provides brief descriptions

of and links to various sources of information on DOL rulemaking activities and regulations. In fact, rulemaking and regulations form a great part of the responsibilities of rulemaking agencies after requisite legislations have been enacted by the legislature.

Wages and Hours: The Fair Labor Standards Act (FLSA) administered by the Wage and Hour Division prescribes standards for wages and overtime pay, which affect most public and non-public employment. It prescribes regulations and laws on employees' salary, age limits, modalities for agricultural employment and non-agricultural operations. The Wage and Hour Division also enforces the labor standards provisions of the Immigration and Nationality Act (INA) that apply to aliens authorized to work in the U.S. under certain

Table 1

Code of Federal Regulations (CFR) Title 29 — Labor Statutory Guide

Part	Chapter	Name
0 to 199	I	Office of the Secretary of Labor
199 to 299	II	Office of Labor-Management Standards, Department of Labor
400 to 499	IV	Office of Labor-Management Standards, Department of Labor
500 to 899	V	Wage and Hour Division, Department of Labor
1900 to 1999	XVII	Occupational Safety and Health Administration, Department of Labor
2200 to 2499	XX	Occupational Safety and Health Review Commission
2500 to 2599	XXV	Pension and Welfare Benefits Administration, Department of Labor
4000 to 4999	XL	Pension Benefit Guaranty Corporation

Adapted from the United States Department of Labor Website, (2013). (Public Domaine)

nonimmigrant visa programs such as H-1B, H-1B1, H-1C, H2A, etc. The Code of Federal Regulations as contained in the Labor Statutory Guide. What is portrayed on Table 1 and

here is by no means exhaustive, more information about labor and other related statutory instruments concerning groups, individuals, and other types of entities with the relevant guiding principles could be found at the DOL website of different nationalities.

International Statutory Perspective

The United Nations is the largest global partnership. It administers national entities and operationalizes the highest type of public policy and law as arms of administration. According to UN.org (2007), nowhere else is cultural integration needed more than in the numerous bi-lateral and multi-national alliances between national partners of the United Nations and other quasi-partnerships in international politics, health, the environment, economic affairs, finance, security, etc. These strategic alliances and partnership require statutory instruments to guide them in the process of accomplishing their requisite organizational partnership roles and objective. However, although most United Nations linked partnerships and alliances are seemingly operationalized “In Good Faith,” in contemporary times statutory instruments are continuously implied, implicated in many of the cultural integration processes that happen in the various programs and plenary collaborations. This is more so, due to the continued uncertainty and recent volatility in the dynamics of contemporary global communal dispensation. Consequently, enforcement authority is granted the independent International Criminal Court (ICC.) to resolve crimes emanating from the organizational partners of the United Nations who violate human and international cultural rights.

Since the United Nations is also run as a public service entity, it is apt to infer

that it is also the largest practitioner of cultural integration based on the conglomeration of nations that form its membership. This is also due to the constituent cultural affiliations that it comprises. Suffice it then to affirm that based on the definition of organizational partnership and corporate culture in this research, the International Criminal Court (ICC) and the International Court of Justice (ICJ), which are seemingly off-shoots of the conceptualization of the United Nations, are statutorily implicated in corporate culture of nations and its integration in organizational partnership. These two institutions are located in The Hague, Netherlands and are focused on human rights and humanitarian law that are culturally based.

The International Criminal Court (ICC) is a permanent tribunal where individuals are prosecuted for genocide, crimes against humanity, war crimes and crimes of aggression. Basically, the ICC focuses on human rights, and humanitarian law - the two bodies of international law that deal with treatment of individuals and groups as part of society, organizations, and nations as partners in the United Nations Organization (UNO).

The International Court of Justice (ICJ), which could also be called the World Court, is the primary judicial wing of the United Nations, which settles legal disputes submitted by state partners of the UN. ICJ also gives advisory and opinions on legal questions that are forwarded by duly authorized international organs, organizations, agencies, and the UN General Assembly. Cases before the ICJ follow standard procedures in which the applicant who files a formal written communication setting out the basis of the Court's jurisdiction and the merits of its claim lodges the case.

Consequently, individual citizens or groups belonging to any member-nation of the United Nations can go to the ICJ to address any wrong meted to them. This does not preclude employees or the workforce of organizational partnerships. The same aforementioned procedure is applicable to the ICC.

Another important instrument among others, which regulate international partnerships within an effective cultural integration framework and based on social and economic factors, is the Economic and Social Council (ECOSOC) resolutions. Resolution 2007/36 of the United Nations regulates Public-Private Alliances for Rural Development (UN.org, 2007). It is sequel to the ministerial declaration of the high-level segment of its substantive session of 2003, which underlined the importance of partnerships and alliances among actors in different sectors for the promotion of integrated rural development and cultural perspectives. The General Assembly resolution 60/215 of 22 December 2005 was entitled “Towards global partnerships” ECOSOC Resolutions 2004/49 of 23 July 2004 and 2005/42 of 26 July 2005 on the United Nations Public–Private Alliance for Rural Development, endorsed Madagascar and the Dominican Republic, respectively, as first and second pilot countries for the Alliance. The above resolutions also highlighted the importance of the contribution of the private sector, non-governmental organizations and civil society in general to the implementation of the outcomes of United Nations conferences in the economic, social, and related fields that emphasize successful partnerships in the implementation of United Nations Public-Private Alliances for Rural Development in support of the Millennium Development

Goals. It encouraged national and international development partners involved with public-private partnerships to share their experiences and best practices. It also called for further dissemination of information and strengthening of global advocacy in favor of the pilot countries while requesting the Secretary-General to submit a report to the Economic and Social Council at its substantive session of 2009 on the implementation of the work of the United Nations Public-Private Alliance. According to UN.org (2007), the above resolutions and more are found in the Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 3 (A/58/3/Rev.1), chap. III, 35).

Other international statutory / legal instruments are also established to run global partnerships. Many are based on UN Resolutions and international law instruments such as Treaties and Conventions. These are exemplified by the Geneva Convention, Law of Armed Conflict, Law of the Sea, Law of the governance of international spaces, environmental policies, national resource exploration, and other policy-based actions in diverse areas that deal with and regulate human behaviors and activities relative to integration among national parties in their cultural and other organizational actions. In contemporary times, many of these partnerships instruments have been applied in fighting EBOLA and HIV/AIDS. However, concerning the machineries of terrorism, extremism, and the fight against them, scholars have continuously wondered about the type of international statutes or agreements that could effectively guide the hitherto level of unforeseen violence that have characterized the actions of these unconventional groups. However, it is argued that although the rallying point of these groups is cultural

integration of religious and political principles, there is still uncertainty as to the reasons, legitimacy, and legality behind most of the groups' actions as the escalation of incidences of terrorism continue to grow on a daily basis in the present global dispensation.

The Proposed Cultural Integration Synergistic Typology for Organizational Partnership Success

A cultural integration typology for organizational partnership success that could be generally applied across-board to organizational partnership success in tackling conflicts is proposed in this study. It fills a gap in literature based on a synergistic perspective of organizational cultural integration. Furthermore, apart from the synergistic perspective, it also draws from a synchronization of vital aspects of a typology of organizational culture applied by earlier research. Indeed, researchers have posited several definitions of corporate culture, but in the context of the proposed typology, the most agreed upon definition of organizational culture is premised on the shared values, beliefs, and norms, which are embedded within an organization that work in combination and harmony towards the achievement of defined and definite outcomes. This typology is formed when a consensual mid-point between several perspectives of cultural integration outcomes are realized. At this point, a clear distinction is drawn between the abstract and the practical elements of culture (Thomas, 2011).

Apart from the above aspects, this researcher's proposition of a cultural synergistic typology has included a perspective from the synergistic cultural model definition of Adler and other ideas about organizational cultural integration as proposed

by scholars. Notably, although perspectives portrayed in earlier typologies of organizational culture differed, a seeming consensus definition was based on Heskett et al. (2008), Kotter (2008), Sathe (1983), Schein (1996) who proposed for cultural strength and congruence. Earnest (1997) argued for people orientation / participation and response to the organizational and quasi environment that should be reactive versus proactive as the important cultural dimensional factors. Cameron and Quinn (2011) adopted an organizational culture typology based on the competing values framework. This typology divided organizational culture into four quadrants based on two main dimensions of stability and control versus flexibility and discretion. Cameron and Quinn also distinguished organizations as effective when they are changing, adapting, and organic or effective when they are stable, predictable, and mechanistic with synergistic cultural integration. The authors emphasized the second dimension of internal focus and integration versus external focus and differentiation and explained that some organizations are considered to be effective when they have harmonious internal characteristics or when they are focused on interacting or competing with others outside their boundaries. The literature indicated that the typology by Harrison in 1972 was a supportive prelude of the competing values framework from Cameron and Quinn. Harrison also placed organizational culture into four categories: role culture, achievement culture, power culture, and support culture. This typology supported that of Hofstede (2011) that is focused on cultural dimensions' typology, which consist of power distance, uncertainty avoidance, individualism, and femininity. Based on the preceding exposition,

this study used the synergistic aspects of the perspectives above to underscore its propositioned cultural integration typology. Notably, supporting data was also obtained from the field experiences of interviewees to corroborate facts about the model.

Consequently, the proposed effective cultural integration typology is a synergistic one that assimilates all members of the organization as one unique solidarity workforce. They work synergistically toward organizational partnership success despite their individual cultural differences. This is because all members of the workforce view themselves as intercultural people. In fact, a cyclical and interactive communication process motivates these individual members (Moran et al., 2014; 2011) in an environment of cultural intermingling. This proposed typology of cultural integration applied a combination of the uniqueness of all the individuals in the workforce in furthering common organizational partnership goals and objectives. The synergistic typology of cultural integration would treat organizational members with decorum and nondiscrimination as they internalize and assimilate the sifted, but strong and positive aspects of the workforce and organizational cultures while pursuing partnership goals.

The cultural integration synergistic model is perceived as a combination of all the the organizational mission, goals, and objectives that intended to be achieved. When this is done, the ground would be fertile for the implementation of the strategic organizational plan and strategic partnership policies as well as the strategic financial plan and when they are combined, organizational success is achieved and consolidated. When all the above are properly harnessed by extricating vital aspects of each, a model of cultural

integration is developed to target organizational partnership efficiency. This typology is the choice of the characteristics or traits that are unique but common to both partners in order to apply them towards fostering organizational service delivery, efficient policy implementation, etc., which are indices that foster post-partnership organizational progress and survival. Bijlsma-Frankema (2001) also argued that culture plays a major part in the way employees react to the new structure of their work environment, ranging from quick adaptation and commitment to new expectations, to resistance, withdrawal or other forms of unproductive behavior. The typology would additionally serve to increase the workability of the process of organizational cultural synergy. It is the tool, which engages cultural integration, cultural collaboration, and cultural synergy. The cultural integration synergistic typology combines cultural collaboration and cultural synergy to enhance the indices of organizational partnership growth and success.

Cultural integration synergistic typology emerges when managers and administrators analyze integrating cultures to sift their strong aspects, as they work collectively to combine and imbibe them synergistically. In addition, the workforce is treated indiscriminately as they learn these strong aspects of integrated cultures in order to promote organizational success. In this process, trust becomes a pivotal tool in ensuring an environment of financial synergy and people synergy (Buono, Bowditch, & Lewis III, 2013). Consequently, the integrating cultures become a force of empowerment for the workforce, stakeholders, the partnership as well as the context for explaining organizational legalism, policy, progress, even failure, if or when it happens. For national

entities in partnership, the typology is proposed to enable them to be effective. It therefore entails the coordination of cultural differences of nations that exist in their attitudes toward nature, rules, status and power, ideas of individuals and groups, time, the modes of communicating and thinking, and interpersonal relationships in business and strategic alliances (Zhou & Huang, 2004). It also includes timely intervention and resolution of conflict and communication problems, the harmonization of decisions about workforce and managers' attitudes towards risk, corporate planning, employees' freedom to decide how to do their jobs, preferences for team and individual task completion, management concerns about their subordinates, and relative others.

European scholars have compared the Chinese with the Western corporate culture and found several differences (Li, 1999). The typology in this model combines positive aspects of cultural differences and harnesses them. Thus, in a Chinese-European partnership and other international alliances, the typological model incorporated the ability of the post-partnership administration to pay more attention to social status, care more for the "person" as well as the "thing," make concrete analysis under concrete conditions in the face of problems, act proactively and weigh the collective as well the individual, stay loyal to principles, and value the individual as well as the collective. Since the human side is as important as the corporate, harmonizing both in a mutual process would be iterative. Li also believed that a model could mitigate the psychological effects that might arise from the loss of familiar environmental authority and sense of loss that accompanies acquisition and merging. This is because human factors are very

important in cultural synergistics and merger situations.

The cultural integration synergistic typology in Figure 1 shows that choosing a discovered systematic classification and combination of cultural integration of typical and positive organizational cultural aspects that have characteristics or traits in common in order to apply it towards fostering organizational service delivery, efficient policy implementation, etc., which are all indices that foster post-partnership organizational progress and survival. Bijlsma-Frankema (1997) also argued that culture plays a major part in the way employees react to the new structure of their work environment, ranging from quick adaptation and commitment to the new expectations, to resistance, withdrawal or other forms of unproductive behavior. As part of the synergistic process, a less stressful and more effective cultural change process could be achieved by making allowance for human factors in the manner in which the merger is managed (Ashford, 1988; Ashkanasy & Holmes, 1995; Ivancevich, Schweiger, & Power, 1987).

The cultural synergistic integration typology proposed in this study can increase the workability of the process of organizational cultural synergy. It is the tool that engages cultural collaboration and cultural due diligence as pivotal parts of the integration process. This synergistic typology combines cultural collaboration and cultural synergy to enhance the indices of organizational partnership. It also incorporates the competing values framework of Cameron and Quinn in which the values that enhance the workforce creativity exceed their consumption levels. Conclusively, the accomplishment of mission, targeted organizational goals, objectives, harmonious values,

mores, norms, and traditions as part of the integration process is vital.

With the above analysis, this study promotes a unique cultural synergistic typology inspired by the failure index of organizational partnerships. This is a synthesis-centered assemblage of unique hybrid types of a cultural integration modality model. The typology is the combination of collaborating organizational cultural aspects of values, norms, traditions, and ways of running business, etc., to form a specific / unique type of post-partnership organizational cultural form that could enhance organizational partnership success. This is why the joint venture was studied to enhance in-depth understanding of the cultural synergistic typology through the field experiences of participants. This research has underscored the need for the typology in presenting the platform for the synergistic combination of individualistic artifacts of cultural indices, positive managerial attributes, workforce and administrative resources; synergy of operational machinery, post-organizational partnership culture, ways of running business, legalities, etc., The above combination is the basis for the synergistic typology.

As a successful partnership, cultural synergistic / integration in the portrayed a combination of positive aspects of synergistic penchant towards cultural merging. More than what was seemingly evident, the cultural integration synergistic model in Figure 1 have presented a unique type of post-partnership organizational cultural integration form that could avert failure and enhance the internal and external interface of the organizational partnership. Generally, it is further described as a combination of various

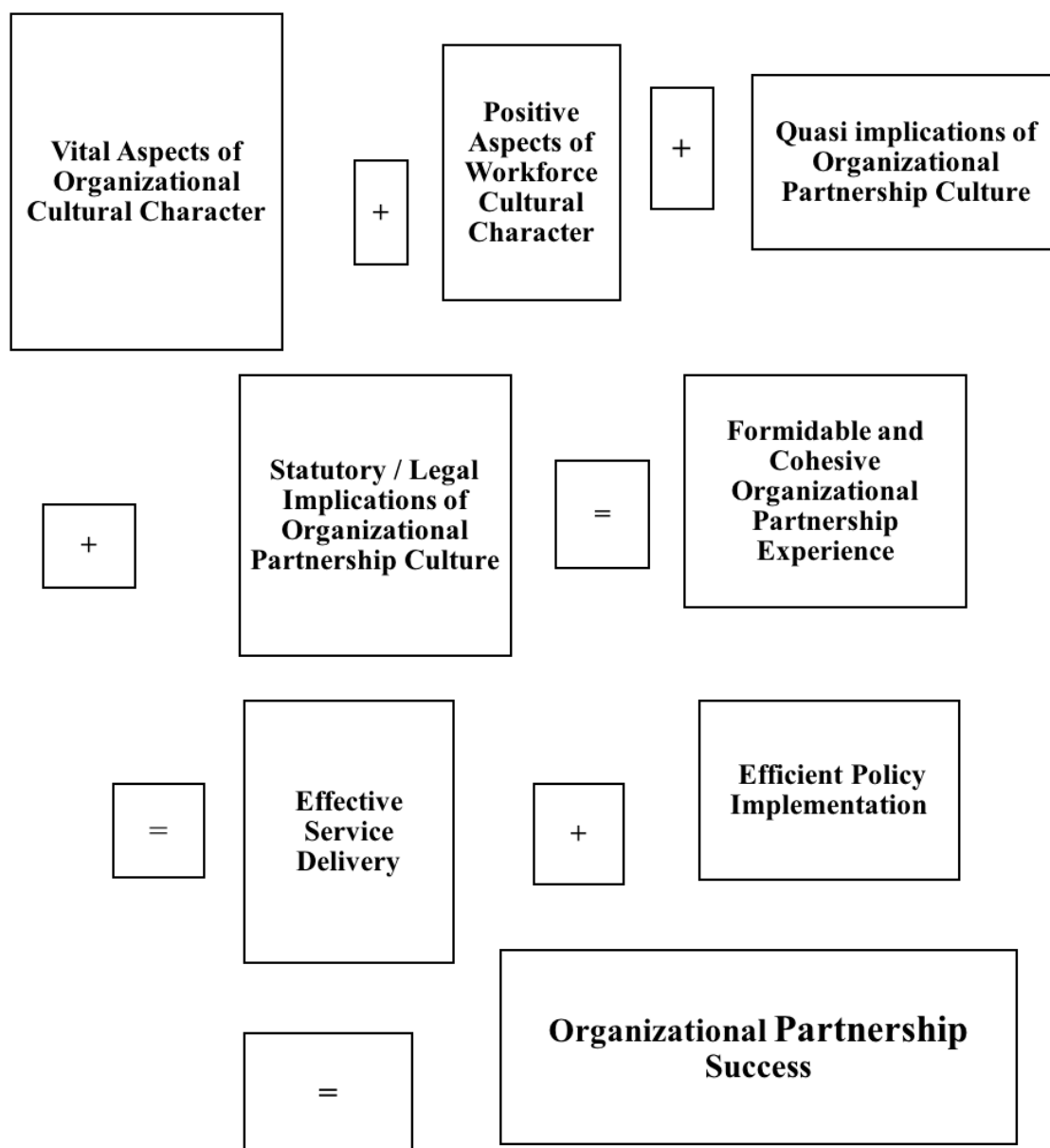


Figure 1. *Proposed Cultural Integration Synergistic Typology for Organizational Partnership Success by Adeline Emihe (2015)*

positive aspects of merging organizational groups' values, norms, and traditions to form a unique model that has worked harmoniously based on employee and managerial

empowerment in determinate ways. Based on recent research and in spite of the challenges of corporate partnerships, some partnering entities have succeeded while it is statistically stipulated that more than 55% of them have resulted in failure (Cartwright & Cooper, 2014). Conclusively, the proposed cultural integration synergistic typology for organizational partnership was succinctly articulated as depicted in the diagram (Figure 1) to meet the cultural integration need and emergent dynamics that has continued to drive the machinery of global partnership entities.

Discussion, Analysis, and Conclusions

In this chapter, the researcher has analyzed major themes in the literature in order to thoroughly explore the efficacy of cultural integration in promoting organizational partnership and the indices of success for assuaging organizational partnership failure. These indices include successful partnership, effective service delivery and efficient policy implementation. Other constructs of integration and partnership that are explored include cultural integration, cultural synergy, and cultural integration as collaboration; cultural integration typology, cultural integration in organizational partnership, strategic alliances, mergers, and acquisitions; quasi implications of cultural integration; statutory implications of cultural integration in organizational partnership, etc. The analysis of these themes goes a long way in presenting a clear understanding of the central phenomena, particularly, cultural integration in organizational partnership.

The ideas and analysis are geared towards filling the identified and existent gap in the literature and research related to cultural integration in organizational partnerships.

The researcher iterates that there is need for a cultural integration synergistic typology for organizational partnership success. This is also because earlier researches, recent / current works indicated the need for filling the existent gap. For example, Alexander & Nank (2009) proffered that the concept of culture has generated controversy on the part of researchers as to whether it leads to organizational success or not. Additionally, analysts explained that there is need for more literature about the concept of cultural integration in the partnerships enterprise that would facilitate cost-effective service delivery and efficient statutory implementation as indices of success. To fill the existent gap in literature, the study has utilized requisite research questions and the methodological procedure analyzed further in Chapter 3 to excavate exploratory details geared towards filling the existent gap by exploring and proposing a synergistic cultural integration typology that could assuage organizational partnership failure and mitigate the more than 75% partnership failure, according to statistical information.

Thus, cultural integration is highlighted as the phenomenon that would concretize organizational partnerships (Baker, 2002). The importance of the present study is based on the essentiality of cultural integration as an effective catalytic tool for organizational partnership success. Since organizational relationships promote the aforementioned factors of progressive human interaction, cultural integration should form a very important factor of partnerships and mergers. In fact, further research on the issue will enable the discovery of new means of effectively assimilating and innovating organizational cultures and values, while presenting managers with new platforms for

relationships and contract development concerning anticipated collaboration processes, acquisitions, mergers, and diverse ranges of organizational collaborations in partnership organizations. Affirmatively, analysts posit that it is also important to continue research on cultural integration in partnerships because despite the initial optimism, many organizational marriages prove to be financially disappointing given the consistently elevated rate of merger and acquisitions' failures in contemporary times. However, the selection of an organizational partner with a culture that is compatible is a major financial and corporate decision (Cartwright & Cooper, 1993) that might positively drive the cultural integration process and serve as a concurrent commonality factor that complements the cultural integration process with the synergistic typology.

This study would contribute to academic and quasi communities. In addition, Creswell, other scholars, and this researcher also underscored the importance of qualitative research to the academic community, research development, and the corporate world. Consequently, this study would make intended reliable and objective contributions through discussions, observation, and interviewing as avenues that generated data from participants to corroborate the findings, results, and conclusions. The contribution of the study to research would be valuable because it is intended to reduce cultural complexity and contribute to workforce empowerment and managerial leadership. It would contribute to restructuring cultural integration in creating beneficial strategic organizational partnerships, efficient policy implementation, cost-effective service delivery, economic and financial stability, etc., with limited numeric variables. This study

would benefit graduate students, academics, non-public, and public organizations, managers, legislatures, international corporations, stakeholders, and other parties who might wish to avail themselves of the information provided by the study.

This study as a contribution would definitely help to resolve the inadequacy identified in literature, which is the absence of adequate materials that propose or highlight cultural integration models with statutory combinations. The data collected would provide deep understanding about the requisiteness of cultural integration in the positive advancement of organizational partnerships. Although many works have explored the role of culture in organizational partnership, very few have really promoted its primordial role in tackling partnership failure or excavated the possibility of a typology of cultural integration that would assuage organizational failure like this study. Consequently, the international petroleum / United States partnership based on cultural commonality and the West African joint venture partnership with divergent cultures are considered by the researcher as adequate and successful prototypes in gathering data that supported claims made in this study. Notably, their success is due to effective catalytic synergy of organizational and partnering national and private organizational cultures. Consequently, the methodological approach, data collection process, and data analysis produced requisite and cogent results. Chapter 3 discussed the methodological process, which outlined the preliminary data collection and analysis indices. All data collected was analyzed to provide a numerical structure to the qualitative case study for in-depth ontological understanding and for possible future replication. Chapter 3 follows.

Chapter 3: Methodology

Introduction

In the continued pursuance of the main purpose of this qualitative case study, the methodology adds to the process of exploring, explaining, and providing in-depth analysis and understanding about cultural integration in organizational partnership. It examined how partnering organizations can effectively apply cultural integration to achieve effective service delivery, efficient policy, and statutory implementation, as well as gain financial stability among other indices that enhance organizational partnership success. With the methodology, the study also excavated underlying relationships, constructs, ideas, and allied phenomena that helped to determine how organizations can implement cultural integration in ways that would maximally enable their survival. It would provide practice for the students on analysis involving description and discovery of vital information to substantiate and underpin the phenomena under analysis. Furthermore, the case study used participants' interviews and quasi-interrogative methods to answer research questions and produce meaningful conclusions. With this study, managers would recognize that cultural integration is important in partnerships and can really affect mergers and partnerships positively. Affirmatively and to underscore the importance of cultural integration as the central phenomenon, the study also intended to apply the Organizational Culture Assessment Instrument (OCAI) to measure and explore the level of cultural integration in the enterprise's partnership process (OCAI, 2013).

However, the amount of data obtained provided little or no room for assessment, which would have been out of the scope of this study.

In describing the central phenomenon, this case study as defined in its conceptualization as a qualitative descriptive research approach is used to investigate organizational phenomena including individuals, groups, and the organization's actions in their capacity as participants, partnerships, or allied entities. As the study progressed in exploring the central and other phenomena, it continued to provide deep understanding. The researcher examined critical aspects of the case study through interviews with participants at the joint venture site for the purpose of investigating and providing answers to the research questions. There was little or no interest in generalizing, calling into question, or challenging other highly propositioned or universal assertions (Patton, 2005), which has touched on the issue under examination. The study also examined how the functionality of public and non-public partnerships can benefit in meaningful ways through the integration of culture and the achievement of successful merger goals.

In this chapter, the researcher analyzed and explained the appropriateness of the qualitative research methodology and the applicability of the case study approach that this study utilized to explore the phenomenon of cultural integration in organizational partnership. The research method including the role of the researcher, a primordial aspect of this study was specified. The study also explored quasi implications relative to the main phenomenon as implicative indices that underscore the major construct, which drive organizational partnership. Resultantly, the researcher restated the research

questions and discussed the procedure for participant population selection, data collection, or gathering procedure, specific research instrumentation, the criteria for sampling, data coding, data analysis and the appropriate qualitative data analysis software that could be utilized including issues of confidentiality of participants. The handling of data during collection including its discard are equally discussed.

Research Methods

Qualitative research such as this case study often categorizes data into patterns as the primary basis for organizing and reporting results (Patton, 2005). Qualitative researchers typically rely on the following methods for gathering information - structured interview, semi-structured interview, unstructured interview, participant observation, non-participant observation, field notes, reflexive journals (Janesick, 2011) and analysis of materials and documents (Marshall & Rossman, 2014). According to Patton, there are three method-types of qualitative data gathering and sampling, such as interviews, observations and documentation, which are typically acquired through fieldwork involving sampling strategies and sample size. Interviews served as the most common method of gathering information in this study, but group discussions, texts, field notes and observations, etc., also added to study data. Accordingly, Savin-Baden and Major (2013) and Creswell (2013) explained that the techniques of data analysis require attention to detail. Scholars recommend NVivo as software that enhances the application of the above techniques as well as the quick analysis of the data collected.

The qualitative case study methodology and approach are adequate and provided the research vehicle for studying and evaluating complex phenomena in this context. Affirmatively, this qualitative study used data to enhance understanding of natural phenomena such as conditions and behaviors (Vaterlaus & Higginbotham, 2011; Creswell, 2013). In fact, the qualitative research spanned a broad range of methods (Bamberger, Rugh, & Mabry, 2006) and the process gave meaning to data gathered from interviews, on-site observations, documents, etc. The process portrays what the data reveal (Caudle et al., 2004). Four common qualitative methods advanced by Creswell were relatively applied. They included the participant-observation method, direct observation, and semi-structured interviewing. The methods applied in situ are considered advantageous towards the analytical process as well as in providing deep understanding of the phenomena intended by the researcher. The process helped to eliminate biases, inconsistencies, and ambiguity before data analysis and publishing (Patton, 2005).

Sampling depicts the process that selects population units (e.g., people, organizations) of interest so that by studying the samples we might fairly generalize our results back to the population of choice (Trochim, 2006). Based on the above definition, purposive sampling, possibly convenience, and quasi circumstantial sampling methods as requisite are utilized in this study. These sampling methods enabled the researcher to gather the best data possible with research questions to generate in-depth understanding about the central and linked phenomena. In addition, some researchers posited that

sampling and sample size should not be inclusive in qualitative research while many others including this researcher iterate that they are necessary because most qualitative studies involve some type of analytical generalization. Indeed, choosing a sample size and sampling type represented an active process of the sampling and reflection analysis. Affirmatively, sampling in this case study involved adaptability to dynamic situations that are relative to working with individuals and groups that happen in the partnership.

Research Questions

Research questions were the main indices and lenses for examining and exploring the process of research. They guided the discourse of the dissertation. Research questions were broad yet specific and based on the problems raised in the problem statement (Creswell, 2013). Thus, they defined the purpose and intent of this research, communicated its goal to the audience, and guided / propelled the study in the right direction. They informed and shaped its design by building the framework structure and led to the development of what needed to be done in this study and how it was accomplished. Affirmatively, Maxwell (2012) reiterated that although research questions are needed to commence and guide the research process, they might be changed and fine-tuned often. Since questions could be re-crafted to align with the design framework, sample type and size, collected data, and the conclusions to be drawn, etc., this study proposed two main research questions and several sub-questions as portrayed hereunder as possible interview questions. Research questions and interview interrogations drawn

from them elucidated real-time data from the field experiences of interviewees in the natural setting of the researched partnership / joint venture.

Central or Overarching Questions

CQ1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?

CQ2: What do organizers think about the implications and quasi-implications of organizational cultural integration?

Sub-Questions or Related questions

SQ1: How do employees who survived organizational partnership failure describe their procedural experiences?

SQ2: What are the dynamic modalities for effective cultural integration in organizational partnerships in the U.S?

SQ3: What are the dynamic modalities for efficient cultural integration in organizational partnerships in a developing economy?

SQ4: How would cultural integration play major roles in reducing organizational partnership failure and promote increasing positive social change?

SQ5: What factors lead to effective cultural integration in organizational partnerships?

SQ6: How have legal processes influenced cultural integration in organizational partnership contemporarily?

SQ7: What recent statutes affect cultural integration and organizational partnership between a developing economy and a developed private petroleum entity?

Research Design

The design paradigm here is qualitative research. The study is a proposed qualitative study with a case study approach. Researchers argued that the qualitative

design used in this study complements the quantitative typology as the two main research designs. According to Patton (2005), qualitative methods could be used as in this dissertation, to assemble rich, in-depth, and comprehensive information that could stand uniquely or used to supplement quantitative research. Generally, qualitative research with a theoretical / conceptual framework that this study applied has provided explanation for relationships in the study. It also served as the lens for the research inquiry (Creswell 2009). In this study, the qualitative analysis formed the basis for the proposed conceptual framework for the study (Laureate Education Inc., 2008). Laureate Education Inc. indicated also that the qualitative design might be descriptive exploratory and open-ended interrogations for answering research questions within the continuum of research as portrayed in this study. Ultimately, this case study explores and explicates phenomena through the collection of rich data to gain insight and deep understanding of related constructs. Through the field experiences of participants in the natural setting, intensive response data were collected for analysis. The data provided flexible, generalist, and non-interventionist, comprehensively descriptive, historical perspectives, from participants (Patton, 2002) as the population sample size.

The design approach for the study, which is the case study, was chosen from among several other approaches such as phenomenology, narrative, grounded theory, etc. Generally, this case study is adequate for this research. It has applied descriptive, exploratory, and explanatory analysis of the individuals and their field experiences or

events in the real-life organizational partnership's natural settings as prescribed for the social sciences (Creswell, 2013).

The rationale for the choice and preference for the case study design and approach for the research are based on the fact that it is the most common type of qualitative research approach that considers episodic events in a definable framework that is bounded by time and setting. As suggested by Creswell, the overall rationale here is based on “how” to present a contributory cultural perspective to organizational partnership. This is because as stated earlier, there is seemingly a failure trend of organizational partnerships due to reasons, one of which includes the seeming volatility of integrating incompatible cultures of organizational partners (Alexander & Nank, 2009) and the lack of applying an appropriate cultural integration model or typology to address organizational partnership failure. Exploration of organizational cultural integration and quasi phenomena revealed an urgency towards considering relevancy of a typological model. In-depth analysis of partnership produced an inclination towards better ways to integrate culture in organizational partnerships to enable an effective environment of workforce interaction, motivation, and empowerment thereby consolidating it and developing a stronger joint venture union that would last longer. The process is also believed to strengthen organizational actions that are geared towards mitigating setbacks and obstacles while concurrently enabling the internal and external organizational environment, the innovativeness of managers and their leadership skills that promote and motivate followership.

Population / Participants

As the subjects in this case study, participants were drawn from the population at joint venture offices as sample sizes who provided the requisite data and information towards the research study. These participants / employees provided direct investigative, first-hand information through discussions, interviews, and observation data for the case study. These participants located at the natural setting, which for this study is evidently the partnering organization of choice. Data were gathered from individual participants through interviews, and other convenient qualitative methods with interview questions emanating from central and sub-questions that targeted interviewees as the major participants, who provide data and feedback based on their field experiences about the central and other related phenomena. Indeed, Creswell (2013) posited and the researcher agrees that by keeping a focus on the participants, the researcher would learn and use the meanings that participants provided to conceptualize issues involved in the research. Consequently, participants were treated with the respect and the dignity that they deserved according to the IRB and federal stipulated standards during the process of obtaining relevant data that is geared towards meaningful interpretations.

The researcher also posted a request on an Internet organizational forum to find people who shared the same specific or particular specialist interest in cultural integration in organizational partnership, cultural integration, and the statutory implications of cultural integration in organizational partnership. The participants were located at the sites of choice for the study, which included the headquarters and other important and

related locations of the partnership. Consequently, the researcher used the designated sites to select samples and collect data personally at the natural locations (Creswell, 2013). Based on the above premises, the study used individual face-to-face interviews and / or focus groups interrogations depending on the prevailing circumstance and as the case may be. Additionally, purposive sampling / convenience, and quasi sampling methods were applied to target requisite participants and conditions. Iteratively, interviewing (individual or group) were applicable as very apt without obstacles and conducive for both the interviewer and interviewee with appropriate gadgets and proper site set up. With purposive, and convenience sampling, the researcher captured lived experiences of participants (Denzin and Lincoln, 2011). Convenience sampling targeted any individual of interest met by the researcher at the interview site. However, for researchers gathering information through interviews as is going to be done in this study, Weiss (1994) and others have recommended 50 - 60 participants or respondents of most populations. However, the research ratio in this study did not exceed 20:200 for efficiency and requisite manageability. The researcher sampled participants until data saturation was achieved.

The steps that are involved in drawing the sample included writing down the research questions that the samples addressed. Then, the identification of the requisite sample and the sample size selection followed. Patton (2005) explained that it is important to choose the sample size or participants that appropriately characterize the research questions. In confirmation, Creswell (2013) stated and the researcher confirmed

that based on the period specified for data collection, sampling methods, the tradition of enquiry applied and the extent of the study, the researcher selected the most important and useful population sample that provided the best answers to the research question/s. Doing this reduced the effect of bias. According to Onwuegbuzie & Collins (2007), there were also other sampling methods that facilitated credible comparisons of two or more subgroups that are extracted from different levels of a study, but these will not be applicable to this study.

The participants as the sample size were very important in this qualitative case study that targeted obtaining the best data and information in response to the research questions. Additionally, with the right sample size and strategies, the researcher was able to gather data that is relevant to the research for the purpose of organizing the data, detecting patterns, determining data significance, interpreting, analyzing data, reporting findings, and providing in-depth understanding about the phenomena (Patton, 2005). Consequently, the sample size was relatively moderate in reference to the targeted population. This, according to Silverman (2013) is because qualitative investigations generally require adequate and not an extensive sample size as earlier noted. At the same time, the sample should not be too small or too large that it is difficult to achieve data saturation (Flick, 2009), theoretical saturation (Strauss & Corbin, 2014; Yin, 2013), or result in informational redundancy (Guba & Lincoln, 1994). Interestingly, many of the current qualitative software such as NVIVO, version 7.0 (QSR International Pty Ltd., 2013) make it easier for researchers to analyze huge data electronically than by hand

(Yin, 2013). However, this researcher has determined that NVivo software (with university's permission) would uniquely provide and serve as a guide for the researcher to manage coding, quasi actions and complement researcher's role. This is because the study utilized interviews and not extensive surveys for data collection.

Researcher's Role

The researcher's attention and role in this study focused and targeted towards the success of the research. The researcher was the major instrument of data collection in this qualitative case study in a natural setting that based on the field experiences of participants (Creswell, 1998). After obtaining IRB Approval with approval # is 03-18-16-0364872 on March 18, 2016, the process of recruiting participants began in earnest. The researcher also set up other machineries that guided the entire research process. The role of the researcher is also very apparent and obvious in data collection, report writing for the interviews, and data analysis. Initially, the researcher had sent out all requisite e-mails to contact participants. Without adequate e-mail responses and as was further requisite and necessary, the researcher made personal contact to convince skeptical participants about the importance of the study and the need to participate in it. The researcher collected requisite data by interviewing participants, wrote down required notes and memos from the information presented by the participants located at the various natural settings of the joint venture. After transcription of responses, audios, notes, and memos, peer reviews, the researcher performed and carried out data analysis of all participant responses and other important information. Based on experience in research at the United

Nations Secretariat Headquarters in New York and as a writer and teacher, the researcher was able to apply professionalism in the course of the discussion, data collection, analysis, and related processes while at the same time paying attention to issues of ethics and maintaining quality in the investigative process.

Issues of Quality and Ethics

A qualitative study could always be authenticated although there is no one single acceptable means of validating it (Fielding, 2004), but qualitative scholars are accountable for the rationality and trustworthiness of their methods and strategies (Miles, Huberman, & Saldaña, 2013). The researcher has noted the statement above and the researcher's subjectivity, biases, assumptions, and limitations that might impinge on this study have been earlier clarified. However, there are differentiations in establishing quality and standard procedures in quantitative and qualitative research (Creswell, 2013) yet; some authors have tried to establish parallel traditional equivalents of validity in quantitative standards and qualitative research in terms of definition and procedures. Creswell noted that this is done in order to facilitate the acceptability of qualitative research, but the positivist language of quantitative grounding does not fit in qualitative research. Consequently, Wasserman and McReynolds (2001) maintained that "reliability" and "validity" within the context of the qualitative tradition do not have the same meaning as they do in quantitative research. That is why they recommended that instead of reliability and validity, terms like credibility, authenticity, and trustworthiness should be used as is applied in this study for verification of validity in order to ground qualitative

research as a distinct methodological approach for research (Guba & Lincoln, 1994). In addition, it is advised that qualitative findings should be validated through the processes of credibility, confirmability, transferability, and dependability, (Morrow, 2005). In support of Morrow's view, the literature portrays that in qualitative study, validity is not a rigid, fixed, dimensional object or a triangle, but a crystallization process. This procedure enabled the researcher to sift through sizeable amount of information to obtain the best product that would enable the audience and readers to gain in-depth understanding of the phenomena under investigation or that is explored. Consequently, while performing the investigation, this researcher ensured that the results obtained were credible, authentic, transferable, and trustworthy and that informed consent procedures were followed.

Informed Consent and Procedure for Provision

Scholars explained that informed consent is an important part of the research process and participants need to be aware that the decision to participate in the research is their choice. This study followed the same direction. Since it was not facile to obtain participants' consent, the researcher discovered ways to gain their trust. Consequently, the procedure for providing informed consent followed the guidelines of the Office for Human Research Protections (OHRP) and IRB. It also included a protocol for interviewing, etc. The proposed procedure for providing informed consent in this case study followed the protocol guidelines provided. Thus, there was a Consent Form or/and Interview Protocol Form completed by the participants. Other directions are presented in accordance with the guidelines of the Office for Human Research Protections (OHRP)

found on their website at <http://www.hhs.gov/ohrp/index.html>. The above information added to further underscore the importance of informed consent and the provision of summary directions in a study of this nature.

Summary Directions: A priori the interview session, the participants were fully briefed about the case study, their expected interview contribution toward the research in order to obtain their oral consent in advance. The central research questions were described as well as the instructions for answering the sub-questions. An example was verbally given for explanation. Before the beginning of the actual session, the participants were asked if they needed any further clarifications, explanations, or not. When the participants were prepared, the interview started. At the conclusion of the interview, an opportunity to ask clarifying questions concerning the test was offered. Additionally, the participants were asked for any advice on making a more effectual examination. At the end of the study, a short summarization was provided and they were thanked for their efforts and contributions.

Confidentiality

With the informed consent letter, researcher was privy to participants' information. For this reason, the process stipulated how information would remain confidential. Informed consent allowed the researcher to know personal details about the participants. It was therefore important that the participants were assured of their privacy

and confidentiality. The informed consent explained how this information would remain confidential and only released when personal approval happens. The confidentiality information explained that all participants are to have protection and secured from improper disclosure of information in order to improve the credibility and authenticity of the gathered data. However, sample participants are required to sign informed consent forms. Signing the consent form is important in order to ensure agreement. Consequently, participants were interviewed face-to-face to gather the necessary information for the purpose of the study. Privacy and confidentiality was strictly implemented throughout the course of this study. This is because confidentiality deals with the participants' trust that the information provided during the interview would not be disclosed to others without obtaining the permission of the participant. Participants were briefed about the university's protocol concerning anonymity, confidentiality, archival, and destruction of collected data.

The participants requested and understood that confidentiality and anonymity would be maintained and that archiving and destruction of archived data would follow the recommended processes and stipulations of the university. Their confidence was boosted when they realized that anonymity could be maintained by codification of names as PE and that that information about participation would be kept confidential by the researcher. This is because the researcher collected the data personally and face-to-face. They were also notified that the community partner or participants might not have access to the journals in which the researcher study would be published. Nevertheless, the

researcher would share a single-page summary of the of the results with participants and the community partner. There was no conflict of interest in the process of data collection. The participants were notified that the study was voluntary.

Instrument Selection

The most common instruments for collecting data in qualitative research are research questions, interviews, observations, and review of documents (Locke, Silverman, & Spirduso, 2009; Marshall & Rossman, 2014). The main basis for instrument development were literature sources as reviewed and interpreted by the researcher. The instruments for this study were based on their appropriateness and adequacy in drawing out requisite data from participants, which were rich and thick and provided in-depth understanding of phenomena. The major instruments which were research questions were crafted by the researcher and reviewed. There were four main researcher developed instruments and several sub-questions from which most follow-up interview questions were crafted. These questions were geared towards getting as much information as possible from the participants during data collection. These instruments targeted the main and quasi phenomena of the study that formed the conceptual framework of the study. The research questions have already been listed. No externally-developed instruments were applied for the semi-structured interviews because the researcher-developed instruments were adequate in excavating thick rich data from participants to provide deep-understanding of the researched phenomena. This was why analysts suggested that the instrumentation in data collection should take into account

factors that would include choosing the right tools for the appropriate research method (Anderson & Kanuka, 2003), which was done for the study. Research and interview questions were sufficiently adequate and appropriate for this qualitative design case study because they achieved the purpose for which they were directed at the participants, which was to explore the requisite phenomena and to draw out as much relevant information as possible about their lived experiences that addressed the subject matter of the research.

The instrumentation provided access to the population, and the variety of participants that represented it. The research and interview questions underscored the efficacy of the sampling methods and semi-structured face-to-face interviews with a series of guided and open-ended questions that helped to create a favorable environment that was most appropriate in understanding the experiences of the workforce / employees of partnership. They aided in achieving data validity and reliability. Since interviews were more open-ended and less structured (Merriam, 2001), they also offered the researcher a degree of flexibility for restructuring as well as direct contact with the participants within specified bounded time and space (Rubin & Rubin, 1995). Additionally, apart from travel cost to the specified location of interviewees, other costs related to logistical expenses of commuting to diverse locations and collecting data was drastically reduced due to the targeted specificity of the instrumentation. However, obstacles included time that was related to and expended in the analysis of extensive participants' data including the difficulty in the eventual possibility to replicate qualitative research considerations and outcomes.

In qualitative research, apart from the major instrument – research questions for participant engagement, different other techniques, tools / instruments are used in collating data (Marshall and Rossman, 2014). To ensure that the participant sample is research-appropriate, the sampling techniques for data collection from sample sizes included mainly purposive and convenience sampling techniques (Marshall, 1996). The above techniques involved semi-structured investigative modalities, face-to-face interviews, and discussions and instruments-based results that were transcribed to ensure the accuracy of information in this study.

The researcher utilized NVivo as the qualitative data analysis software to guide, code and analyze collected data, as requisite. According to QSR International (2008), NVivo is a qualitative data analysis (QDA) computer software package developed by QSR International for qualitative researchers working with very rich text-based and/or multimedia information, where deep levels of analysis on small or large volumes of data are required. Academic, government, health, and commercial researchers in diverse fields of social sciences such as anthropology, psychology, communication, sociology, etc., also use NVivo predominantly. Tom Richards produced the first NVivo software originally named NUD*IST, in 1999. It had tools for qualitative modeling and detailed analysis. (permission for use was already obtained by the university).

With NVivo, Ankara et al. code mapping strategy and other computer programs also helped the coding and analysis process. Other forms of computer tools and content analysis were equally applied to organize, sort, and analyze content from documents and

participants' interviews participants based on the story line or topic, which in this case is cultural integration in organizational partnership with statutory and quasi implications. They helped to provide deep understanding of phenomena and the research problem that is embedded in the study. Since the process did not involve survey data, the content analysis instrument also placed data in numerical form that enabled the researcher to target the identification and categorization of common and emerging patterns and themes meaningfully (Godau, 2004). This analysis also uncovered common connectors and justified findings, got into the data present in the interview (Berg et al, 2001) including the details, while obtaining the big picture. The coding process involved assigning a word, phrase, number, or symbol to each coding category. The researcher went through all textual data (interview transcripts, direct notes, field observations, etc.) in a systematic way. The ideas, concepts, and themes were coded to fit the categories, uncover subtle connections, and rigorously justify the conclusions made from the data collection. The data coding and analysis provided deep understanding of the phenomena under investigation, enabled appropriate interpretations and valuable conclusions.

The above data types emerged from three main categories of people, observations, and documents in the course of organizational life activities and choices made (Lundberg, 1942). Content analysis as earlier mentioned, was applied to examine and support some discursive data (Kohlbacher, 2006) and other data. Government content sources comprised federal databases, the Bureau of Labor and Statistics website, declassified documents prescribed by the Freedom of Information Act, ".gov" and ".edu" websites,

CensusBureau.com, oyez.com, Google Scholar, the Federal Register, LexisNexis, etc., for information and quasi analysis.

The success of sampling instruments and strategies depended on the availability of data and participants who were knowledgeable about the phenomenon under study, the researcher's capacity to make decisions in that regard (Singleton & Straits, 2005; Trochim, 2001) and knowledge of the population. In terms of knowledge of the population, it is indicatively obvious that prior to the study, the researcher has had experience with the oil industry, therefore conversant with the population. The experience added to the ability to make relevant decisions to recruit knowledgeable participants for the study. In terms of availability of informants, it was recognized that there was limited possibility of interviewing senior executives and directors due to their tight schedules as well as availability problems. Nevertheless, telephone interviews, as instruments was minimally possible with these types of participants when the opportunity presented itself. It was not possible therefore to get the requisite number of informants originally intended from this category. The above situation notwithstanding, it could be said that intended interviewees were representative of the experiences being sampled and their views were not markedly different from those other categories that could not be reached. Since this is a qualitative study with its unique features, framework methodologies, and strategies, researchers have specified that quantitative study and its instrumentations are not relevant to or adequate for this study and therefore not visibly applicable. However, researchers noted that through triangulation, relevant quantitative

information might be adapted circumstantially from secondary sources, if needed, requisite, or necessary and with permission obtained.

Content validity was established by the researcher's reliance on documentary evidence, knowledge and field exposure and activities of the participants, who were experts in their field at the joint venture offices. The researcher utilized relevant and appropriate research and interview questions to draw out requisite responses during the data collection process. The participants' feedback was the source of rich thick data that was then analyzed to provide in-depth understanding and enable the researcher to make informed decisions about the topic of "Cultural integration in organizational partnership with Statutory and Quasi Implications," draw conclusions and make adequate recommendations about the phenomena.

The data collection instruments were sufficient and adequate in answering the questions and drawing out needed data for analysis. Based on the interview questions as the instruments, adequate data was obtained about the explored phenomena and how to mitigate the rampancy of organizational partnership failure particularly with the experiences and devastating effects of the past global economic downturn, financial crises, and contemporaneous international political upheavals. The instruments enabled the researcher to discover the reasons for "Why the failure and why is the rate so high?" The instruments enabled the participants to provide responses and analyzable data. They provided information about mitigating the failure rate by enhancing the process of success. In addition, although some entrepreneurs and researchers have attributed the

high rate of failure to problems associated with finances and managerial ineptitude, this researcher and some others have used adequate instruments to establish that effective cultural integration in the partnerships and the application of a viable cultural integration synergistic typology such as the one proposed in this study in conjunction with other vital organizational indices would measurably and drastically reduce and mitigate organizational and industrial complex partnership failure. The latter in sync with other positive indices that include the implementation of the cultural integration program and orientation, would bridge the gap discovered in literature about the efficacy of cultural integration in mitigating organizational partnership challenges.

Data Collection

Through detailed and in-depth data collection involving multiple sources of information (Patton, 2002), the researcher used open-ended questions to explore multiple situations in the partnership during this study in order to draw out requisite information from participants and to provide adequate data and responses to research questions while explaining the situations. The data provided new insights as the basis to apply conclusions about real life situations in natural organizational partnership settings concerning the phenomenon of cultural integration in partnership and its effects on the success of the enterprise. In fact, many analysts confirmed that asking qualitative questions as intended would drive the qualitative research towards gaining in-depth understanding and new knowledge as well as making predictions based on discovered behavioral nuances and patterns (Soy, 1997). Consequently, the researcher presented

research questions in sequences that specified the topic under study with observable and measurable indices while determining previous literature including knowledge in the areas identified with what is not yet explored about the topic in question.

Qualitative researchers typically rely on the following methods for gathering information: the semi-structured interview, participant observation, non-participant observation, reflexive journals (Janesick, 2011), and analysis of materials and documents (Marshall & Rossman, 2014). In confirmation, this researcher utilized interviews as the most common method of gathering information in this research, but forms of other collected data were also obtained through discussions, reflection journal notes, texts, etc. (Savin-Baden & Major, 2013). The research also used a series of guided questions to collate data needed to answer the posed research question for the study.

Data collection procedures targeted mainly interviews of individual samples with purposive and convenience-sampling techniques (Marshall, 1996) as mentioned earlier. In addition, more information or data for this study was also drawn from diverse sources. These sources included participants' experiences (Taylor & Bogdan, 1984), textual materials, sound recordings, etc., as qualitative data to be analyzed into numerical forms during data analysis. The data collection techniques involved semi-structured investigative modalities, face-to-face interviews, discussions, etc. In addition, the Organizational Cultural Assessment Instrument (OCAI, 2013) also aided the process of determining participants' cultural synergistic preferences to a measurable extent. Consequently, sources of data came from three main categories, which included people,

observations, and documents in the course of organizational life activities and choices made (Lundberg, 1942). Content analysis was applied to examine and support discursive data (Kohlbacher, 2006). Government sources of content included federal databases, the Bureau of Labor and Statistics website, declassified documents as prescribed by the Freedom of Information Act, “.gov,” and “.edu” websites, CensusBureau.com, oyez.com, Google Scholar, Federal Register, LexisNexis, etc., that enhanced research quality.

The researcher also took the following steps to ensure quality, trustworthiness, and credibility including reducing bias during the data collection process. Primarily, it was important to further recognize that data collection is the process of gathering and measuring information or variables of interest in an established systematic fashion that enables respondents to answer stated questions (Guba & Lincoln, 1994) truthfully. A formal data collection process was applied to ensure that data gathered were both defined and accurate and that subsequent decisions based on arguments embodied in the findings were valid. According to McMillan and Schumacher (2014), it is important to consider that qualitative research is primarily an inductive process of organizing data into categories and identifying patterns (relationships) among categories so that meaning would emerge systematically at every point of the research process and context (Patton, 2002). Thus, the following added steps ensured that validity was maintained in the process. Questions were well crafted and accurate to target the important areas of the framework and to address problems identified in the problem statement, bearing in mind the expected findings and results. The researcher ensured that questions were accurate.

The researcher informed participants of the objective and processes of study with the interview protocol. Questions for the test, the procedures, and forum were open and transparent. Participants listened to the responses, and if requested, cleared any bias due to the transparent nature of the exercise. During data collection, the interviewees were made to understand that they were free to ask questions and clarify any issues or problems concerning the interview and the processes that they might have. The investigative interrogations within the dynamic partnership between the West African country and the international petroleum organization as a prototypical model of organizational partnership provided the requisite data for the research study.

Participants were afforded the opportunity to discuss the themes of the research and the researcher ensured that respondents were aware of the confidentiality afforded to their answers. It was important to ensure that questions were answered honestly without fear of repercussions thereby increasing the validity of the research. Bearing in mind that the relationship between the researcher and the respondents might also have an effect on validity, it was vital to ensure that respondents understood the researcher's intent. To maintain reliability, it was important to recognize the need to be able to reproduce the results with a similar set of respondents taken from the research target group in order to make the sample as representative as possible.

Data Analysis

Qualitative research, such as this case study, often categorizes data into patterns as the primary basis for organizing and reporting results (Patton, 2005). Creswell (2013)

also explained that the techniques of data analysis require attention to detail and scholars recommend NVivo as software that enhances the application of the above techniques and the quick analysis of the data collected. Based on the above clarifications, the data analysis and interpretation plan appropriate for this qualitative research and numerating the data collected from the joint venture / partnership is based on an appropriate qualitative case study process and included a brief description of the kinds of analyzable data expected to be collected. NVivo and other requisite software aided the analysis of semi-structured and non-numerical data collected from interviews, discussions, recordings, etc. Manual coding complemented the process where necessary.

Having determined the requisite premise for analysis, it is noteworthy that the choice of tools for the analysis and interpretation were reliant on the volume of texts and data based on the procedure for the management, organization, systematization, cost, time, and the procedure of analysis of information. As a result, “constructs from each participant’s experience with textural-structural description of the meaning and essence of their lived experiences” (Moustakas 1994, p. 120-122) were analyzed.

Accordingly, in applying NVivo for efficient data analysis and interpretation suffice it to note that it is not really the main aim of qualitative research to develop generalizations but majorly to provide deep understanding of phenomena (Patton, 2005). Indeed, the facts above corroborate that the plan of analysis included realization that data processing in qualitative research consists of preparing and organizing the data; reducing the data into themes, identifying patterns, and numeration through a process of coding /

condensing of the codes; and representing the data in figures, tables, documentation, or discussion units (Creswell, 2013). It also involved systematizing and organizing observations, interviews, and all data collected from participants within two cycles as performed within the procedures of NVivo analysis, notably, first and second cycles (Miles, Huberman, & Saldaña, 2013) as requisite. Resultantly, the analysis of data in this study proceeded according to the following sequence: Listing and preliminary grouping of every requisite employee experience of the interviewee elimination of extraneous data, then, zeroing into essential elements of the attitudinal phenomena of all other such employees using the sample at hand. Subsequently, applying clustering and schematizing to the elements in variance helped to identify the relevant behaviors of participants with verifications against already existent data and core themes.

Software was indeed helpful in the analysis and management of data that were retrieved from participants in numerous ways. In support, the literature outlines several valuable ways in which NVivo could help in the management and organization of data. Apart from substituting hand coding, NVivo could serve as a tool for document preparation. That is why the tool was apt and its format and procedures served as sample prototype for this study to generate schemes, patterns that enabled drastic reduction of data, but faced constraint due to limited capacity to codify comments. In addition, although NVivo and other similar software, could increase the ability to trace analysis, scalability of research, and facilitates group projects (Heinze et al., 2009), some researchers have argued that there are hindrances in the analysis of qualitative case study

interview data with the software. Nevertheless, Heinze et al. advised that qualitative researchers must not lose sight of associated constraints such as difficulties of data overload, time-demands of coding, processing extensive data, generalization of data to other populations, credibility and quality of conclusions, and the validity of study in the world of policy (Miles, Huberman, & Saldaña, 2013). Miles et al. suggested that scholars should refine and develop more efficient analysis methods that could go a long way in the process of addressing, assuaging and mitigating problems that are exposed during the research. Consequently, Miles et al. maintained that researchers must be thorough, focused, orderly, and explicit in their analysis while using only what is needed and useful for the specific researcher's unique analysis as is the case in this study. Based on the afore-mentioned information, the researcher applied code mapping and content analysis. The utilization of content analysis allowed the researcher also to use coding and expanded analysis methods to interpret data through in-depth summarization, categorical combinations, direct translation, and interpretation, identification of patterns, unification of common themes, and constant parallel comparison approach (Stake, 1995) involved in related procedures. These procedures culminated in subsequent findings and the capacity to present meaningful inferences and conclusions. Next, the chapter summary follows and embodies the last section of this chapter.

Summary

The last chapter has examined the sequences involved under the methodological framework of the research process of data collection and analysis of all information

obtained. These steps included data collection, data analysis. research methods, researcher's role, research questions, research design, participants / population sample, issues of quality and ethics, informed consent and procedures for the provision of confidentiality, instrument selection, data collection, data analysis, etc. They were the channels through which the information obtained from the participants were examined and utilized to provide research results, rich data, deep understanding, report findings, draw conclusions, make recommendations, and provide guidelines for future studies.

The above steps equally consolidated the realization of the purpose of this qualitative case study that has utilized literature to underscore the importance of cultural integration, statutory and quasi implications of the main phenomena in achieving organizational partnership success. The methodological processes enhanced the capacity to extract thick and rich data from the field experience of volunteer participants in their natural setting. The methodological procedures enhanced the ability of the researcher to explore how cultural integration procedures in the organizational partnership and other cultural factors could influence and mitigate organizational partnership failure to promote success and growth. In fact, the researcher believes that organizational partnership success including positive perspectives of the workforce and innovative organizational behaviors are highly influenced by cultural integration as the main catalyst for organizational partnership success. The case study used the joint venture locations as the sampling site. With the lived perspectives of employees as participants, the researcher obtained rich data to provide in-depth understanding of the phenomena. The study was

used also to explore the possibility of proposing the cultural integration model as a viable cultural typology that is deemed to play a major role in promoting workforce harmony, building trust, enhancing effective service delivery and efficient policy implementation as relevant factors in corporate partnership accomplishments.

The research and methodological analysis helped in data review and other objectives of the study, which was to fill the identified gap in the literature and to add to the field of ontological and epistemological knowledge. They also underscored the importance of cultural integration as an important catalyst of organizational partnership success story in the effort to mitigate its failure and promote success in the contemporary global dispensation. The researcher is convinced that the application of the methodological processes described in this chapter would immensely underscore the capacity of this study to greatly promote positive social change and enhance future academic contributions towards the application of cultural integration and quasi factors as vital and important constructs and phenomena in promoting post-organizational partnership endeavors.

Chapter 4: Results

Introduction

In this chapter, the results of this case study, which was conducted in the natural environment of a public and non-public partnership is presented. The researcher interviewed participants involved in the public / non-public joint venture partnership in order to portray the role of cultural integration in organizational partnership success including the effects of statutory and quasi implications associated with the phenomenon. The participant selection for the interviews was based mainly on purposeful, convenience, and snowball sampling due to the difficulty in obtaining consent with one specific sampling method. In the following chapters the researcher would examine, discuss, and present the results of the research study while the previous chapters described the problem statement, conceptual framework, related literature, methodology, and sampling with analysis procedures.

As stated in the previous chapters, with new partnerships developing globally between the private and public sectors and organizations, it has become urgent and needful to discover effective ways to integrate the various indices of organizational partnership including the cultural relationships that exist in them. This would help to excavate the maximum benefits they could offer to the people who work in them, the local communities they serve, the various other stakeholders within their internal and external environment as well as other quasi areas (Suárez. 2010). In fact, governance through inter-organizational partnerships have presented the most compelling challenge

to public administration, as we have known it (Alexander & Nank, (2009) in the current globalization dispensation. Social science experts have posited that in light of the diminishing profitability and workability of unique public sector involvement in the delivery of services to the communities and the realization that to progress policy implementation, new types of cultural and deal partnerships are required and should grow between the public sector and non-public organizations.

According to information from the international joint venture, the West African public corporation and the Ministry of Petroleum of the federal government of the country administer its petroleum and quasi resources. The national petroleum corporation - a public sector government entity is engaged in the joint venture partnership with a United States of America multi-national, global, private petroleum company that is one of the organizations that have partnered with the federal government of the in the exploration, refining, and marketing of the country's crude oil and other petroleum products. The international private partner has three affiliates for its oil activities that are involved in various aspects of the oil and gas industry, which include the exploration and production of natural gas and crude oil, manufacture of natural gas and petroleum products. Transportation and sale of crude oil, and other related commodities such as specialty petrochemicals as well as electric power generation facilities are included. They are equally involved in research programs that support the businesses through various affiliates as earlier indicated. These affiliates include a Producing Company, an Exploration and Production entity) for Upstream activities. The

major affiliate, which is the producing entity, is for its downstream exploration actions. It is worthy of note that the literature has portrayed that corporations in the United States, Europe and in other global spheres in general have continued to form joint ventures / partnerships with national and government organizations such as this one in many developing countries, as a means to implement unique policies and deliver services. In many of these cases, administrators from two very different organizational cultures such as in the case of joint venture / partnership are placed in direct contact with one another on a daily basis. Thus, it becomes further obvious and needful that these managers and administrators from both sides should endeavor to work together for effective cultural integration, efficient implementation of policies, and uninterrupted service delivery to the requisite communities that they service. This is because the oil services process described are indeed relevant factors in the building of progressive financial, economic and other related organizational partnership outcomes. Scholars presented the suggestion that public and nonprofit administrators should learn to embrace and accommodate the organizational culture of their counterparts, if the new partnerships put together by them were to succeed and thrive (Walden, 2013).

Based on the above scenarios, the central question then becomes, “How do these partnerships promote processes that would gender the formation of effective partnerships, which would integrate the organizational cultures of the two sectors of public and non-public effectively during the formative period of the partnership so that policy implementation and service delivery to communities are enhanced?” Other questions

include “What types of cultural processes would advance efficient policy implementation?” “What type of cultural aspects would enhance service delivery?” “In which sectors of the partnership would cultural integration occur most effectively?” “How would limited public sector finance combined with the private sector resources provide the most effective service delivery possible through cultural integration and quasi processes?” With the forgoing questions in mind, this research study involved interviews of employees in the bi-lateral joint venture to ascertain the type of cultural synergistics, organizational and employees’ behaviors and attitudes that have promoted service delivery, professionalism, and collaboration in the partnership in which they work. Based on their field experiences in the natural setting and on the interrogative outcomes and findings, the researcher is enabled to eventually draw cogent conclusions and proffer recommendations about the challenges involved in the process of integrating the two cultures that engage in a public and non-public sectors’ partnership. Notably, restating the purpose of the study at this point would enhance the study’s focus.

Restating the Purpose of the Study

It is important now to restate the main purpose of this study, which is to explore organizational partnership and provide in-depth understanding of the process of utilizing effective cultural integration with its quasi and statutory implications to drive post-organizational partnership success. These partnerships include joint ventures, mergers and acquisitions, others organizational partnerships such as international bi-lateral and multi-lateral alliances, etc. In the previous chapters, it was evidently specified through

research that many organizational partnerships have failed due to the inability to integrate their cultures effectively during the post-partnership period. An example specified was the great partnership in 1998 between Daimler and Chrysler (Badrtalei & Bates, 2007) that failed. The above and other of this nature have continued to pose concerns in global partnership circles. In addition, researchers such as Hewitt (2011) indicated that despite the rise of deal actions in Mergers and Acquisitions (M & As) and seeming renewed efforts to direct attention to the cultural process in these Mergers and acquisition and other organizational partnership processes, most organizational partnerships still lacked a comprehensive and clearly defined approach to addressing culture. This statement above is seemingly a truism that is why this research is apt and comes at an opportune time. Consequentially, this researcher sought answers to the questions posed at the beginning of this chapter and the problems that cultural integration poses. The researcher utilized the interrogative modality of interviews and discussions with series of questions to determine how culture and its integration could be prioritized in organizational partnerships and to propose recommendations about a cultural integration synergistic typology applicable to corporate partnership to achieve success and avert failure.

As earlier stated, the study utilized the partnership between international petroleum corporation and its West African partner as the focus concerning the possibilities of partnership success. Thus, open-ended interview questions were the driving tools for data collection. The following four main research questions and other sub / interview-questions gave rise to the interview questions that guided data collection:

RQ 1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?

RQ 2: How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily?

RQ3: What dynamic modalities have promoted effective cultural integration in the Joint Venture / Organizational Partnership?

RQ4: How do employees who survived organizational partnership failure describe their procedural experiences?

The following statement by the researcher based on the questions above and some mitigating contemporaneous global situation and conditions.

Based on the above questions and the experiences and devastating effects of the past global economic downturn, financial crises, and contemporaneous international political upheavals, the global community has become determined and more than poised to seek out new avenues of creating communal and corporate security, including new wealth through global alliances, and other partnership structures that would be premised on solid foundations. The above efforts have tended expectedly towards seemingly ultimate organizational success for corporation's nations, multi-nationals, and other unique cooperation endeavors. Additionally, with the volatility of the Middle East, the Wall Street of the United States, other global trade and stock market indices and exchanges such as the DOW, NASDAQ, New York Stock Exchange, etc., Brexit, the tilting and precarious balancing of several partnership entities, the need to discover other means of averting financial crises and ensuring security in all aspects of regional and international processes and alliances have never been more urgent than now. Based on the facts above and more, many national actors, global and regional corporations and organizations, have resorted to partnerships and their consolidation. Some of these partnerships are bi-lateral while others are multi-lateral. Many of them are acquisitions and

others are mergers, alliances, and joint ventures. Although the process of partnership has seemed as a sure way of consolidating efforts, maximizing financial capacity and ability, including the achievement of organizational partnership success, it has indeed become seemingly worrisome that literature has portrayed that more than 70% (Risberg, 2013) of them have result in failure. The questions thus become, “Why the failure and why is the rate so high?” Although some entrepreneurs and researchers have attributed the failures to problems associated with finances, and managerial ineptitude, some researchers have posited that effective cultural integration in the partnerships and the application of a viable cultural integration synergistic typology such as the one proposed in this study, would measurably and drastically reduce and mitigate organizational and industrial complex partnership failure. The above is in accord with other positive indices that include the implementation of the cultural integration program and orientation explicated at the beginning of this work. In addition, the global community, experts, and this researcher are consequently seeking ways to help in mitigating the failure rate while enhancing the process of successful partnership.

In fact, utilizing the cultural integration synergistic typology would reduce the amount of time and energy expended by managers and administrators as they grapple with the exigencies of ineffective application of the cultural integration process and potential failure of a struggling organizational partnership. Consequent upon the afore-stated factors, a process of data collection served to underscore the gains of effective cultural integration as a quasi means of alleviating organizational partnership failure and increasing the success rate. The researcher believes that if managers and administrators of partnerships implement an effective cultural integration program and synergistic typology with positive strategizing, they would be on the main road to organizational partnership success, progress and efficiency. To facilitate the above process, this research process is based on stipulated standards of trustworthiness and credibility.

Establishing Trustworthiness

Strategies for establishing trustworthiness and credibility in this study include reaching saturation in number of participants, data responses' saturation, and prolonged contact with participants, member checking, and peer review. Information obtained from participants was of high quality because data emerged from professionals in their own right within this international cooperative partnership. Literature review sources were from credible and qualified authors in the area of study. Peers of the researcher and the departmental research committee for the student work reviewed the work. The peer review process in this study did improve performance and helped the researcher to self-regulate within the field of public administration, law, and public policy and to determine the suitability of the paper as a dissertation worthy of future publication. Member checking helped feedback on information and accuracy checks about information utilized in the study and participants' responses. It also enabled the researcher to ascertain that the result was as credible as possible. Feedbacks from peers who reviewed, read and re-read the work were very helpful towards the development of the work in the right direction. Applying peer review in this study was vital to providing information and findings deemed accurate and adequate. Furthermore, the participants had the opportunity to crosscheck information provided, for authenticity, after the interview sessions. During the sessions, the researcher explained, summarized and restated information, re-interrogated participants, if necessary to help ascertain accuracy. The reviews were very vital to the

analysis and interpretation of data in the research in portraying dependability and enhancing external validity.

External Validity Problem in the Study

As a qualitative design study, it is obvious that this investigation is not quantitative or based purely on an experimental, scientific, or empirical process. It does not also involve extensive data triangulation or surveys in the real sense of the construct, but has presented outcomes and propositions that are transferable. Additionally, due to its propositioned exceptionalism in exploring a seemingly successful partnership with limited propensity for failure, this study has portrayed evidence of external validity with factors and outcomes that could be adopted by other organizational partnerships to a measurable degree in a controlled environment, if requisite. Furthermore, the external validity problem is minimized here given that the researcher recognized that generalizing here refers to the degree or extent to which conclusions and inferences drawn from this study could be adapted to or transferred to other similar situations during further and future replication of the study, requisite. Again, since the exploration of data in the case study highlights the establishment of meaningful data more than location, this study has presented unique and exceptional traits and trends related to the possibility of raising success rate as meaningful data. This uniqueness, as indicated, raised the bar. It stemmed primarily from the fact that although numerous previous studies have emphasized that the failure rate of organizational partnership was more than 70%, Risberg (2013) and high in the past few decades, there was limitation in proposing or addressing a cultural

integration model with statutory linkages as done in this study to stymie failure. Indeed, the study portrays evidence of seeming external validity with propositional factors, outcomes and recommendations that could be transferable to other organizational partnerships to a measurable degree. To minimize the problem of external validity and enhance transferability of the outcomes and conclusions of this study, the researcher has sought to minimize the phenomenon of generalized failure of partnerships and has highlighted propositions that enhance organizational partnership success. These included the application of the “Cultural integration synergistic typology with statutory and quasi implications,” best cultural practices, outcomes, findings, inferences drawn, the “Cultural integration orientation program,” and the recommendations highlighted in this research.

In addition, since the exploration of data in the case study highlights the establishment of meaningful data more than location, the researcher has presented unique and exceptional data trends related to the possibility of organizational partnership success by using a prototype successful organization rather than a failed one. This uniqueness, as indicated, stemmed from the fact that numerous previous studies have emphasized mainly the failed entities and failure rate of organizational partnership in the past few decades rather than models that could assuage the negative trends. While acknowledging the negativity of failure, the researcher remained firm on the positivity of success with the application of a cultural integration synergistic typology that could enhance organizational partnership, thereby limiting further the problem of external validity.

Consequently, the study does not pose the same degree of external validity problems expected from a typical case study that have highlighted the high rate of organizational partnership failure and the importance of cultural integration in them without seemingly making propositions that could enhance organizational partnership success as this study has done. Resultantly, the outcomes of this research investigation could be transferred to an extent to other organizational partnerships seeking ways to avoid failure and succeed. Consequently, the researcher is in agreement with Yin (1994) that the external validity problem related to this research was seemingly minimal and achieved through discursive and theoretical relationships, geared towards the problem of organizational partnership success and its advancement. Additionally, a single investigator carried out this research. The situation in the partnership is more or less similar to other global organizational partnerships alliances whether successful or not.

In fact, sampling or selection bias (Pearl, Judea; Bareinboim, Elias, 2014) that would have posed threat to the external validity in this case study is minimal. This is because participants were not placed in any specific categories or groups. The researcher had neither applied such attributes in this study nor yet transferred results to the populations where related attributes to selection bias such as age, education, and income would be relevant. That is why the researcher provided evidence of external validity through the possible transferability of the proposed “Cultural integration synergistic typology,” which highlighted a symmetrical synergy of the vital and positive aspects of cultural integration in organizational partnership including statutory and quasi

implications. The “Cultural integration empowerment and orientation programs” could equally be tested by subsequent and further sampling with other participants, if a researcher could identify a fair sample population. However, it is important to note that the issue of representing selected sample fairly (Pearl et al, 2014) is requisite concerning location, field experience, type of organizational partnership, time, etc., with different sample sizes or participants in order to enhance validity.

Possible problems of external validity and reliability might have included investigator’s bias that could impinge on participants’ information, location of participants, timing, etc., as noted earlier that could potentially cause limitations to generalizability, if identified. However, influence of the above factors was reduced due to the exceptional nature of this study, as mentioned before. Furthermore, the researcher is continuously aware of criticisms or critical comments about external validity problem in a case study that might emanate from other researchers. Nevertheless, this is seemingly good because the criticisms might promote and engender further investigation and research, which might lead to possible replication. Again, the ability to possibly replicate aspects of this study further enhances its external validity.

Additionally, research has portrayed that to reduce problems of external validity and to enable transferability of relevant aspects in a case study such as this, triangulation might be applied and empirical data from the previous population could be reevaluated and re-processed in order to avoid population differences. This would enable the emergence of a valid generalization in a second population without an experimental

process. Some scholars have also suggested that doing this might equally raise the level of dependability in the study.

Researchers have also posited that external validity / transferability is related to the degree to which the outcome of a study can be generalized to other people and situations in organizational partnerships that are struggling with failure. Through the literature, the researcher became aware of this and acknowledged the presented facts, but moved further to propose transferable cultural integration empowerment and orientation programs, and a synergistic cultural integration typology with outcomes, inferences, recommendations, etc. The processes could enhance organizational partnership success, mitigate failure, and minimize the external validity problem raised by the nature of the case study approach supported with authentic data. Next, the construct of confirmability that could provide another premise that enhances external validity is explored.

Confirmability

This study brings a unique perspective to the issue of cultural integration in organizational partnership. This is because it has proposed a synergistic typology of cultural integration in organizational partnership that combined statutory and other quasi implications to enhance organizational partnership success. In addition, it has proposed a cultural integration and orientation programs for organizational partnership success. The latter is part of establishing confirmability in this research and its procedures.

The degree to which the outcomes of this study could meet confirmability standards is relatively high. However, it is subject to time to confirm its dependability

through future testing. This according to researchers might involve a progressive evaluation of research quality involving a combination of the processes of theory generation, further data collection, and analysis for possible transferability.

Notably, the reflexivity in the relationships between the major phenomena of cultural integration in organizational partnership, statutory, and related quasi implications is obvious through the literature review, exploration of the field experiences of participants, conceptual framework, process of data collection preceded by pretesting interview questions and data analysis.

Pretesting Interview Questions for Clarity

Primarily, the questions were matched to the documentary data obtained from literature sources to ensure that they could excavate relevant information. Secondly, although specific or set methods for pre-testing interview questions seemed lacking in the literature with regards to participants' pretesting, the researcher utilized pretesting relevant to the study by ensure that participants understood interview questions and responded appropriately. It was ascertained that the questions worked as intended for those participant-respondents in elucidating desired and requisite responses. Although the literature did not specify specific pre-testing methods for qualitative studies interview questions (Presser, Lessler, Cooper, Martin, & Rothgeb, 2004), the method used in this study was adequate because of its relevance to the researcher's need to ensure that there was a pre-test situation in place and to a measurable extent. In fact, the pre-test of interview questions and explanations as applied here were the unique ways to evaluate in

advance and to know if the questions could cause problems for participants or respondents. Unlike in questionnaires and surveys, the participants in this study were not as numerous. Thus, the interview questions were manageable as they were formulated to target specific and requisite areas of interview responses from participants.

In line with the suggestion of Patton (2005), the researcher initially ensured that the interview questions aligned with the research ideas, research questions, and the qualitative case study design and framework in carrying out a conversation-based enquiry process and thereby added to enhancing the quality of research interview data. Additionally, the research questions had passed through the university processes, the IRB and were equally reviewed by the university experts that supported this study.

Secondly, at the interview site, the community partner representative reviewed the appropriateness of the interview questions and asked clarification questions to remove ambiguity and make revisions, if necessary. The major and sub-interview questions were further presented and explained to the interviewees or participants and reviewed for acceptability by them during the interview protocol process and at the beginning of the interview sessions. Their questions about the terms – Statutory and Quasi Implications, typology, synergistics, etc., explained and constantly clarified by the researcher to elucidate appropriate meaning. This was also to ensure that participants were conversant with all relevant policy terms and that they understood them and were comfortable with their significance. The researcher and the participants previewed all interview questions to ensure that they were adequate, understandable, appropriate, and requisite for

elucidating thick and rich data. The above provided appropriate premise to underscore the appropriateness of the main and quasi constructs as well as the methodological process.

The Methodological Process

In Chapter 3 the researcher discussed the qualitative design, the case study approach, the research questions, etc., that underscored the conceptual framework and the theoretical foundations of this study. As subjects in this case study, participants were equally complementary and were drawn from the population of employees and related staff as the sample size. They provided the requisite data and information that complemented documentary evidence for this research. With the appropriate sampling strategies, they provided direct investigative, first-hand information through discussions, interviews, field notes, and observatory data for the case study. Consent forms were duly presented for participants' authorization and to avoid issues related to vulnerability. They also understood that participation in the study was voluntary. Notably, all participating individuals were adults who are educated and knowledgeable in the relevant field experiences necessary for the study. The researcher provided clarifications and explanations to participants when requested and as needed.

Sampling Strategy

As noted earlier, the preferred sampling strategy was purposive sampling. However, based on the prevailing circumstances at the natural setting and location, convenience and snowball sampling methods were equally utilized to attract as many participants as possible and to collect enough information in order to attain saturation of

data and requisite information. Combining the three methods enabled the researcher to gather as many participants as possible for data saturation. Subsequently, data were gathered from individual participants through interviews, discussions, and other convenient qualitative methods by using the central and sub-research / interview questions with focus on interviewees as the main participants, who provided data and feedback based on their real life experiences about the central and other related phenomena. In confirmation, Creswell (2013) posited and other researcher affirmed that by keeping a focus on the participants, the researcher would learn and use the meanings that participants provided to conceptualize issues involved in the research. Consequently, participants were treated with the respect and dignity they deserved according to IRB and federal stipulated standards in the process of obtaining relevant data geared towards meaningful interpretations.

The participants were known to have met the established selection criteria based on the following standards: they were adults, employees of the joint venture / partnership with requisite and needed field experience for the study, and knowledgeable in the concept areas. For example, information about statutory data came from the relevant department that dealt with such concept area. These participants were located at the natural setting, which for this study is evidently the partnering organization of choice and were not drawn from a vulnerable population. They had filled out the consent forms, understood the interview protocol and that participation was voluntary. For number, the

researcher selected participants and interviewed them until data became saturated and no new information was forthcoming.

As in most qualitative research case studies, the relationship between sample size and saturation was based on the need and concern to gather enough information for meaning rather than making generalized hypothetical statements. Consequently, the important aspect was using the sample size to obtain thick, rich data that would provide meaningful information that is geared towards in-depth understanding for the audience, enable the researcher to use meaningful interpretations to draw conclusions through the analysis of data. For the above reasons, as many participants as sample size were drawn from the Joint Venture and interviewed until enough information was gathered and saturation attained when no new information was forthcoming from them. They were made up of both European expatriates from the International affiliates as well as West Africans. In the prescreening phase, the researcher utilized mainly purposive, convenience, snowball-sampling methods to select as many participants as requisite to saturation point for inclusion in the initial participant pool, all of them qualified. With the participants selected, the date, time, and place for the interviews were set mostly at the convenience of the participants. When the appointments were in place, the researcher gently and continuously reminded participants about their appointments until the interviews were done. Hitherto, the interview proposition was for conducting the investigation until saturation level was achieved. After numerous participants' interviews – more than a dozen, data became saturated and there was no new knowledge learned.

Identification of participants was based on the situation on ground at the natural setting. Specific procedures were followed while applying mainly purposive with snowball and convenience sampling methods are described here. When e-mail messaging did not yield enough participants as requisite, the researcher eventually reached participants through personal contacts, telephone calls, and by word-of-mouth of other participants in a seeming emergent circumstantial purposive, snowball, and convenience sampling process. The latter actions happened when the researcher was physically present. It was easier to reach the participants and distribute more consent forms after proper introduction of the researcher. These latter steps enhanced the interview process and helped in the identification and choice of participants who were conversant and knowledgeable about the phenomena for discussion (Polkinghorne, 2005).

That is why the participants as the sample size were very important in this qualitative case study that targeted obtaining the best data and information in response to the research question. Additionally, with the right sample size and strategy, the researcher was able to gather data that was relevant to the research for the purpose of organizing the data, detecting patterns, determining data significance, interpreting and reporting findings, and providing in-depth understanding about the phenomena (Patton, 2005).

Furthermore, the sample size was relatively adequate in reference to the targeted population. This, according to Silverman (2013) is because qualitative investigations generally require adequate and not an extensive sample size. At the same time, the sample was not too small or too large and it was not difficult to achieve data saturation

(Flick, 2009), theoretical saturation (Strauss & Corbin, 2014; Yin, 2013), or informational redundancy (Guba & Lincoln, 1994). Consequently, the researcher interviewed participants until data saturation was achieved.

Participants as the Sample

In the prescreening phase, the researcher selected as many participants as possible for inclusion in the initial participant pool. All of them qualified, but some did not return the consent forms and eventually declined participation. As earlier indicated, participants were made up of expatriates from the international affiliates and West Africans. With the participants selected, the date, time, and place for the interviews were set mostly at the convenience of the participants. When the appointments were in place, the researcher gently and continuously reminded participants about it until the interviews were done. Hitherto, the interview proposition was for conducting the investigation until saturation of information was achieved. After numerous participants' interviews, data became saturated and there was no new knowledge learned.

During the interview and after the preliminary protocols of appreciation for participating, the researcher introduced herself, the research topic, the university, and thanked the participants for accepting to participate in the study. In addition, the researcher provided a brief introduction of the issues for exploration before the interview, explained the key constructs and phenomena, and reminded the participants that the interview was to be taped, and would be played back, if they so desired, for review and that they could stop at any time for any reason. Some of the participants did not want to

be recorded. They preferred that the researcher took down notes. This was indeed, the preferred method by most of them in order to maintain anonymity, confidentiality, and privacy. The consequent procedure resulted in taking down extensive notes. The interviews took more time and the action elongated the duration of the interviews.

The interviews allowed the researcher to repeat comments, to clarify meaning and explain concepts as appropriate for the participants. They were allowed to freely discuss issues raised during the interview with appropriate examples. Probing and delving questions, described earlier, engendered the process of exploring the topics further in order to document appropriate examples and to excavate thick and rich data.

Additionally, the researcher had the opportunity to observe participants' demeanor including the physical surroundings of the environments, noted, and wrote them down. Certain employees came out very strongly about the issues raised by the interview questions and in their views about joint venture perspectives, organizational partnership, organizational culture, cultural collaboration, the cultural integration process, and other relative concepts. Some were emotional and others were quite neutral and frank in their views. Concerning participants' responses and the targeted population, scholars have posited that it is not really the aim of qualitative research to develop generalizations (Patton, 2012; Yin, 2013). Thus, it was apt to target as many participants as possible until data saturation and maintenance of maximum research impact.

Process by Which Data was Generated, Collected and Recorded

The use of the case study approach and methodology were the strengths behind

this cultural integration related study. This is due to the flexibility of the case study as a contemporary approach (Yin, 2014), a concrete avenue for deep exploration of ideas from the participants and as the most suitable method to excavate structural and contextual perspectives of the constructs under analysis and match them to the different aspects of the problem under investigation (Stake, 1995). Its propriety enabled participants to answer the interview questions adequately with the knowledge gained from their field experiences in the natural setting, in context (Denzin & Lincoln, 2011), and within the purview of a specified period at organizational joint venture site. It also enabled the researcher to explore, gain insights, and excavate behavioral patterns for transferable predictions to a larger group (Creswell, 2013) of partnerships with the findings and conclusions drawn from the data and analysis, as necessary. Consequently, and in line with the case study design, the face-to-face interview process allowed the researcher to interact meaningfully with participants while utilizing open-ended interview questions that brought out rich and thick data from the responses provided by them from their field experiences in the joint venture.

Thus, the data were generated using interview questions developed from the main research questions and other related unstructured instruments. The face-face to face interviews, the semi-structured, and open-ended format of the research questions promoted a discursive and relaxed trend of discussion that enabled the participants to respond favorably to questions because they were designed to trigger recall in participants, provide a starting point, focus participants on the conceptual phenomena and

on the idea process of their field experiences. The instrument also served as a starting point for gathering similar information from all participants and established a conversational relationship between the participant and the researcher.

However, notwithstanding the benefits of the face-to-face interviews, they presented challenges of time-consumption both in the preparations and duration of the process and were equally expensive due to travel requirements to the interview location. However, scholars have posited that the purpose of the methodology in the case study is in the quality and depth of information that was provided in the face-to-face interview and not on the quantity. This was preferred by the researcher to e-mails to avoid the Hawthorne Effect. Subsequently, the researcher would not have provided all requisite data or allowed for data saturation.

The researcher received permission from the Institutional Review Board (IRB) with Number: 03-18-16-0364872 on March 18, 2016 to begin data collection as earlier stated. Trips to the offices of the joint venture activities' location enabled the researcher to perform the requisite protocols with the community partner and for the eventual practical execution of the research study. The focus of the research and data collection was the field experience of participants in the industry and not individuals or groups. This is because representativeness was not the selection criterion of importance, but that of field exposure (Lietz & Zayas, 2010).

The preferred sampling strategy was purposive sampling. However, based on the prevailing circumstances at the natural setting and location, convenience and snowball

sampling methods were equally utilized to attract as many participants as possible and to collect enough information in order to attain saturation in the process of data collection. Combining the three methods enabled the researcher to gather as many participants as possible for data saturation also. Subsequently, data were gathered from individual participants through interviews, discussions, and other convenient qualitative methods by using the central and sub-research / interview questions with focus on interviewees as the major participants, who provided data and feedback based on their real life experiences about the central and other related phenomena. Creswell (2013) posited and other researchers also believed that by keeping a focus on the participants, the researcher would learn and use the meanings that participants provided to conceptualize issues involved in the research. Consequently, participants were treated with the respect and dignity they deserved according to IRB and federal stipulated standards in the process of obtaining relevant data geared towards meaningful interpretations.

For more clarity and emphasis, the detailed data collection process was based on the interviews conducted by the researcher, field notes, and observations, and related documents, which were available and reviewed. Knowledgeable participants with relevant field experiences in the area of study provided individual level data through face-to-face interviews in the natural setting. Data collection occurred in phases: sending out invitation e-mails, contacting professional acquaintances, creating a participants' list, meeting with participants, and distribution of consent forms after a pre-screening phase and initial brief interviews for eventual inclusion in the study and its extended interviews.

The initial steps in the research process started after sending out fliers and e-mails by asking initial contacts / acquaintances to distribute the consent forms and to obtain feedback. This was not very successful. The researcher eventually selected participants through personal contacts, telephone calls, or by word-of-mouth of other participants in a seeming emergent circumstantial purposive, snowball, and convenience sampling process based on prevailing situations. The latter actions happened when the researcher was physically present. It was easier to reach the participants and distribute more consent forms with the acquaintances after proper introduction of the researcher. These latter steps enhanced the interview process as they helped in the identification and choice of employees who were conversant and knowledgeable about the discussed phenomena (Polkinghorne, 2005).

In addition, the Organizational Cultural Assessment Instrument (OCAI), developed by Cameron and Quinn (2006), served as a point of reference for the researcher to determine with interview questions the type of cultural integration model that the participants would prefer for the future. They were asked to describe the current cultural integration atmosphere and the one they would prefer. Indeed, their preference was clearly related to the proposition of the researcher for a synergistic cultural integration situation that was more closely linked to statutory and quasi implications of the main phenomena.

The method of data collection is illustrated in Figure 2. In addition to the interviews and documentary sources, the researcher kept a journal to record daily

summaries of field observations during the period of the study. These notes formed part of the analysis and findings. Notably, Creswell (1998), McReynolds et al. (2001) and Merriam (2015) identified observational field notes as credible source of data. Notably, field notes were immensely complementary to the interview transcript. More details of data collection follow below. Accordingly, the sources of data as noted earlier in the study majorly included interview datasets, observational field notes, and documentary sources as indicated. Figure 2 shows the multiple sources of data for the study. These sources are deemed reliable, verifiable, and were based mainly on primary data collected by this researcher from participants' interviews including textual evidence and more.

Documents

With the literature review and available documents, the researcher made use of primary and secondary sources to extensively cover the area of study that involved cultural integration in organizational partnership with statutory and quasi implications. Available documentary resources were necessary because other researchers had written exhaustively on the topic and phenomena involved in the study. Some of the documents examined included prior writings and journals on cultural integration, cultural synergy, due diligence, organizational partnership, statutes and regulations, etc. However, it must be pointed out that the statutory aspect of the study depended on specific cases and other legal resources that were also already in existent, but the usage was left to researcher's discretion. Consequently, the documents were very valuable in retrieving supporting ideas, that highlighted the importance of cultural integration in the progress and success

of organizational partnership. Interviews complemented the document sources and other data utilized in the analysis.

Interviews

Interviews were one of the main sources of data collection. This is because Creswell (2013) recommended extensive interviews for a qualitative case study such as this one. The interview technique utilized was individualized face-to-face interviews. The intense nature of the interviewing process provided rich, thick, in-depth responses from participants. This is because the topic of cultural integration in organizational partnership with statutory and quasi implications is relatively new and rich, thick, authentic information was requisite for organizational partnership, academic audience, and others that might have access to the information provided. The intensity of the interview process enabled the researcher to solicit and excavate detailed information about the phenomena. With flexibility, the probe and interrogative process helped to clarify ambiguity, enabled appropriate responses (Stake, 2010) as the researcher applied more and more sub-questions until saturation was attained. In addition, the already prepared interview questions facilitated and structured the interview process, and allowed the researcher to target cogent and requisite response areas of knowledge.

The research protocol was clear and provided a premise for participant-driven interview procedure. This sequence provided enough room for the researcher to take required and appropriate notes. The participants were briefed on the requisite format; they gave authorization by completing consent forms. The researcher advised them that

participation was voluntary. Efforts by the researcher to provide clarifications about specialized vocabulary and other complex constructs were welcome. After the interview, the researcher prepared a summary to be shared with the participants and a broad account of the process for subsequent review and data analysis. Eventually, the researcher read the data, reviewed them reiteratively, and saved the important data into audio tape recorder. This was done to secure data and keep safely away until need for more review, coding, and other procedures.

Observational Field Notes

The observational field notes added to the immense repertoire provided by the interviews and documentary sources. This is because field notes are analogous to interview data and transcripts (Merriam, 1998) and complement them in meaningful ways. The field notes included the written account or transcribed notes derived from interview observations. As recommended by scholars, the researcher utilized reflective notes for referencing the ideas, thoughts, and questions raised during the interviews / discussions. The descriptive notes focused on the actions, conversations and setting observed during the interview process. In fact, the observational field notes were detailed to add to the profundity of the study data so as to not leave the audience guessing or trying to fill in blanks left by not being detailed enough or by not providing in-depth / deep information. Taking note of the physical environment was important and the researcher observed the natural setting of the partnership venture including some affiliate

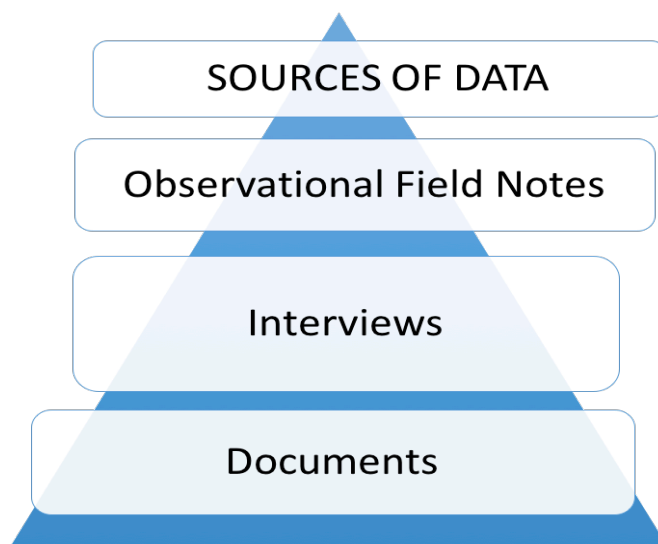


Figure 2. *Sources of Data Collection in this Study by Adeline Emihe, 2016*

settings in the conglomerate as well as the physical disposition and demeanor of the participants as recommended by scholars despite some incidental actions as exemplified.

Significant Event that was Resolved

The significant event that might have changed the context of the study, but was resolved was the anti-corruption initiative proposed and pursued by the new federal administration of the new President and investigations carried out by the Economic and Financial Crimes designated entity. Due to the unfolding process at that time, certain participants became suspicious and assumed that the researcher was an investigator sent by government. In fact, it took more convincing and the intervention of certain professional contacts, the presentation of my proposal, and the IRB Approval to convince several participants that the researcher was not a federal investigator. The changing political context might have affected some of the views expressed by the participants. However,

the participants were assured of anonymity and confidentiality concerning information offered in the study and that their privacy would be respected as well. Consequently, the participants involved were assured that their names would be coded in letters and numbers to prevent identification and that the transcripts would be eventually destroyed. Participants' names were coded as PE (Participant Employee) with the first on the list as PE1, PE2, and so on. Additionally, after all data were collected, participants were asked to review and check for accuracy with summary notes. As a follow up, the researcher continuously reviewed data. Thereafter, the process of securing the data with requisite technology and transcribing it was put into motion.

Transcriptions

After the interviews, the researcher wrote out notes fully as recommended by Merriam (2015). The researcher wrote interview notes based on observations made throughout the study in the form of a reflective journal and note taking to keep record of what was done. Emerging themes and questions were equally recorded during the interviews as part of the field notes. There was also a reading and recording of a lot of notes for safe-keeping as they were copied and saved and stored in the researcher's computer also. Interview transcriptions were done immediately after each interview to allow the researcher develop new questions that emerged from the previous interview responses. Entries were also recorded in the researcher's reflective journal during and after the data transcription.

Transcriptions for interviews were initially typed, set aside, reviewed against the

audiotape and notes for accuracy, reviewed a second time for initial underlining of key words and phrases, and then continually revisited as subsequent transcriptions were added continuously to this pattern of analysis. Coding and re-coding occurred throughout the process until the researcher reached a point of few changes. Due to cost and to save time, documents were reviewed and interview notes and field notes were transcribed by the researcher and double-checked for accuracy against the audio tape. There was a highlighting, underlining, and extraction of key words and phrases for inclusion in the tables. The researcher repeatedly listened to the audiotape while highlighting the transcribed text to capture patterns, the intonation, expression, and emotional components of the discussions including the identification of specific sentences and phrases. For this researcher, a final and comprehensive review of data, information, interview notes, etc., happened within several months (Creswell, 2009) before data analysis.

Data Analysis Plan

Specific data was collected with the research question identified with it. Each research question was connected to specific set of interview questions and data collected for those specific questions that are related to the main research question. See the result section. Anfara, Brown, and Mangione (2004) Code Mapping and NVivo Analytical Software Program (2013) served as prototypes that helped the researcher in data analysis. Specifically, its procedures and steps were utilized to also enable the researcher to perform manual coding in order to analyze primary and secondary data during the process. In addition, Microsoft Word, Excel, were complementary software utilized in

this study to also decipher categories codes and themes. Using the Anfara, Brown, and Mangione, (2004) as a sample for code mapping was beneficial. As a sample technological tool that provided guidelines, it enabled the researcher to develop codes, themes and categories iteratively. The researcher mapped the codes from emerging ideas and categories developed from interviews, documents, and researcher's field notes on cultural integration in organizational partnership with quasi and statutory implications.

Since the topic was based on a qualitative design with the case study approach, content analysis described fully in the dissertation served to perform data analysis. This involved coding and other related strategies. Moreover, known researchers have proposed that a computer algorithm such as applied in more sophisticated software was insufficient for determining the usefulness of comments, that was why the researcher prioritized manual evaluation and simpler software for quicker, easy naming of concepts. Data were thus analyzed for representations of cultural integration, statutory and quasi implication constructs as text units. In fact, the importance of the coding process cannot be overlooked in any way because the coding process helped the researcher to manage and make sense of the data and to develop descriptions. It also enabled the identification of minor and major themes, hard-to-classify ones as well as ordinary and unexpected themes (Creswell, 2005). With constant comparative analysis method (Anfara et al., 2004), the researcher compared interview responses and ensured that they were within the conceptual framework. Effective data coding also helped researcher to address and tackle issues of bias (Glesne, 2006). This was because the researcher focused on the meaning of

individual responses. Consequentially, categorization tables would present the readers with a consolidated, clearer picture emerging from data reduction for meaningful interpretation (Marshall & Rosman, 1989). Discrepant data was minimal and eventually discarded after transcription. Code mapping for research questions and responses was also portrayed in tabular form. Conclusively, all methods of data analysis utilized including the guidelines from the NVivo (2013) and the Anfara, Brown, et al. (2004) iterative code mapping samples helped the researcher to present codes, themes, and categories on the requisite tables to depict the coding and analysis of emerging ideas.

The Process of Data Analysis

The qualitative data analysis commenced with the explanation of the data analysis process and steps followed by a prescribed case study analysis method of qualitative content analysis as recommended by known researchers under the listed procedures found in Figure 2. The data analysis process also included a brief description of the kinds of data that would require analysis namely: documental texts of information, responses from interviews, observational and other field notes as indicated.

The steps that were employed in the process were systematic procedures such as familiarization with data or getting to understand the data; data evaluation, which involved the assessment of the information and responses collected to know if they requisitely and appropriately answered the research questions, Data management involved a thorough reading, note-taking, descriptive classification, and representation. The data management method also involved highlighting, numerating, and listing of

datasets according to topics and filing them in folders. Then, while noting and ordering repetitive / iterative schematic information for easy categorization of variables, the researcher also developed chronological codes by using alphabetizing and digitized numbering in sequential order for easy retrieval. Notably, the afore-discussed process followed some of the procedures discovered in the NVivo data analysis software, notwithstanding its sophistication for a study such as this without surveys to gather data.

Notably, known researchers such as Stake (2010), Yin (2013), and others including Creswell (2013), had proffered that data analysis should involve detailed descriptions, categorical grouping of the findings from multiple sources including the interpretation of data directly from each single source, and corresponding and matching categories to discover patterns that should lead to making inferences, drawing conclusions as well as gaining insights through naturalistic generalizations based on the researcher's interaction with details contained in the data. To underscore the above process Stake (1995) indicated and this researcher agrees that investigators should apply in-depth summarization, categorical combinations, direct interpretation, identification of patterns, unification of common themes, and constant parallel comparison approach.

With the above stipulations as reference, the next step was the real analysis of data, in which the researcher followed a systematic procedure (Creswell, 2013) to described what was observed in the data sources, developed codes, themes, and categories with the interpretation of emerging themes in order to make inferences and draw conclusions from the data based on insights. The researcher also utilized in-depth

summarization to provide detailed descriptions of the data that emerged through categorical grouping by combining instances, impressions, and ideas to form meaning while coding. Similar ideas were combined, classified, and integrated to enhance understanding. Meaning and understanding were further enhanced by straight and targeted interpretation (Patton, 2002), in which unique instances found in the document highlighted participant's observation and response that tallied with the researcher's to be included as a finding. For patterns and correspondences, the researcher further coded the transcripts to portray reoccurring patterns. These were presented in tables portrayed and requisitely numbered. Additionally, illustrative tables further enhanced meaning and deepened understanding. While applying the process of generalizations that were naturalistic (Patton, 2002), the researcher made inferences, assertions, and drew conclusions based on insights derived from the data.

Based on the above steps in progress, results and outcomes, and the procedures inherent in the NVivo and Anfara, Brown, and Mangione (1992) Iterative Code Mapping process acted as samples that provided guidelines. These were utilized by the researcher to explore and portray how initial codes and themes were developed, merged into categories, and to research questions to form emergent themes and ideas. Consequently, tables were used to portray how codes and categories emerged before and during the data analysis of the phenomena and content that were researched. Permission was obtained for the software utilization.

The data analysis process further enabled revalidation by revisiting of the data as often as possible as the process progressed in the analysis and as new information emerged. In the process of analyzing the whole data text for the construct of cultural integration in organizational partnership with statutory and quasi implications and other phenomena, text units were highlighted and defined as interview response data text and their implicit textual content (Louise-Barriball, & While, 1994). The analysis of the responses from the participants and related text were analyzed based on original text, sample, and data. Subsequently, the researcher reviewed all data to discover themes and categories representative of cultural integration, cultural synergy, etc. Other coded representative constructs included cultural collaboration, statutory implications, quasi implications, regulations, agreements, alliances, joint venture, cultural commonality, organizational partnership success, workforce relationship, communication flow, etc. Data were further coded for thematic similitude and patterns as they were identified, sorted, grouped, categorized, and highlighted. The researcher used consistent categorization to form coding variables as portrayed in Tables. The cultural integration variables and categorical table was based uniquely on the context of cultural integration in organizational partnership and quasi constructs. To be able to do this, the researcher coded emergent information and applied other requisite analytical procedures and strategies that were pertinent in order to provide in-depth understanding of phenomena.

Further to the procedures above, the researcher read through the emergent list and categorized each item in a way that offered a description of what the items were all about

and identified whether or not the categories and themes could be linked in any way in order to list them as major or minor categories. Furthermore, the researcher compared and contrasted the categories. This process was performed for all participants' responses. After the latter exercise, the researcher collated all of the categories and themes and examined each in detail to consider their relevance and adequate fitting.

The analysis and findings did not consist uniquely of facts because the researcher also interpreted the data to make the case understandable as well as provide clarity of meaning to enable inferences and conclusions. With the above factors as key functions of the case study (Stake, 1995) the researcher was able to provide a detailed analysis of all data collected while learning from the unique and common perspectives of the everyday employee in an organizational partnership such as the inter-cultural joint venture. Evidently, the content analysis process utilized in this study embodied the procedures described hitherto within four major steps of data analysis that were inclusive of a modified model of summative content analysis, which accordingly entailed the following steps: Organizing data, Generating categories, themes, and patterns; Interpretation and Explanation of underlying context, and Reporting of the findings. With this unique content analysis process, the researcher exhaustively excavated and produced rich and thick information for the in-depth understanding of the phenomena of cultural integration with quasi and statutory implications, with the aim of providing good insights towards improving and strengthening organizational partnerships.

Notably and as earlier mentioned, NVivo Analytical Software Program

(QSR.com), Excel and Microsoft Word procedures and processes enabled the researcher to perform data analysis as tools for data analysis - to organize and compare data. The researcher also applied the Anfara, V. A., Brown, K. M., & Mangione, T. L. (2004) process as the sample procedural code-mapping tool that complemented the hand-coding effort effectuated concurrently with other tools that rendered the data analysis process practical and in line with the qualitative design paradigmatic case study approach. The above processes were underscored by the awareness that qualitative analysis is an intensive process as well as time-consuming and requires the extended use of software technology. The use of software underscored the need to understand complex data in order to avoid making biased inferences or drawing erroneous conclusions. In fact, the use of Microsoft Word and Excel, the computer, printer, audio recorder, and other technological gadgets was absolutely beneficial and utile in this study. The above processes enabled a more practical and relatively, but seemingly effective navigation procedure of data for content analysis. They also provided the researcher with a valid premise for the exploration of data that would eventually lead to making informed decisions and inferences about the phenomena, understanding them thoroughly as well as appropriately utilizing the information that they were intended to expose to the readers after the data analysis process.

Content Analysis

The main method of data analysis applied was the content analysis procedure. As a widely utilized qualitative research technique (Hsieh & Shannon, 2005), it enhanced

exploration of participants' field experience and ideas and increased in-depth understanding of the phenomena embedded in this study with the ultimate goal of producing valid and trustworthy inferences by interpreting text data from a predominately realistic paradigm (Tipaldo, 2014).

The comprehensive content analysis process from which the researcher derived a seeming detailed summative content analysis form covered the following areas:

Organizing data, generating categories and themes, interpretation and explanation of underlying context, and report of finding. The detailed process portrayed on the table below covered the following areas: Review of data, creating codes to define categories, coding and recoding to determine thematic patterns and frequencies, counting instances to determine frequency of conceptual variables and categorical groups, making comparisons between categorical groups and deepening analysis with tables, presenting results, reporting findings, and making recommendations.

Procedurally and within the same process of the content analysis of textual material for this study, the researcher explored cultural integration in organizational partnership with statutory and quasi implications constructively to represent an investigative support for the categories and themes related to the main construct and quasi phenomena that were requisite and germane. In fact, more than 75% of the related texts and units of analysis presented information and data that referenced cultural integration, statutory, and quasi implications as important aspects of organizational partnership success. These phenomena succinctly touched all organizational partnerships

such as joint ventures, mergers and acquisitions, alliances, multi-national corporations, etc. The other 25% of data still referenced other actions and constructs that concurrently work with the titular conceptualizations of enhancing organizational partnership success and mitigating failure. The process of content analysis for this study followed the procedures set down on Table 2.

Table 2

Summative Content Analysis Procedure created by Adeline Emihe, 2016

Process	Steps
The Process of Content Analysis	<ul style="list-style-type: none"> - Review of Data - Creating Codes to Define Categories - Coding and recoding to determine thematic patterns and frequencies - Counting Instances to determine frequency of conceptual variables and categorical groups - Making comparisons between categorical groups and deepening analysis with tables - Presenting results - Reporting findings - Making Recommendations

Indeed, the content analysis process was helpful to organize and order data, study the responses, notes, and other research data as well as to break down data information and lengthy textual material into more manageable units of data through coding that underscored initial review of data. Notably, the idea behind the review was to get familiar with the whole data in order to get it ready for coding before the analysis. The review

also enabled the recognition of easily noticeable and emerging themes, categories, and patterns. It was also an opportunity for the researcher to familiarize with the major sections of the data while reviewing them.

Review of Data

In order to make meaning from the whole sources and the data, a comprehensive and complete review that involved reading and rereading of the materials, which included the documents, field notes and interview responses were accomplished. This process happened several times until the researcher internalized the information in order to produce optimum meaning from the whole sources and data. The above process was repetitive and iterative until there was saturation of information from documents and other sources as the researcher constantly compared information and notes. While reading the transcript further, the researcher also continuously applied coding while making brief notes in the margin when interesting or relevant information was found. Concurrently, the researcher coded the transcript of participants' responses again; marking the keywords or phrases with highlighter colors and placing them in the categories identified and kept a tally sheet during the coding process of the material. The researcher went through the text more than once to identify all keywords and phrases. Participant interview responses, field notes, and related documents formed the bedrock for the analysis and coded appropriately in order to provide the audience and readers with a consolidated and clear picture that emerged after collected data reduction in order to provide a meaningful interpretation (Marshall & Rosman, 1989).

Having accomplished the above process, initial codes were recombined to form categories that were applied to the research questions to provide deeper understanding of the explored and researched phenomena. The researcher also extracted more meaning and made sense out of data collected by holistically analyzing them and coding to make insightful decisions. This is because decisions about research methods depend on the specific context and issues studied as well as on other components of the case study design (Maxwell, 2012). Furthermore, Maxwell also argued and this researcher is in agreement that qualitative data are not restrained by the results of specified methods because the researcher is the major research instrument and the eyes and ears to make meaning out of the data collected. That is why data review and other processes in this study are unique to this researcher as an essential instrument of the content analysis process. Consequently, the efforts of the researcher as well as the process of coding as a very essential aspect of qualitative research were not in any way minimized as subsequently outlined.

Coding

Special attention is drawn to the coding process in this study because it served a very important role and goal in the research as part of the process utilized for data analysis. Qualitative researchers proffer that the primary purpose of analyzing data is to bring meaning, order, and structure to data (Huberman & Miles, 2002). In fact, the importance of coding strategy was not in any way diminished in this study. Consequentially, coding sought out the details with sample procedures from software,

other content analysis procedures were complementary in excavating more details, interpreting meaning and arriving at conclusions through inference and based on the text as a whole rather than breaking evidence into parts (Flower & Hayes, 1981). This is because generating interpretations from someone else's perspective is inherently a matter of also making inference from descriptions of that person's behavior (including verbal behavior) whether the data was derived from observations, interviews, or some other source such as written documents (Maxwell, 1992). Furthermore, coding enabled the researcher to navigate through the transcripts for specific and isolatable characteristics and qualities such as themes, patterns, etc. Others were categorized for results, and observable actions that might become the key variables in the study (Merriam, 1988).

Coding was utilized to build directly from raw data a descriptive, multi-dimensional preliminary framework for more in-depth analysis later and to ensure the validity of the work. It also enhanced the navigation of the huge textual data generated from participants in the inter-mutual co-operative joint venture while seeking to provide deep understanding and meaningful details about the phenomena of cultural integration and related relationships that are being researched and in categorizing information by contrasting and comparing them (Glaser & Strauss, 1967). Miles and Huberman (1994) posited and the researcher confirms that the strategy helped to reduce and transform quantum data into a more meaningful product. It also brought out positive perspectives from the study, according to recommendations by Miles, Huberman and other scholars.

Coding and re-coding occurred throughout the data analysis process until the

researcher reached a point of few changes. While recoding the data, the researcher further analyzed the interview transcripts, documents and field notes by describing constructs in detail, aggregating and combining the categories, directly interpreting them, discovering relevant patterns, developing naturalistic generalizations for inferences and conclusions while applying constant comparative approach (Stake, 1998).

Corrective feedback through coding helped in the presentation of data in formats that portrayed more meaning. For example, since the topic was based on a case study, coding and other strategies such as content analysis described hitherto served to perform data analysis that exposed the meaning, ideas, themes, and thoughts in the content and grouping them into categories. Thus, the researcher prioritized manual evaluation that followed the NVivo software format to a reasonable extent to obtain a more rigorous, in-depth, and meaningful results. In fact, coding allowed the researcher to name concepts appropriately. This is because individuals act on ideas and constructs based on the meaning and interpretations they derive from them (Bulmer, 1969). Resultantly, coding enabled and made it more facile for the researcher to build concepts from collected data by opening up the text and extracting requisite information.

Furthermore, with guidelines derived from the Anfara, Brown, et al. (2004) iterative code mapping software, the researcher was able to map codes, depict how emerging ideas were coded as shown in the tables. The first iterative level depicted the initial codes built from the data, as they became open. The second iterative level showed how the initial codes were assembled into categories. The third iterative level indicated

how the categories were applied to research questions to create an understanding of the phenomenon of cultural integration in organizational partnership. In addition, the tables portrayed how categories were developed iteratively in the research.

The code mapping of emerging ideas and categories development from interviews, documents, and researcher's field notes on cultural integration in organizational partnership with statutory and quasi Implications was cogent and utile. In fact, scholars explained and the researcher confirmed that the code mapping process as applied hereunder usually facilitated the process of linking the research questions and the methods to the type of analysis rationale applied in research studies. While reading through the transcript further and highlighting relevant data such as themes, patterns, etc., the researcher continuously applied coding while making brief notes in the margin when interesting or relevant information was found. Concurrently, the researcher coded the transcript of participants' responses, marking the keywords or phrases with highlighter colors, placing them in the categories identified while keeping a tally sheet during the coding process of the material for numeration. The researcher went through the text several times to identify all keywords and phrases. Participant interview responses, field notes, and related documents were used for the analysis and coded appropriately as already pointed out to provide the audience and readers with a consolidated, clearer picture that emerged from collected data reduction. The above steps provided meaningful interpretation (Marshal & Rosman, 1989), clarification, in-depth understanding of phenomena, and other relevant exploratory constructs that were encountered and

supportive of the process of the research, actions and activities related to cultural integration in organizational partnership, quasi ideas including phenomenal concepts.

Additionally, according to Anfara, Brown, & Mangione (2002), tabular strategies document the relationship between data sources and a study's research questions, the thematic and categorical development and report of findings as exemplified by this study are evidently supportive of the schematizing and categorization of relevant data portrayed and presented on the tables below to deepen analysis. The code mapping procedure was indeed relevant in enhancing the data analysis process. The third iteration table depicted how data sets were thematically broken down and applied to research questions to achieve rigor, transparency in discursive information. Pattern variables showed the different perceptions about the influence of cultural integration on partnerships.

Making Representations and Comparisons with Tables to Deepen Analysis

As visually evident, tables were relevant and requisitely applied in this study to deepen analysis. Notably, theorists refer to the power of qualitative data in its ability to go beyond mere numbers and produce rich insights (Patton, 2002). Consequently, tabulation of data and other related formats were applied to deepen understanding of the phenomena, enhance meaning, and illustrate explanations more vividly. Some of the tables were used to show preliminary frequencies for categorical variables. That is why the tables in this study are integral to the format of this study and attract easy reading and comprehension. They served to make representations and to compare categorical groups as well as portray frequency counts.

Although this study is not quantitative, the researcher believed that frequency tables could be used to portray relevant variables / constructs and categories that emerged and were counted during the coding process. The high frequency of some variables helped to determine the support gained by the phenomenon, which they represented in the data sources. Examples of tables are rife throughout this research. In fact, the high frequency propensity exhibited by some variables and categories during counting helped to clarify the amount of support found in the data about the potential of cultural integration in organizational partnership with statutory and quasi implication to mitigate organizational partnership failure and promote its success. Tables also enabled the researcher to portray the interactive relationship that existed between the phenomena explored and the results and findings. In accordance with the specifications in the literature and the data obtained from the field experiences of participants in the natural setting, the tables seemingly presented quality data and complex information that are portrayed to be adequate and could be assessed within a short period of time and space. In fact, scholars and researchers have repeatedly noted that a major benefit of qualitative analysis is equally, its “thick descriptions, which are further enhanced by analysis and interpretation” (Patton 2002, p. 503). In addition, with tables and figures the researcher has portrayed that the earlier assertion was very cogent. Most of all, the tables in this study are also utilized to create vivid visual images of data and presented to make clear comparisons between categorical groups. They complement the quality of data analysis

Table 3

Sample code mapping for research questions 1 – 4

Research Questions	
RQ#1: Perception of Cultural integration Synergistic Typology Organizational	RQ#2: Legal / Quasi Implications of Cultural Integration in Partnership
RQ#3: Dynamic Modalities promoting Loss of Cultural Integration	RQ#4: Employees' Perception after Job
Third Iteration: Application to Data Sets	
<p>RQ 1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?</p> <p>Themes: 1a, 1b, 1c</p> <p>RQ 2: Q3: How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily?</p> <p>Themes: 2a, 2b, 2c, 2d, 2e</p> <p>RQ3: What dynamic modalities have promoted effective cultural integration in the West African-International Petroleum Joint Venture / Organizational Partnership?</p> <p>Themes: 3a, 3b, 3c, 3d, 3e, 3f, 3g</p> <p>RQ4: How do employees who survived organizational partnership failure describe their procedural experiences?</p> <p>Themes: 4a, 4b, 4c, 4d</p>	
<p><i>Note:</i> Code mapping of emerging ideas and categories developed from interviews, documents and researcher's field notes on Cultural Integration in organizational Partnership with Statutory and Quasi Implications by Adeline Emihe <i>Using as sample:</i> The Anfara, V. A., Brown, K. M., & Mangione, T. L. Qualitative analysis on stage: Making research process more public. <i>Educational Researcher</i>, 31(7), 28, 38. Copyright 1992 by Sage Publishers - Adapted with permission</p>	

Second Iteration: Pattern Variables - Components			
1a. Primordial Instrument	2a. Influence is high	3a. Synergistics of dynamic efforts on all phases of the partnership premise	4a. Initial anger and frustration
1b. Valuable and pertinent	2b. Agreements and statutes form organizational partnerships	3b. Financial benefits of Upstream explorations and Downstream distribution and marketing activities	4b. Unemployment woes
1c. Not very important	2c. Legal harmony and cultural integration synergistic efforts move the joint venture	3c. Access to financial resources and instruments	4c. New employment in Petroleum Joint Venture
	2d. Quasi implications influence the joint venture partnership and is vital to organizational partnership success	3d. Linkages in workforce and community relationship	4d. Financial Stability
	2e. Quasi Implications reduce partnership challenges	3e. Support from the national / government front	
		3f. No dominating culture	
		3g. Due process maintained	
DATA	DATA	DATA	DATA

(Table continues)

First Iteration: Initial Codes / Surface Content Analysis			
1a. Very important 1a. Very vital to synergistics in organizational partnership 1a. Absolutely necessary to organizational success 1b. Should be valued for discovering a cultural integration typology 1b. Cultural integration happens uniquely at each national / partner's level based on cultural commonality / compatibility 1b. Cultural synergistics should count and happen at organizational partnership level 1b. Respect of partner's and community cultural preferences is valued 1c. Financial benefit, more important than cultural integration and typology 1c. Joint venture is purely financial and has not much to do	2a. Legality and its instruments are primordial 2a. There is no compromising legality influence on organizational partnership / Joint Venture 2b. Without agreements, rules, and regulations, there would be no partnership / joint venture 2b. Without legal instrument, there will be no partnership / joint venture 2b. Legal instruments and due process consolidate international and national financial interests 2b. Profit-sharing is based on legal equity 2b. Partnerships must work according to accepted legal instruments and stipulations 2c. Partnership is primarily based on legal agreements and cultural collaboration and	3a. Synergy of cultural efforts 3a. Managed competition 3a. Cultural integration as cultural synergistic 3a. Cultural integration of each partner's varied cultural aspects 3a. Cultural integration at unique partners' / nationality level 3a. Cultural Collaboration and belongingness 3a. Respect for each partner's culture 3a. Non-interference of culture in the financial process and joint venture transactions 3b. Large profits and revenue from oil and gas industry 3b. Equitable sharing of partnership revenue based on a 60% to 40% ratio / apportionment among joint venture partners 3c. Clear and quick access to banking and financial resources	4a. Fear and feeling of Inadequacy 4a. Feeling of anxiety 4b Loss of income 4b. Family instability and insecurity 4c. Job search Long job search 4c. Many unsuccessful interviews 4c. Considered self-employment 4d. Found new job after prolonged job-search 4d. Happy working in a preferred multi-national corporation 4d. Differing cultural perspectives but stable 4d. Presently confident, but less time for family 4d. Oil resources and revenue constant and stable

(Table continues)

with discovering a typology cultural integration 1c. Non-emphasis on cultural synergistics typology	synergy 2c. Legal instruments bind the Joint venture partners 2c. Legal and statutory instruments protect the partners' financial and quasi interests 2d. Legal due process counts 2d. Harmony of workforce interaction and relationships with the administration is based on strong legal and cultural dynamics 2d. Cultural Synergistics among partners is vital 2d. Cultural Collaboration enhances corporate interactions 2d. Cultural Compatibility / Commonality advances workforce cooperation and relationships 2d. Cultural due diligence strengthens organizational partnership and success 2d. Strategic	3d. Invaluable tools of integration and cultural synergistics enhance community relationships 3d. Good Employment benefits for the workforce 3d. Financial, Infrastructural, and educational help for communities 3e. Political and moral support from home government of partners 3e. Access to tax credits 3f. Defining cultural limits 3f. Collaboration and cooperation among the cultural groups 3g. Fair amount of respect for due process on national and international fronts
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(Table continues)

alliances strengthen
joint venture
2e. International
banking
instruments,
corporate
transactions, joint
financial resources
and instruments are
legalistic and
strengthen the joint
venture
2e. Financial
borrowing is legally
structured
2e. Collaboration
and understanding
among partners
based on legality,
and equitability
2e. Cultural
integration at the
national level is
very vital to cultural
synergistics on the
international level
2e. More need for
cultural
collaboration

DATA

DATA

DATA

DATA

(Table ends)

Table 4

Sample of variables and categories with high frequency coding – 1 of a % of data

Variables	Categories
Cultural Integration	<ul style="list-style-type: none"> - Synergy of cultures - Collaboration of individual cultures - Respect of partner's culture - Cultural commonality / compatibility - Assimilation of values - Cultural synergistic typology - Values / Norms' integration - Tradition and mores assimilation - Cultural collaboration - Cultural dynamics - Building new cultural relationships - Cultural due diligence
Organizational Partnership	<ul style="list-style-type: none"> - Joint venture / partnership - Alliances between groups - Strategic Alliances - Association - Changing organizations - Group Merger & Acquisition
Organizational Success	<ul style="list-style-type: none"> - Synergy of cultural groups - Effective cultural integration process - Collaboration between cultures - Efficient policy implementation - Non-interference of cultural process in transactions / financial interests - Workforce competence - Effective service delivery - Cultural due diligence
Legal Implications	<ul style="list-style-type: none"> - Statues - Agreements - Legislation - International legal instruments

Table 5

Sample of variables and categorical coding – 2

Variables	Categories
Motivation for Success	<ul style="list-style-type: none"> - Respect for cultural groups - Synergy of cultures - Existent work conflict areas targeted and addressed - Workforce belongingness - Managerial foresight and innovativeness - Strategic planning - Financial capital flow - Focus on joint venture success goals - Performance based on joint venture success - Recognition of team work - Recognition of Individual efforts - Reward for accomplishments
Good Information Flow	<ul style="list-style-type: none"> - Effective communication - Top down / bottom-up communication - Effective communication between management staff - Effective communication between management and stakeholders - Constant information flow between private joint venture and government partners - Good communication between joint venture and communities

Note: Some categories were identified, but not included due to low-frequency portrayal

including the results and findings of the study. Tables 4 and 5 as typical examples of the frequency count have portrayed interpretations and comparisons between groups of categorical and quasi data. By using the tables, the researcher has extended deeper understanding of the phenomena, made additional sense of the data and enhanced clarity of the results and findings to benefit the reader and the audience. Furthermore, the

researcher agrees with other scholars that the focus on data sets, themes, categorical representations and tabulations enhance the understanding of cultural aspects in the organizational context in which actors apply norms and values to make choices that promote their well-being and organizational partnership prospects. In the same context, the workforce, managers, and other stakeholders should continuously aim at maximizing profits and benefits for the organization. They should equally endeavor to pursue goals, objectives, and actions geared towards advancing their systemic cultural and corporate interface with status roles. The tables by their high frequency of variables and categorical constructs point to the anticipated endeavor to portray vividly issues and facts expressed hitherto within the purview of participants' agreement or dissent in responses.

Agreement in the Participants' Responses

Agreement in the participants' responses enhanced rigor in the research process. The literature showed that agreement between participants' in their responses about the hypothetical link between the major researched phenomena and the outcome was a pointer to the rigor, confirmability, and dependency of the study. For example, Baxter & Eyles (1997) indicated that agreement within a participant group about the relationship between the phenomena and the consequent result could lead to determining the level of rigor of any particular study. Consequently, more agreement in this study might be evaluated as more rigor. That is why the seeming exceptionalism of this study, its hypothetical conceptualizations, and high agreement rate between participants in their responses including documentary data evidence indicated to a measurable degree a high

level of rigor in the study. The responses to support the hypothesis that cultural integration with statutory and quasi implications could result in organizational partnership success were dominant across participant members. Agreement among participants was high concerning the proposition that cultural integration is valuable and tantamount to developing a synergistic typology for organizational partnership success. It was also high concerning some other nonstructural relationship relative to organizational partnership, quasi and statutory implications and other indices that work with the major phenomena to advance organizational partnership growth.

Other factors that underlined and supported the positivity of the agreement in participants' responses that portrayed rigor and confirmability included the following: Conditions under which the main phenomena could relate successfully to the outcome were also specified. Furthermore, through the process of data analysis that utilized content analysis and its procedures including code mapping, the researcher was able to identify the multiplicity of cultural integration variables and categories that led and pointed to organizational partnership success. Additionally, most participants agreed with the hypothetical stipulation that cultural integration with statutory and quasi implications could lead to organizational partnership success. This was tested with researcher-developed instruments as research questions with the participants' responses. The researcher believes that the conceptual framework that is applied also corresponded to the process through which data was collected and the agreements in responses achieved about the phenomena and the proposed cultural integration synergistic model. The

literature indicated and the researcher confirmed that presenting the results of the data analysis on sequence tables as was done in the study, also complemented the participants' responses as well as underscored the level of rigor.

Conclusively, the above preceding facts supported the importance of agreement by participants that corroborated to the literature evidence and researcher's questions and propositions. Resultantly, the high propensity of agreement between the participants in their responses concerning the efficacy of cultural integration with other phenomena in promoting organizational partnership success enabled the researcher to portray clearly the benefits of promoting cultural integration in organizational partnership. However, scholars have posited that further tests are required in order to confirm dependability of a qualitative study such as this. Nevertheless, the exceptionality of the research and the completion of the study at a successful prototype organization favorably disposes its propositions towards further research and replication. The latter assertion seemingly points to the possibility of replication, which this study portrays. In addition, and finally, results indicated that participants' responses and documentary evidence for this study were positively associated with post- organizational partnership success and growth.

Summarizing the Data: A Broad View of the Sampled Participants

Firstly, it is vital to highlight the extent of participants' agreement with respect to responses and data that they provided. In fact, according to data evidence, participants were in agreement to a measurable extent, but not in all aspects of their responses to research questions. Although the responses matched with the same research questions,

responses were diverse, but not markedly divergent. These facts are portrayed in the results section as well as on the data frequency tables. However, discrepant responses and data helped to evaluate the process of analysis and discarded eventually. Having said that, the main purpose of the four research questions and the associated interview questions was to prompt work / field experience related memories and to discover the lived experiences of the participants in their setting of their work and in the joint venture environment. A second purpose of the research instruments was to establish which participants were willing not only to share their field experiences in detail, but also had the recall and ability to narrate the information they had by revealing pivotal moments. Each research question was examined first for lived experience data and then for indicators of agency and social expectations. In fact, all the participants selected for in-depth interviews were eager, had sparked interest in the research, and were ready to broaden the scope of understanding with their lived experiences as well as revealing the roles of social and cultural expectations of the venture in the context of cultural integration in partnership with the associated statutory and quasi implications.

In response to the research questions, more than 90% of the interview participants explained that cultural integration was an important aspect of organizational partnership and that it would promote and enhance its success when the partnering organizations worked together synergistically to foster an enabling environment in which the workforce would feel a sense of belongingness. This is necessary for collaboration both in the process of integrating organizational cultures and in the routine scheme of organizational

actions. Generally, they opined that the statutory implications, if linked to the legalistic running of the organization was equally of primordial value in cushioning cultural synergistics to advance organizational success. Some participants still needed further clarification on the quasi implications. After the explanations, many of the interviewees indicated that based on their field experiences, cultural integration would not be far reaching, overarching, or indeed meaningful enough without the implementation of statutory, quasi implications, and emergent dynamic modalities because they were tagged with most aspects of organizational partnership success.

RQ 1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?

RQ 2: What dynamic modalities have promoted effective cultural integration in the International Joint Venture / Organizational Partnership?

RQ Q3: How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily?

RQ4: How do employees who survived organizational partnership failure describe their procedural experiences?

Results for Research Questions

Question 1

How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public partnerships?

Introduction

The above question sought to explore the perspectives of employees and

managers including documentary evidence about the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public / non-public partnership entities. Analysis of transcripts interview data revealed that cultural integration was valuable for discovering a synergistic cultural integration typology for partnership / joint venture success. More than 80% of participants responded and agreed that cultural integration was important for organizational partnership as well as valuable for discovering a relative synergistic typology. Some participants believed that it was valuable, but not for discovering a typology. Others argued that there 'is synergistic cultural process already existent among partners that did not interfere with joint venture actions.' Some other responses indicated that there was existent respect for individual national / partner's cultures at official and community levels that should be geared towards discovering a cultural integration synergistics typology. In addition, a few others agreed that it was valuable, but not actually happening in the joint venture partnership. With this question and the analysis process that the researcher explored, it was discovered from the responses, lessons, and field experiences of the participants at bi-lateral joint venture partnership supported the proposition that cultural integration with quasi phenomena was valuable and necessary for organizational partnership success. The researcher analyzed and extracted coded information from available data and transcripts of interviews about the perception of the participants concerning the value of cultural integration in relation to discovering participants' attitudes and behavior that matched the indices of an integrative cultural typology for

organizational partnership success in a public and non-public entities. The summary of the themes that emerged relative to the phenomena concerning the value of cultural integration in discovering a cultural integration synergistic typology for organizational partnership is portrayed in the categorizing Table. These were as follows: Cultural Integration is valuable for discovering a synergistic cultural integration typology for partnership / joint venture success, valuable for joint venture success, but not for discovering a typology, it is valuable for joint venture partnership success, but not really happening in the joint venture partnership. Nevertheless, the researcher also discovered from participants' data text that there was existent a synergistic cultural process among partners that did not interfere with joint venture actions. It was also evident that the existent respect for individual partner's cultures at official and community levels as perceived by participants ought to be geared towards discovering a cultural integration synergistics model for the organizational partnership that would be more embracing instead of selectively dependent upon group and cultural affiliation. Notably, researchers emphasized that a good cultural model for organizational partnership should involve the exchange of ideas, technology, best practices, and products of each entity to form a unique cultural form of corporate personality. Based on the preceding definition, documentary data / the literature including the responses of the participants, a high level of valued cultural integration was already going on in the joint venture and might be the reason for its success.

The initial tables highlighted samples of varied and major thematic trends and other

emergent cultural integration, statutory and quasi themes that were discovered in the participants' transcripts and other documentary data for responses to Question 1. These

Table 6

The following table highlights some of the thematic trends discovered in a percentage of participants' transcripts and other data for more participants

Keyword / Phrases	Participants						Total
	PE7	PE8	PE9	PE10	PE11	PE12	
Cultural Integration	12	7	9	11	14	16	69
Cultural Compatibility and Collaboration	14	12	8	10	10	12	66
Cultural Integration Typology	8	7	12	9	8	13	57
Cultural Synergy	15	13	10	12	8	10	68
Cultural Synergistic Typology	12	11	14	10	12	8	67
Cultural Assimilation	5	0	4	2	3	5	19
Total	66	50	57	54	55	64	346

are analyzed and evident in the analysis trends as portrayed. The researcher also utilized these frequency tables to display numeric counts of codes and variables related to the

Table 7

Sample Frequency Table - Description of “Cultural Integration in Organizational Partnership: Other emergent cultural integration themes and counts from participants’ responses to Question 1. Below are the thematic trends discovered in a percentage of participants’ interview transcripts and other data for another number of participants

Keywords / Phrases	Participants						Total
	PE1	PE2	PE3	PE4	PE5	PE6	
Cultural Integration	18	15	8	10	18	15	84
Cultural Compatibility / Collaboration	12	9	12	14	5	8	60
Cultural Integration Typology	14	16	10	12	10	8	70
Cultural Synergy	10	10	16	15	8	18	77
Cultural Synergistic Typology	12	14	12	8	15	13	74
Cultural Assimilation	3	4	3	2	5	7	24
Total	69	68	61	61	61	69	389

major and quasi phenomena. It should be noted that numeration of data is an important aspect of qualitative research and analysis that is recommended. Scholars pointed out that the numerization of data in a study of this nature does not only enhance the quality of analysis, but also increases the authenticity and the empiricism of the research information contained in the study.

After the initial tables, categorical data on the participants' perception about cultural integration in organizational partnership in response to question 1 followed. The researcher examined the documentary data / text materials from participants to ascertain that there were indicatives of cultural integration / organizational partnership and other social expectations as well as the identification of crucial moments of field experience in the work life of the interviewees that were relative to the identified themes for analysis.

Cultural integration is Valuable for Discovering a Cultural Integration Typology and for Organizational Partnership Success

The researcher examined the documentary data from participants and text materials to ascertain that there were indicatives of cultural integration / organizational partnership and other social expectations as well as the identification of crucial moments of field interpretations. In fact, observation of attitude and behavior played a major role in coding themes for in-depth understanding of the relevant. The open-ended question as stated earlier was: "How did managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities?" The intent of this question was to explore the field experiences of employees who have at one time or the other participated in the joint venture partnership process of the public / private partnership. An analysis of available transcripts from interviews including researcher's field notes was undertaken. The first question produced the following outcomes based on the first theme that cultural integration was valuable for organizational partnership growth and in discovering a

cultural integration synergistic typology for organizational partnership. PE1, PE2, PE3, PE4, PE5, PE6, PE7, PE8, PE10, PE12, which was about 80% of participants agreed that Cultural integration was valuable for discovering a cultural integration typology and for organizational partnership success.

Table 8

Sample Categorical Data on the perception of participants about the value of cultural integration in relation to organizational partnership and for discovering an integrative synergistic cultural typology for organizational partnership success in public and non-public entities

Category	Cultural Integration is valuable for discovering a Synergistic cultural integration typology and for the partnership / joint venture success	Cultural integration is valuable for joint venture success, but not for discovering a typology	Cultural integration is valuable, but not really happening in the joint venture partnership	There is synergistic cultural process among partners that does not interfere with joint venture actions	Existent respect for individual national cultures at official and community levels should be geared towards discovering a cultural integration synergistics typology
Participants	PE1, PE2, PE3, PE4, PE5, PE6, PE8, PE10, PE7, PE12	PE9, PE11	PE8, PE9, PE11, PE7, PE12	PE8, PE1, PE3, PE2, PE4, PE5, PE6, PE10	PE1, PE2, PE3, PE4, PE5, PE6, PE10, PE11, PE12
Number of participants	10	2	5	8	9
Percentage	83%	17%	42%	91%	75%

integration in the organizational joint-venture partnership. PE1, PE3, PE4, PE12 opined that the type of cultural integration was more of cultural synergy among partners. It was valuable, progressive, and enabled workers to participate actively and effectively in the process of the successful and progressive organizational partnership to which they belonged and contributed. It was valuable, progressive, and enabled workers to participate actively and effectively in the process of the successful and progressive organizational partnership to which they belonged and contributed. In answer to what they thought about the process of discovering a suitable synergistic typology, PE10 responded, “What is attainable is a cultural synergistic process that should happen on the national level of each partner and this would have to be more interactive among all partners to be really more gainful.”

In his response, PE6 agreed that the process was valuable for organizational partnership success and explained as follows:

The integration process in this joint venture is happening more among the employees from the government arm of the cooperation exercise. The same process was also occurring among the employees of the international petroleum corporation arm of the joint venture enterprise. If both partners can interact more and important aspects of both cultures merged, the synergistic process of cultural integration would be less cumbersome. It would also promote a more positive relationship between partners and the workers including the administration, general managers, and other external workers such as the contractors and the people of the South-South communities of the Delta area. In fact, the government, the partnership and the people in the oil-producing communities of Delta and Rivers need to work more closely.

PE4 noted, in a portion of his response, “In this way, the cultural integration process

would become more valuable because it would help all arms of the joint venture organization and other public and non-public partnerships to learn from the researched example.” He also added that the present existent situation uniquely enabled the local organization to integrate the cultures of their own employees on their national level while the employees of international petroleum corporation did the same. With this process, the two cultures met on the common ground of respect for each other. PE4 continued and noted that the way both cultures operated at the national level of each partner enabled the cultures of the employees not to interfere in the process of achieving the major set goals of the joint venture, which encompassed financial benefits and outcomes especially in the upstream and downstream activities of the organizational partnership venture.

PE6 clarified further: With this type of existing cultural integration on the national level of each organizational partner, it is possible to say that in as much as cultural integration is valued by them; there is indeed a synergistic effort to ensure that both cultures work together in collaboration for the success of the joint venture. In fact, I think that a synergistic typology, as you described it, would simplify the process a lot. When asked about his view on the role of effective cultural integration in the

discovery of a synergistic typology for joint venture partnership success, he responded that an effective cultural integration process was needful and important in being able to discover that model. PE1, PE3, PE4, PE5, PE6, PE10 indicated in their responses and also affirmed the view that cultural integration is valuable for discovering a synergistic cultural integration typology for the partnership / joint venture success. PE3 and PE7 indicated that the cultural arrangement in the organization was not considered a big issue because the focus of all the parties concerned was mainly the financial success of the

organization. However, the participants explained that a cultural integration typology discovered from the existent cultural model that is practiced in the venture would smoothen community relationships and provide a process for quicker actions on issues that arose between the local petroleum industry and the community in the Niger Delta and Southern areas of the country.

When all the other participants were questioned further during their specific interview sessions, their views and responses did not differ much from that of PE6 and others. They agreed and were of the same view that the synergy of both integrated cultures was very important and valuable to the process of discovering an integrative cultural typology for organizational partnership success in the joint venture and other public and non-public entities.

PE8 stated: In fact, the joint venture has operated, in my view, in a unique way in which it considers culture as a contingent issue that it reverts to only when necessary. Actually the joint venture partners apply culture in synergistic terms when there is a problem to resolve whether between partners or in the local communities where they carry out downstream activities. When these situations arise, employees, administration, and other stakeholders are involved and try to use their cultural adaptations as a means to resolve the problem. To answer your question, I think that the partnership should discover a particular standing and ready typology of cultural integration that is progressive and can be applied more often in the types of situations that we continue to witness constantly these days. Actually, I am convinced that a cultural typology that is easily and readily available is important in resolving situations by using the cultures of the partners and the communities in meaningful ways. Actually, a good cultural relationship or integration will be valuable for discovering a model or a typology of cultural integration for this joint venture entity.

Approximately 83% of participants were of the view that cultural

integration should be valued in discovering a synergistic typology of cultural integration synergistics for organizational partnership success. Indeed, as national and cross-border corporation actions intensify globally, the organizational partnership structure has continued to be one of the best strategies for tackling international corporate growth, globalization, and expansion. As continuously mentioned, the literature indicated that with the global business growth, cultural clash among partners continued to be the major factor that has caused organizational partnership failure. It was also portrayed that managers and administrators have managed to mitigate the financial and economic problems, but have continued to grapple with cultural integration of partners. Although it is relatively factual that cross-border organizational partnerships such as the bi-lateral cooperation / joint venture have become one of the leading approaches for corporations to gain access to global markets success has been elusive to some. In addition, there has been little progress in research that explored the huge role of cultural integration and synergy in the success of the ventures. The partnerships continue to struggle with organizational cultural differences. In fact, poor cultural uniformity has continued to be mentioned as one major reason why partnerships have not produced the outcomes organizations hoped for (Cartwright & Schoenberg, 2006).

Consequently, researchers have explained that to integrate two cultures, organizational partnerships should first define their cultural objective in broad terms.

This is indeed a job for the administrators and managers who should be willing to sustain their organizational cultural integration momentum and commitment until the cultural objectives are realized because the literature emphasized that integrating cultures as a whole and particularly that of organizational partnerships is a huge synergy opportunity that needs and merits managerial and executive involvement. Some organizational partnership experts have proposed that the partnership managers should understand that the processes of integrating partnership cultures involve hard choices and they should endeavor to pinpoint the cultural agenda that is necessary. Experts insist that managers must determine the type of emergent culture that they expect from the new combination of the two organizations. That is whether an assimilation of values and norms is requisite to create a blend of cultures or to import a working culture into the partnership organization depending on the partnerships' expected and essential financial and strategic plan goals, and success objectives.

Notably, the joint venture between two large corporations such as the West African and American entities should require a cultural integration plan that affects its operations positively, guide the managers, and contribute to empowering the workforce. Furthermore, researchers have propositioned and it was evident in the participants' data and responses that the success of this type of joint venture should be dependent not uniquely on the integration of operational activities, but also on the cultural integration process. However, despite the trend of cultural clashes in contemporary times in organizational partnerships and nations, minimum research has focused squarely on

international cultural integration in organizational and partnerships and national cultural tolerance. Nevertheless, the literature evidenced and the researcher agreed based on participants' data excavation that organizational partnership managers and administrators have started to devise and continued to seek out best strategies to tackle cultural integration deficiencies. According to the literature, these strategies include blocking the gaps between antecedent behaviors and business results (Denison, Adkins & Guidroz, 2011). The authors maintained that the new cultural integration tools proffered by researchers and applied by managers could seemingly provide partnerships the practical steps and opportunities to narrow the loop on merging two cultures and minimize the extent of difficulties encountered in merging two different organizations with disparities in cultural disposition. They stated that by engaging these tools, managers can measure the difficult task of persuading people to adapt their beliefs and behaviors to the new trends that the partnership currently pursued to elevate the possibility to control outcomes and the probability that its activities would manifest positive dividends.

Based on the above expositions, participants' response data and analysis, this researcher became further convinced that the current proposal to target the value of organizational partnership cultural integration and its value in discovering a cultural synergistic typology for mitigating organizational partnership failure was immensely apt at this point and moment in research. Additionally, a cultural integration typology as the one proposed by this research including the cultural integration program and orientation also proposed in this study would relieve the uncertainties encountered in discovering

appropriate approaches and strategies to avert cultural clashes, in the maintenance of appropriate implementation of the cultural process and in the enhancement of organizational partnership success. With the latter assertion, the researcher moved to the next emergent categorical data on the perception of participant employees about the value of cultural integration in relation to joint venture success,

Cultural Integration is Valuable for Joint Venture Success, but not for Discovering a Typology

When participants were asked whether the value of cultural integration in organizational partnership depended solely on discovering a synergistic typology for organizational partnership, most of the participants agreed that it was important to have a cultural integration structure in every organizational partnership and they would welcome an emergent typology because there was no harm in have one. They noted that there was no way to have a typology without a process of cultural integration in place. However, PE9 and PE11 stated that the existence of a cultural arrangement, which was seemingly synergistic, was working for the joint venture and it was not necessary for discovering or having a typology because a model was already in place. For them, the partners were doing well with the way the partners collaborate with or without culture. Both participant also tended towards the agreement that it was unnecessary for the partnership to engage in another strenuous process of discovering a cultural integration synergistics typology because the partners were more concerned about the financial success of the joint venture more than anything else was. PE11 explained that based on

the existent collaborative process and synergy of cultures among both partners and the relational mechanism that was in place; the Joint Venture did not require an additional integration typology to be implemented across board. When questioned further about the value of cultural integration and its effect discovering a typology PE9 explained:

I think that discovering a model would not be possible without a cultural integration process in place. Actually, the synergy of cultures that is existent has enabled our partnership to implement a cultural model that has worked for the joint venture, the workforce and community partners, as they deemed it necessary. I am sure the financial success of the organization is more important for now for the partners. The oil revenue seems to be the immediate focus for the time being especially with drop of oil prices. But, you know, with all the activism in the delta region and the situation of politics, I am sure that the joint venture would welcome a cultural integration typology that would help to alleviate the problems. Of course, cultural integration is valuable for the joint venture process with or without a typology. Actually, a cultural integration process should be valued by all partnerships first before considering a typology. However, I think that if the joint venture can synergize cultures better and work in harmony as is presently happening to an extent and the downstream and upstream activities of the joint venture continue running smoothly, a typology of cultural synergistic integration would not be necessary with such conditions.

Both participants laid strong emphasis on the fact that cultural issues were not allowed to interfere in the financial goals process, transactions (whether upstream or downstream), and the success of the joint-venture partnership. When questioned about the factors that enhanced the process of cultural synergy, all participants in their responses observed that despite the cultural differences existent in the joint venture, the process of synergistic cultural collaboration was favored by the fact that all employees of both cultural affiliations spoke English and understood each other well on that level.

They maintained that so far, the process in situ was working and the typology has not been considered as an urgent necessity as far as they were aware. They also observed that the fact that the country's oil industry as a national enterprise was an emergent entity of the British government and most of the country's citizens understood the cultural aspects of western civilization through the British administration therefore integrating the cultures synergistically was not a very complex process at the joint venture. Thus, there was no great or urgent need for a cultural integration synergistic typology for organizational process at the moment.

PE2 stated that the organization was doing well with its present status quo of respecting the inherent cultures of partners and working together to achieve success goals. PE2 continued:

Since I became an employee of the joint venture, to the best of my knowledge, the workers have always maintained synergy in working together and in ensuring that the various local working groups and individuals who work in the West African entity maintain peace and harmony in the day-to-day activities of the joint venture. I am aware also that sometimes issues of working conditions concerning unions and wages pose difficulties between the administrators of country's organization and even the American and its affiliates. You are aware that there is a strike-situation taking place now in local arm. That is a union issue, but let me say this, the local workers cherish their pay and wages in these hard economic times and always do their best to resolve issues before they even become problematic or affect the joint venture process. The joint venture under the National Petroleum Investments Management Services, NAPIMS, which is part of the government, maintains steady salary payments more than other arms of the federal government and ministries. To be honest with you, in my view, it is all about financial, and the groups do not want disruption in the activities of the joint venture with or without a model or typology of cultural integration. However, I still maintain that a cultural integration process for organizational partnership success is

important and is valuable in discovering a model of synergistic cultural integration for organizational partnership. That will be possible if the Organizational Joint Venture partners decide to place more focus on those factors.

The researcher agreed that the latter input added to the reason why the importance of a cultural integration typology for organizational success lies partly in the multiple perspectives through which culture in the organizational partnership and other settings have been explored contemporarily. The perspectives in some cases have emerged as pluralistic, complex, diverse and contradictory than previously acknowledged, as a consequence, some organizations address culture at various levels, including national, organizational, (Sackmann, 1997) community, and others.

PE3 maintained that cultural integration and its synergistic typology was required to meet and tackle the challenges that modern organizational partnerships face. He argued that without a valuable, functional, and practical cultural process and model, the modern joint venture in the West African dispensation will continue to encounter enormous problems in the exploration of the country's crude oil. He opined that the adjacent communities in the areas where the rigs, wells, and pipelines are located have continued to become more aware of their environment and the activities of the oil industry. He continued, "They want to participate more in the processes and want to be involved. This is why cultural integration should be valued among all partners involved in the joint venture processes not only with the American, but also with other European and Dutch partners. In fact, I do not believe that there should be a typology without the cultural

integration process. The cultural integration synergistic typology should be an up-shoot of a solid cultural integration process.” Uniquely, about 25% of participants stated that cultural integration was valuable but not really for discovering a model of cultural integration. Other participants maintained that it was valuable for discovering a typology of cultural integration for organizational partnership.

The literature also portrayed that some scholars like Sackmann have acknowledged the complexity of the cultural process and its value in organizational partnership as well as provided recommendations for working with culture including best practices that could be positives for its integration process. Most authors have not yet specified that a desirable typology with statutory and quasi implications should arise from the cultural integration synergistic process, which is the gap that this study intended to fill. The next category was analyzed as portrayed below after this section.

Cultural Integration is Valuable for Organizational Partnership, but not Really Happening in the Joint Venture Partnership

The value of cultural integration and its synergistic typology remained an exciting and challenging topic as it emerged in the study. The researcher discovered through textual and interview materials that the participants valued having an organizational cultural model such as a typology. However, most insisted that there was not yet a discoverable or applied unique model that they were aware of in the joint venture. PE8, PE9, PE11, PE7, PE12 explained that Cultural integration is valuable, but not really happening in the joint venture partnership. They were of the view that a typology tied to

the organizational machinery would be helpful to the success of the partnership.

According to transcribed text data, PE8 pointed out, “The employees understood the importance of culture and its integration in the joint venture and other partnerships.”

However, most participants explained that the emphasis on culture was minimal because the partners focused on revenue profits that accrued from crude oil explorative activities and other economic and political perspectives. PE5 responded that the different partners adhered more strictly to their own cultural environment, but respected the cultures of the other partner. He expatiated that with this type of arrangement, the partners did not really deem it important to consider the implementation of any official, cut out or specific type of cultural integration process or typology as a model. A few others were of the same view relatively and provided more personal opinions as expressed hereunder.

For example, PE7 disclosed: The cultural synergy among groups and individual is valued because it helps to address conflict and maintain workforce unity.

When we work together in solving problems, we support one another within our specific cultures. The groups like this process and the partners have benefitted from it. It helps employees and managers to advance and maintain a healthy working relationship and environment. Actually, we have slogans and rewards for exceptional contributions towards innovative working relationships and actions. In fact, cultural integration is valuable and important in discovering a typology of culture that will shorten the process of cultural misrepresentation in the joint venture. However, so far, there is cultural synergy among groups, but none of that in this partnership in general. If the joint venture partners could adopt a functional model or typology, as you call it, would be more progressive.

While there was almost total agreement on the value of cultural integration in the process of discovering a cultural integration synergistics typology for organizational

partnership success on the part of the partnering organizations, few participants had a different view. Participants PE7, PE8, and PE9 maintained in their responses that cultural integration and its synergistic typology were not of much value to the joint venture partners because the partnership was mainly one between a private company and the public enterprise representing the federal government of the country. They were involved in the production, refining, and marketing of petroleum products process including the accrument of financial benefits and had little to do with cultural integration. They indicated all the same that they would be happy to see the two partners interact more closely in cultural ways. A few participants also argued that although cultural integration was valuable to the process of discovering a cultural integration typology and for organizational partnership success in the Joint Venture, it did not happen at the official level, but within the premises of the partners involved in the Joint Venture and the local communities in which it operated. They also maintained that it involved a process of respect for the individual cultures in which the different cultures harmonized cultural aspects within their groups and workforce for the benefit and success of the overall partnership and not cultural integration per se. They maintained that so far, the two cultures worked synergistically together successfully and collaboratively to achieve progress and advance the enterprise.

PE7, PE11, PE12 supported the idea that cultural integration was valuable because it could bring the partners closer together and would indeed create a better physical environment of belongingness among the workforce population, the

administration, and the nationals in the partnership. PE12 noted that there was no cultural integration between the two groups or partners because each group carried out their social activities on unique group levels and interactions among groups were mainly at official levels. “In fact, there is no physical program that emphatically targets how the two major cultures integrated cultures more effectively for optimum performance,” the employee observed. PE8 expressed the view that there was no official cultural integration process or program happening that the participant was aware of in the Joint Venture. He explained that he would like such a process to be implemented because it would make the job more motivating and improve performance. PE8 further explained that a situation in which the two partnering cultural groups interacted and worked in an environment that promoted more interaction among employee members of the same unique cultural group did not enhance integration. PE12 also noted that there was no cultural integrating process seemingly manifest at that time. PE9 cited the situation in which the two partners maintained different working official environments, spaces, and buildings and asked:

What type of cultural integration do you expect to happen in such a situation? Actually, this type of condition can breed lack of uniformity in values, actions, and behaviors and may result in a typical situation of discrimination or related attitudes that might be prone to misinterpretation.

PE8 argued that the workforce and the administrators in the joint venture would perform more effectively, if a cultural integration synergistic typology were to be implemented in within the partnership. According to the participant, it would facilitate the process of agreement, compromise, and understanding especially during conflict

situations among groups and individuals including government staff and administrators. This according to the participants would be immensely beneficial to the two groups in situations where the parties or groups need compromise or agreement on issues of vital importance in the oil and gas sectors that were critical to the smooth running of the joint venture and the relationships between all parties concerned. The three participants maintained in their view that so far, there was no official paradigmatic model of cultural integration or its synergistic typology that were being implemented in the joint venture to their immediate knowledge. However, they expressed happiness that there was collaboration among partners that highlighted cultural synergy.

Conclusively, most of the participants mentioned believed that discovering a synergistic typology of cultural integration and implementing it would be a big plus and would go a long way in tackling several of the issues that had arisen in the past between the national partners, among boardroom members, and even community cultural groups involved in the joint venture partnership activities. They pointed out that some organizations take cultural integration seriously and if it happened in the joint venture more explicitly, it would be a positive for the partnership. However, they regretted that such a situation did not exist and expressed their eagerness towards the possibility of implementing the researcher's subsequent recommendations to their partnership situation based on administrative decision-making. In addition, researchers also believed that disseminating research information is an important component of research and that the process of effective communication is an important aspect of research information

dissemination. The researcher, agrees that it would be a good idea to also extend the recommendations to any areas that involve partnership relationships both in the local and global spheres. Doing this, would underscore the relevance of the contribution of the study to social science literature and equally underline the relevance of the study in filling the identified gap in literature. Notably, has existed in not proposing a cultural integration synergistic typology that is intended to help managers to put together plans that would adequately enhance the wellbeing of the organizational partnership, with regards to building a strong and formidable enterprise for all stakeholders, shareholders, and the community in which the entity is located with cultural, synergistic and quasi tools.

The Synergistic Cultural Process does not Interfere with Joint Venture Actions

The examination of participants' data and text revealed that the synergy of cultures that happened between the two partners was not official but strong and promoted a cordial working relationship among partners. Consequently, any envisaged partnership or individualistic conflict anticipated was quickly settled through a process of conflict resolution that began with the unique cultural group's intervention and eventually confronted in synergistic ways by both partners. This process helped to mitigate problems while managers ensured that there was avoidance of interference of the process with mutual, official, and transactional relationships that exist among the workforce population towards the smooth running of the joint venture activities in particular and the success of the partnership as a whole. PE1, PE3, PE2, PE4, PE5. PE6, PE7, and PE10 were all almost of the view that the cultural groups worked synergistically to ensure that

the cultural process among partners did not interfere with joint venture actions. They proffered that the same process was applied to mitigate challenges in the cultural as well as partnership and community spheres.

According to PE1: Conflicts happen in every organization and even more in a partnership that boasts of double portions in employee number where there are human and group relationships. The International Joint Venture is not an exception. When such situations arise, the process of conflict resolution usually kicks off from the individual partner's front. The partner summons meetings to ensure that the conflict does not get out of hand. After this, both partners meet to deliberate on a proper way to resolve the problem.

PE2, PE5 and PE7 opined summarily that it would have been better to have a process by which the two cultural partners developed a unique integrative set of rules. These could be applied towards difficult situations in the joint venture as well as in the communities and with the external stakeholders as an interventionist strategy that is common to both partners. They noted that in the transactional relationships both in the downstream and upstream activities of the partnership, the groups tried to maintain decorum in the cultural relationships to avoid cultural interference. According to them, the managers have often emphasized values that promoted the success of the organization in general, but not really advocating a specific type of cultural integration process or a typological paradigm.

PE10 responded: Sometimes, when there were situations that needed solutions, the partners would ask each other – “How do you tackle this problem in your place or in your culture? Both partners would then proceed to find a common ground for solution.” This was indeed a synergistic problem-solving process that would have been easily resolved by a cultural integration synergistic and typological initiative. It is

somehow frustrating that one of the partners usually dominates in the decision-making at such times and the other partner has to go along to avoid conflict for the sake of the progress of the joint venture partnership and its success. Actually, I think that more cultural affinity will help to bring partners closer together and build more political and economic bilateralism between the two partners.

Most of the participants indicated, in the data text that so far and from the much that they were privileged to know and knowledgeable, that it has been evident no matter the situation. Nothing – not culture or any other problem was allowed to interfere inimically or meddle in the smooth implementation of the joint venture's financial strategies and processes as stipulated in the legal and quasi instruments of the partnership. PE1 and PE4 indicated that the process of working synergistically on cultural and other areas by both partners was immensely helpful to the partnership. However, they maintained that discovering a cultural integration synergistic typology would indeed save time and shorten the process of conflict resolution especially in the downstream activities of the joint venture process where contact with the communities represented by activists were inevitable. PE6 expressed the view that the long process involved in conflict resolution among partners and even with the communities that got involved in one way or the other with international joint ventures' activities involving other oil corporations from time to time arose due to the improper application of the cultural synergistic process in the discussions and interactions that preceded volatile community situations. The participant also noted that the government and joint venture's seeming lack of strategic focus on the type of cultural and environmental mechanism that should be applicable in

communal relationships in some parts of the Delta region of the country was problematic. This participant stated that the emanating challenges were also due to lack of adequate education on ways of effectively applying a workable cultural integration model within the partnership and the communities. PE4 indicated that although the value and importance of cultural integration was in the mind of the workforce, they really desired the process and wanted it to translate into action. Additionally, the researcher discovered from some of the participants' data and responses that there was no official machinery and tools currently in place, or effectively implemented for sensitization among the administration and the workforce to move towards such an official process of cultural integration or a model of relative typology. PE1 agreed with PE10 that it would be a good idea to have a model of cultural integration activated to guide the partnership and the workforce. Accordingly, this would also promote and enhance the success of the upstream sector in particular. PE1 added that it would not only still not interfere in joint venture activities, but would add to and enhance the process of transactional activities.

PE10 declared: Emphasis on financial revenue and a cultural model that combines vital aspects of both cultures will go a long way towards achieving more success and less conflicts especially in the communities and within the joint venture. Again, defining and highlighting the common cultural objectives that would be appropriate for the partnership will add value to the cultural integration process as well as result in discovering the so called typology that is necessary. I think the managers should have a huge responsibility in this and in defining the appropriate steps to follow towards discovering a cultural integration synergistic process and model that will also not interfere in the joint venture actions, but enhance its progress. In fact, we really need a model to follow in this corporation instead of only focusing on money and profit margins. So far, we are encouraged that the cultural synergy among groups does not interfere with

the smooth running of the partnership and the success of the joint venture. Rather with cultural harmony that we have in place, I am positive that the partnership has had enough time and resources to channel into the drilling and marketing of oil products and should now figure out ways to develop a workable cultural integration process and model for the joint venture activities particularly in the Southern area of the country.

In fact, according to literature evidence, researchers acknowledge the problematic situations of the juxtaposition of cultural factors, financial, and strategic considerations in joint ventures and other organizational partnerships. Yet, some of them have noted that there seemed to be no reason why an open partnership and a policy of non-interference and cultural tolerance could not work (Cartwright & Cooper, 1993). According to Vanhonacker and Pan (1997), in the operational activities of joint ventures, major difficulties were identified in the areas of local sourcing, recruitment of skilled managers, the clarity of laws and regulations, including the national culture of the foreign partner. Scholars also noted that ethnic relation among local partners could not shield the joint venture against the most problematic operational concerns. Vanhonacker maintained that given their structural and cultural origins, these operational difficulties are likely to remain a headache for foreign managers operating in developing regions in the near future. In fact, according to participants' data and analysis, the West African and private international joint venture partnership has had its own share in the country of these difficulties mentioned with the constant tampering and infringement on oil pipelines and quasi materials. However, it has continued to thrive due to the immense focus on financial and related strategic considerations rather than cultural innuendoes.

Nevertheless, researchers have advised managers and administrators including those in researched joint venture / partnership to discover innovative ways to avert cultural interferences and conflicts at the workplace through the application of a practical cultural integration synergistic process and model that would promote stability in the communities and the organizational partnerships rather than creating obstacles or obstacles. This researcher agreed with those researchers' views convinced that well-thought-out cultural integration strategies and a relevant model would enhance the operations of organizational partnership and their relationship within the local populace. In fact, a cultural integration synergistic typology applied in innovative ways in the organizational partnership would not pose interference, but promote harmony within the workforce eliminate communal conflict, smoothen the machinery of partnership synergism internally and within the external environment of the partnership.

Existent Respect for Individual National Cultures at Official and Community Levels Should Be Geared Towards Discovering a Cultural Integration Synergistic Typology

Participants' responses and text data portrayed that most participants were aware of the existent of a process of respect for individual national cultures at official and community levels by the joint venture. They opined that the process should be managed by the administration and managers in resourceful ways. It should be geared towards discovering a cultural integration synergistics typology for more progressive achievement in this area by the joint venture. PE1, PE2, PE3, PE4, PE5, PE6, PE10, PE11, and PE12 agreed as evidenced by their responses in the data text that there was respect for each

partner's culture that helped in solving emergent problems within the partners, State stakeholders such as governors and other administrators of government and mitigating potential conflicts in the communities that might be directed towards the partnership. According to their views, if the process is linked to discovering a cultural integration typology for the partnership, the emergent strategy would result in continued success for the joint venture. However, others indicated that they did not see anything wrong with the present status quo. PE3 and PE6 suggested that sometimes, there were conflicts among partners and the communities that defied respect for one another's culture. However, they stated that if conflicts were tied with the process of cultural integration synergistics, solutions might be quicker, more effective, and progressive. PE6 noted, "For example, during the earlier activities of the militants, a unifying cultural integration typology would have been applied with other modalities and strategies to quicken the process of resolving the issues that were raised at that time. In such situations, statutes and other legal instruments including force were applied by the government to quell the conflict to an extent, but if there had been a unifying cultural integration program and process model, I believe that situations would have been different."

Indeed, researchers emphasized that when there is a problem, an action driven cultural integration must be the model that could also be derived from other successful partnership organizations (Hinton, 2012). Other literature sources also indicated that organizations that have effectively integrated culture were usually more successful. PE4 suggested, "Since I joined this joint venture, I have read about some organizational

partnerships that have disintegrated or have been acquired by others, even in this country, Africa and globally. Banking and financial investment partnerships have broken down, liquidated their assets, and closed to the detriment of the customers and workers. These failures have been attributed to lack of sympathy for the nation's beliefs and ways of doing things even by some of the citizens themselves who have imbibed foreign ways negatively. These managers always said, "We respect each other's cultures." If they did, and practically practiced what they preached and applied it, I am sure they would not have packed up. I also believe that they closed because they did not have a good cultural integration process in addition to respect for the cultures that put stakeholders' perspective in focus. I hope that government partner, in particular, and the joint venture should benefit from your study. I know that we respect our cultures, but it is always good to have a comprehensive action that works with other machinery as well, if not the cultures cannot combine properly to achieve desired goals and progress. PE6 agreed with PE4 and stated, "In fact, I have read about integration of organizational partnership cultures and how it advances the progress of partnerships. Sometimes cultural issues arise and I wonder why they could not have been quickly resolved through a process of cultural integration or its model. Here in this partnership, we respect each other's culture and work with lots of compromise, rules, and discussions."

For PE6 and PE11, the same trend of cultural respect, synergistic combinations of cultural relationships are what has driven and helped the organizational joint venture to achieve success in the country. They stated that when there are imminent communal

conflicts in which partnership is involved, the whole joint establishment utilizes the cultural elders, leaders and machineries to reach the communities according to their cultural needs, to actualize community projects, educational programs, and other activities. PE5 explained that according to cultural stipulations of the community and those of the joint venture, conflicts involving community youths in the delta area, other joint ventures with the government, or the partnering organizations are equally resolved in synergistic ways, which have always raised the question: How have we gone wrong in respecting the community's culture? Fortunately, the answer from community partners, as noted by employees, has been "You have maintained cultural respect, but we need more." This researcher believes that if a typology of cultural synergistic integration that incorporates vital aspects of all cultures is implemented effectively with other requisite modalities, conflict situations would be reduced to the minimum. Additionally, there are other relevant factors that influence the process of the joint venture within communities and its relationships and responsibilities to external partners and stakeholders that equally come into play. PE1 stated, "Land use utilization, financial remunerations where apportioned, should be directed to achieve effective results according to the needs of the community, way of life concerning environmental pollution, fishing, harvesting ocean resources, and other traditional value tenets of all parties concerned."

Notably, researchers opined that joint ventures between two large corporations such as the one studied should require a positive cultural integration plan for its operations. Furthermore, they suggested that the success of this type of joint venture

should be dependent not uniquely on the integration of operational activities, but also on the cultural integration process and its respect in the changing global dynamics of modernity concerning land and adjacent ocean front utilization. Unfortunately, despite the trend of cultural clashes, minimum research has focused squarely on international cultural integration in organizations and the modalities for its exercise with regards to respect of individual and group values that enhance positive change in globalization, etc.

All other participants opined in one way or the other that the joint venture usually engaged in a process of mutual respect of all cultures encountered in its organizational processes in such a way that all parties realize that culture and its application were vital in achieving the success goals and activities of the joint venture. In fact, some of the participants noted that there have been cases where the foreign partner had wanted to push their culture as dominant in recent times. However, based on participants' responses, the type of dominant cultural leaning had raised questions from time to time. Thus, the joint venture has trodden the cultural grounds with caution especially in its upstream and downstream activities such as marketing, drilling and exploration of crude and allied products in the southern areas of the country that produces most of the base resources and petroleum products for the whole country. PE11, PE12 also supported the idea that cultural respect should result from the government arm of the deal structure discovering a workable typology with all its partners in the country and the federal government administration for the benefit of all stakeholders and not just the communities in the oil-producing region, or uniquely the local and international partners

and their joint venture activities. More than 70% of participants supported the notion that Existent respect for individual and national cultures of partners at official and community levels should be geared towards discovering a cultural integration synergistics process / model. Research studies portrayed that there is a strong correlation between cultural respect, collaboration, and workforce empowerment. When relationships are firm and reasonable, the implementation of cultural synergism becomes more effective. Scholars posited that a cultural design and model could create an alignment in cultural dynamics that measurably enhance organizational partnership success through workforce motivation and momentous actions that often lead to long-term organizational growth in real time and experiences. According to Abdallah and Ahluwalia (2013), to overcome economic obstacles and capitalize on new opportunities, organizations must establish organizational cultural structures that would help to ensure sustainable growth. Effective managers should endeavor to create high-performance cultures. However, without respect for culture, adversity and negativity would sip in among stakeholders. In fact, the literature indicated that the more positive and favorable the design and legal models are, the more accomplishment of partnership-targeted cultural objectives and overall corporate desired goals' achievement. Thus, Question 2 demonstrates participants' disposition towards the relationship between cultural integration, legal and quasi processes in the joint venture and in other areas such as the community, economic, and political spheres. Cultural integration and synergy have big parts to play in aiding the process of problem-solving in legal and related conditions that might arise. As a result,

the analysis in Question 2 focused on how legal and other quasi processes influence cultural integration in organizational partnerships both internally and externally?

Question 2

How Have Legal and Other Quasi Processes Influenced Cultural Integration in Organizational Partnership Contemporarily?

Introduction

important aspect of the organizational partnership process and has had a great deal of influence on the joint venture process and its success in contemporary times, particularly in the oil and gas sectors and exploration of mineral and natural resources in the country where upstream and downstream activities have been involved especially in the South and Delta areas and the continental shelf bordering the coasts of the country. From the text data, the researcher extracted information about how legal implications and instruments have influenced this West African government and the private international petroleum partnership. These implications have continued to maintain a fundamental position in the global oil and gas sectors and the international organizational partnership process especially joint ventures the above.

All participants were of the view that legal implications had a profound role to play in the formation of organizational partnerships and beyond it. The responses by participants on the legal implications of cultural integration in the joint venture process and its success cantered mostly on legal instruments such as federal governmental Acts, Statues, Agreements, partnership formation between the home government and external

businesses and non-national interests. It is important to note that the responses to question 2 were geared towards discovering the role of statutory and quasi implications in the process of cultural integration and synergy from the field experiences of participants in a real world setting and natural environment.

From the text data, the researcher extracted information that legal implications had a profound role to play in the formation of organizational partnership and beyond it. Data revealed that the Influence of legal implication of cultural integration in organizational partnership is highly felt in the joint venture process and its success in contemporary times. They remarked that Statutes, regulations, and agreements constituted and consolidated the joint venture between the two cultural groups made up of a local public organization and an international private entity, and thus, have played a primordial role in its cultural synergy, maintaining legal harmony, and the efficient implementation of policy and organizational partnership laws. A good number of the participants noted and agreed that legal processes and quasi implications of cultural integration reduced joint venture partnership challenges and frictions internally as well as in the communities that were experiencing youth reactional activities. Indeed, some participants explained that stakeholders and government administrations have been active towards resolving the challenges posed by youth activities and have continued to apply any possible solutions to smoothen the exploration and distribution of crude and products to as many states as requisite. However, the utility of cultural synergy in these semi-

politically charged conditions have been obvious on the part of community leaders.

However, some citizens have called for more stringent application of due process.

The Influence of Legal and Quasi Implications of Cultural Integration in is Highly Felt in the Joint Venture Process and Success in Contemporary Times

Based on data and information, all participants indicated that the influence of legal and quasi implications related to cultural relationships between partners was high. PE3 was the first participant interviewed for this question and was quick to explain that statutory implications played a vital role in the joint venture. This was after he asked the researcher to explain the meaning, and context of statutory and quasi implications again. After the explanations, the participant stated, “Yes, legal implications play a very vital role in this Joint Venture. Indeed, Agreements, Articles of Association, Bylaws, establishment instruments - national and foreign investment Acts and provisions, etc., play very important roles in the joint venture.” More participants provided further details that were corroborated by all other others. PE5, PE6, PE8, explained that the revenue-sharing, shareholding, and other related processes would be null and void without legal backing that bound the two cultures to conform to their stipulations.

Participant PE10 indicated that he had not given much attention to this issue and could not be conclusive as to the greatest extent to which legal implications should be implemented in the joint venture especially in relation to cultural integration in organizational partnership. He noted however, that the influence of legal implication was immense in the joint venture because all activities depended on it. He noted that the

downstream, upstream, contractor transactions, employee contracts, job recruitment, etc. were firmly grounded on legality and statutes. She stated that based on cultural integration, legality was implemented among the groups synergistically to portray the legal structures of the joint venture as a whole. She indicated that from her long experience working in the oil industry in the country, the same trend was obvious and applicable to other corporations that had joint venture agreements with the government. She explained that in the joint venture process no transaction could be commenced or concluded without adequate reference to the legal instruments of the joint venture and those that guided such transactions in specific terms. The participant noted that legality and strict adherence to agreements, statutory acts – to a measurable extent, and related factors were the main reasons many stakeholders were eager to do business with the government entity, the affiliates of private international petroleum organization that were in charge of the upstream and downstream activities of the partnership as well as other partners / partnerships. “In fact, the influence of legality is extremely high,” she added. The participant equally pointed out that one of the biggest problems the joint venture could face was the possibility of one of the partners reneging from adhering to the legal stipulations that guided all transactions even to the minimum legality that bound small contracts must be upheld as long as there was an instrumental specification related to it. PE10 concluded, “For the joint venture to continue in its success path the percentage rate of influence of legality must remain high and the partners must maintain strict observance of the legal structure in all areas of the joint venture activities.”

According to PE7, if the legal instrument of banking and government borrowing were not all aspects of legality that played major part in the success of the two partners as they work together in cultural synergy of efforts, there would have arisen great problems in the joint venture because partners and individuals would have taken advantage of the situation. He argued, “How can anyone talk about a joint venture partnership or organization without talking about how to use rules, and laws to tighten all loopholes and maintain harmony of the organization and its transactions.” PE6 noted that it is difficult to compromise statutes and regulations in the joint venture processes. According to PE6, if the joint venture does not strictly adhere to its ground rules and without the partners ensuring that these are maintained, external stakeholders might not be eager to buy into the venture and would not have cooperated with the joint venture the way they have done so far. PE3 said that if the partnership must thrive continually, then there should be continuity in the application of firm rules and strict legality both in joint venture activities and the synergy of cultural behaviors that have upheld the stability of the partnership since its inception. He maintained that the confusion, changing modalities and partisanship in cultural group dynamics that is existent in the national dispensation including the federal and state cultural structural innuendoes of ethnicity have not been allowed and must not be allowed to influence cultural integration dynamics and structural legality of the cooperative joint venture. He stated, “Again, if you run the joint venture without strict legal structuralism, workforce motivation, and managerial innovativeness, cultural collaboration and synergy unique to the industry, stakeholder trust would be

greatly diminished. PE9 supported the idea that that the influence of legality is and should continue to be very high.

PE9 also touched on tax relief and stated:

Most of the foreign organizations make so much money in the country without paying much tax because they partner with the government or other private companies of local origin. I want to add and it is pertinent to affirm that the partnership structure has been a huge plus for foreign investors especially in the joint venture, which seem to be more robust than other European joint venture partnerships in their activities and other such partnerships in the country that have tapped into the tax legal structure very successfully. Actually, the tax structure is an implication that has benefited in no small measure the new investors in the country. This is not only in our partnership, but all others such as the Chinese and Indians who are very resourceful in taking advantage of the legal system.

In fact, the literature portrayed that the Provisions Relating to Investments as stipulated in the Principal Laws of the Foreign Investment Promotion Commission (Act No.16, 1995) were indeed very favorable to foreign partners and their participation. All participants responded that statutes, regulations, and agreements consolidated joint ventures / organizational partnerships in the country and played a primordial role in 60%:40% revenue sharing structure of the joint venture enterprise and other sharing formulas maintained by other partners. They were also favorable to the idea that legal harmony and cultural integration synergistics among partners catalyzed and moved the joint venture transactional activities and processes. They expressed the view that legal processes and quasi implications has stabilized the joint venture partnership structure in the face of challenges. In fact, PE12 noted, “Cultural synergy among the cultures of the local partner and the existence of employee ethical code of conduct and other regulations

have reduced the influence of corruption and misconduct among employees and external illegality to the minimum. Additionally, the organizational partnership has continuously strengthened the process of those legal apparatuses in the communities in which they operate particularly relative to contracts.” PE2, PE5, PE7, PE9 stated that there was adequate support for the utilization of legal implications to cushion activities in the joint venture organization. Indeed, all participant had no doubt that the legal implications of partnership integration are part of the major tools that drive the organizational partnership. PE3 noted that these legal implications included agreements under which the partners formed the joint venture. He stressed that without those carefully drafted and signed agreements, the partners in the joint venture would be operating on shaky grounds. Indeed, partners have confidence on the agreements, laws, regulations, and statutes that guide the activities of the joint venture more than they have on each other,” he stated and explained, affirmatively.

PE5 responded: It would indeed be very risky to have an organizational partnership that is not foundational on a legal structure that bound the actions and activities of the individuals who are engaged in the joint venture. In fact, the partners are so suspicious of one another that legal experts were hired to structuralize, examine, and synthesize the rules and regulations that guide the venture. This is done in order to ensure that there were and are no loopholes through which funds could be misappropriated or fraud committed that would jeopardize the smooth running and success of the venture and its enterprise. In addition, the bylaws, code of conduct, and other such materials of law direct the activities of the workforce and other stakeholders both internal and external that have transactions and do business in the joint venture and outside its immediate environment.

PE7 agreed with PE5 and added that due to the high volume of transactions and

funds that pass through the joint venture, the partners had to ensure that both groups signed very intricately framed legal documents. In fact, he stated that even minimum contracts could not be awarded or executed without properly structured and signed legal papers in which both partners agreed to the award and execution. Overall, the responses of participants were to a great and measurable extent positive towards the high influence of legality as their attention was stoutly focused on and directed towards discussing the open-ended question: “How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily?” What differed was the degree and extent of measurable influence and other dynamics as portrayed on Table 9. The participants also estimated the percentage influence of legal and other quasi processes of cultural integration in organizational partnership contemporarily. 5 participants estimated that legal and other quasi processes have about 90% of influence on cultural integration for organizational partnership success. 4 participants estimated 80% and 3 participants stated that it was 70% influence. Statutes, regulations and laws play very vital roles in every culture and facet of society. The importance of the legal instrumentations is even more requisite in organizations and business where financial gain and remuneration are of primordial consideration. Therefore, the integration of rules, Acts, and statutes that guide public and private enterprises should be the guiding torch for organizational partnership actions. This is because they work with integrative programs to achieve distinct and important corporate objectives and policies such as cultural integration and the various implied processes that they bring to the partnership organizations as they catalyze all the

combined facets to move it along.

**Legal Harmony of Statutes, Regulations, Agreements and Cultural Synergistics
Catalyze and Consolidate the Joint Venture Success / Process**

Texts of participants' responses showed that statutes, regulations, and agreements consolidated the joint venture and played a primordial role in the 60%:40% ratio agreement across board such as the revenue sharing formula, equity held by partners, and other legal areas of the joint venture between the government through its representative and the other partner represented by the major affiliate as the private upstream representative partner. When asked about the role of legal instruments and cultural synergy in the joint venture success, PE4 stated:

Agreements are the bedrock on which the joint venture stands with the support of the cultural synergy among groups. These are two concurrent factors that move the machine of the joint venture in my view and the managers and the employees with all those who bear responsibility in one way or the other should be aware of this. You know cultural synergy should be the follow-up to legality. Although little attention is paid to cultural synergy or the integration and typology that you are proposing. Culture in my opinion is the heart of the engine. For this reason, they should be well integrated for the two partners to work effectively together. If the cultures do not work in synergy to maintain peace and harmony, then the legal structure may be shaky. Therefore, they should be operating together, otherwise the organization is contravening itself. We are lucky that so far, we are moving well without ardent attention to it except when circumstantially necessary. Again, going back to the legality, I think that the legal structure should come first and then be consolidated by the cultural synergy and all other quasi implications according to your explanation that work with cultural integration in organizational partnership in ensuring organizational partnership success.

These factors strengthen the joint venture in all its movement towards success and progress. They play an important role in the joint venture. The partnership is built on

Table 9

Categorical data table on the perception of participants about the influence of legal and other quasi processes of cultural integration in promoting contemporary organizational partnership success with a data percentage

Categories	Influence of legal implication of cultural integration in organizational partnership is highly felt in the joint venture process and success in contemporary times			Legal harmony of statutes, regulations, agreements, and cultural synergistics catalyze and consolidate the joint venture success process		Quasi implications of cultural integration cushion joint ventures and are vital to organizational partnership success			Legal processes and quasi implications of cultural integration / synergy reduce joint venture partnership challenges and frictions	
Number of Participants	5	4	3	8	4	7	3	2	8	4
Extent of legal and quasi implication's Influence measured in percentages	90%	80%	70%	90%	90%	95%	80%	70%	90%	80%
Other factors contributing	10%	20%	30%	10%	10%	5%	20%	30%	10%	20%

agreements between the government partner and the foreign investor - a successful global venture corporation.

PE6 opined, “Each major step of the joint venture is guided and based on rules that the partners must adhere to in their transactions and relationships in order to maintain equity. Major areas of running the business are based on rules, taxes are based on state, federal, and local government tax specifications, land use agreements, specific rules and regulations on the federal, state, and even local government levels guide upstream and downstream activities of the partnership. PE1 and PE3 explained that the partnership between the major international corporation and all its other subsidiaries for production, exploration, upstream and downstream actions and businesses have been based on the legal framework, legitimate compromise and agreements by both partners.

Almost all participants agreed that the 60 / 40 equity ratio basis of the joint venture contractual and quasi partnership agreements between the affiliates involved in the Upstream and Downstream Exploration and Production of crude oil and petroleum products including other activities were cushioned by legal authority to the minutest detail. PE8 stated, “All contracts are shared and awarded by the partners based on that specifications of the joint venture agreement. No partner can go contrary to it. Every activity is guided by that arrangement and agreement.” PE2, PE6, PE9, PE10, PE12, supported the preceding. PE12’s response data showed a vivid description as stated, “The partnership has been strong between both entities that no contract could be awarded without the knowledge of each partner. Both partners must agree on contracts both local

and international awards maintain the contractual ratio because that is what the agreement and rules of the partnership stipulate and they usually abide by that.” According to PE10, “In accordance with the terms of agreement, in order to avoid cultural conflict and maintain trust, the terms of the agreements must be kept. No partner can uniquely award contract exceeding specified amount of dollars or the equivalent in Naira without the consent, knowledge and due endorsement from the other partner including recourse to the terms of agreement as specified in the legal instruments.” PE5, PE7, PE9, PE12 stated that as the partners maintained cultural synergy, they also ensured that all arms of the joint venture and the stakeholders’ buy-ins equally operated under legal terms and statutes that were stipulated by the federal government and the terms of operation that were presented by the private partner at the commencement of the bi-lateral partnership. According to them, those legal terms and conditions came under the *modus operandi* of international business laws and regulations and other bi-lateral conditions under which such partners could operate favorably while ensuring that cultures work together in harmony and synergistically. PE3 added that the partners maintained harmony of cultural groups to ensure that they continued to benefit from the favorable laws and statutes of the federal government that are favorable to foreign business organizations and partners in recent times and prospectively into the new decade and the future.

A few interviewees noted that all the private / foreign international companies that have joint-venture agreements with the government have exercised a more robust legal as well as cultural synergistic relationship more than others particularly petroleum

Table 10

Sample of Thematic trends discovered in a percentage of participants' transcripts

Keywords / Phrases	Participants / Data Frequency												Total
	PE 1	PE 2	PE 3	PE 4	PE 5	PE 6	PE 7	P E8	PE 9	PE 10	PE 11	PE 12	
Statutory implication	10	12	8	12	15	10	8	6	12	9	6	10	118
Quasi implication	8	6	10	10	13	8	8	10	10	8	7	9	107
Cultural Integration	5	8	8	6	4	2	4	6	3	5	4	5	60
Influence of legal implication	12	10	8	13	8	7	10	10	12	9	12	14	125
Influence of quasi implication	10	11	9	14	12	12	10	8	10	11	9	12	128
Cultural Compatibility /Commonality	8	6	5	8	5	8	6	7	5	4	6	6	74
Statutes / Laws/ Regulations	12	14	10	12	15	8	10	6	10	8	8	6	119
Legality and Agreements	2	5	8	8	5	5	4	4	6	5	4	7	65
Legal harmony	8	10	5	2	3	2	5	5	5	4	2	5	54
Promoting Joint Venture success	10	14	8	12	8	10	9	12	14	8	6	10	121
Mitigating Joint Venture Risks	12	8	6	10	5	4	8	8	6	10	12	10	99
Total	10 7	10 4	85	10 7	93	76	82	82	93	81	76	94	1070

organizations, the private sector because they interact with a large spectrum of the West African legal as well as cultural synergistic relationship more than others particularly organization the private because they interact with a large spectrum of the West African cultures on a daily and regular basis on official and quasi levels. Nevertheless, they indicated that the cultural integration process has not been as smooth as they would really want it to be, socially. The participants also expressed their views about the legal banking instruments that cushioned the partnership in its success journey. All participants agreed that the banks in West Africa including the international ones had used legal structures to ensure that decorum and order was maintained in the provision of and utilization of the financial instruments that enhanced the synergy of cultures and promoted the operations and success of the joint venture partnership. They agreed that legal instruments structured and maintained order in the provision of banking instruments to the partners and the contractors.

PE2 added, “Both organizations, I mean the joint venture also helps approved contractors to gain access to finances by recommending them to the banks, if they abide by stipulated financial terms and agreements and avoid cultural conflicts. In fact, participants’ responses highly supported the assertion that legal instruments and cultural synergy cushioned organizational partnerships. Other reasons that supported the statement that the harmony of the joint venture’s legal procedures and cultural synergistics catalyzed and consolidated the joint venture success was abundantly obvious

in the participants' responses, and the literature, which are supported by the researcher's analysis. It was evident that the management and the workforce functioned better in an environment where legality, efficient policy implementation, effective service delivery, and cultural synergistics worked harmoniously. The participants noted that the venture enjoyed an atmosphere of success in which culture did not interfere as noted earlier in the smooth process of the joint venture due to the underlying legalities, cultural synergy, and quasi implications. They were in agreement that the benefits of the partnership motivated the workforce to perform to their optimum capacity in ensuring that cultural dynamics did not adversely affect the financial turnover from the operations of the joint venture.

Researchers equally proffered that the financial advantages of joint ventures motivated the local partners in such a way that the managers discovered innovative ways to ensure that the legal structure worked effectively with cultural and other dynamics in ensuring continuous joint venture success. Several participants agreed that cooperative joint venture managers continuously considered dynamic financial and cultural synergistic methods and designs that enhance the partnership. They also procedurally continue to evaluate how to harmonize legality issues, cultural differences including review of the due diligence process as they focus on the ultimate goals of success goals objectives. This is because since the joint venture is considered as a rapid and effective mechanism for the achievement of strategic growth, the partners utilized the process to gain critical insights for strategic and financial success. Consequently, the participants were of the view that the partners worked together to harmonize legalities with cultural

synergistic dynamics to offer ways of creating economies of scale and market, enhance production capacity, lower cost of production, and offer access to both local and international markets. Most participants and the researcher believed that joint ventures such as the one in question work strategically with cultural dynamics to achieve success objectives in order to move beyond the scope of the traditional mergers and related business partnership for growth attainment.

Notably, dynamic changes that occur in the international business arena also determine how business legalities and cultural synergistics dynamics as stipulated in international trade agreements such as those of the World Trade Organization, the ECOWAS, the United States, OPEC, etc., are applied in the joint venture of joint venture. Indeed, as political, cultural, economic differences persist in the globalization process, international managers such as those in the West African joint venture, make consistent effort to discover effective avenues to implement legal policies that merge effectively with cultural dynamics. That is why they constantly readjust and reorganize to manage the evolving environment of the developing world economies such as the above and its oil and gas industry in juxtaposition with those of other developing economies. Scholars advised that joint ventures and other global partnerships must continue to adopt measured approaches to maintain synergy in cultural differences, continuous changing dynamics of global oil prices and world security, business trends, other dimensions that cushion workforce behaviors and the success of their enterprise.

According to data information and participants' responses to the following question: "How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily?" yielded the following results from a percentage of data: 8 participants responded 90%, 3 participants expressed the view that it was 80%, 1 participant responded that it was 60%. Some were also in-between in their answers. The overall perspective on the question of legality and cultural integration as well as quasi implications was positively high. The above responses brought the participants to the question of quasi implications of cultural integration and their relative or comparative influence / outcomes on the joint venture partnership.

Quasi Implications of Cultural Integration Cushion Joint Ventures and are Vital to Organizational Partnership Success

The schematic outcome that quasi implications cushion joint ventures and are vital to organizational partnership success was another area of exploration. Participants all supported the idea that quasi implications of cultural integration, which included cultural synergy, cultural collaboration, cultural commonality, cultural due diligence, etc., cushion organizational partnership success.

Data and responses provided by participants were based on the researcher's clarifications that quasi implications also touched on how cultural integration was applied including the positive relative constructs, which emanated from the application of phenomenon and work with it to promote diverse aspects of the organizational partnerships globally, regionally, and locally. With the explanation that when culture is

integrated effectively as cultural integrative synergistics, it served to promote community, human, organizational health, economic, political, religious, social, and other aspects of organizational and societal well-being. Based on the above explanations, the participants understood that the major implications of cultural integration are the furtherance of alliances and partnerships that are involved the process such as cultural collaboration, cultural due diligence, cultural synergy, effective service delivery, efficient policy implementation, and other related constructs.

They also understood that most successful partnerships were premised on cultural commonality and that it is a significant quasi-implication of cultural integration for organizational partnership. With the above expatiation of quasi implication in the context of this study, and the further explanations provided by the researcher about the meaning of quasi implications in the context of cultural integration, all participants agreed that quasi implications of cultural integration were vital and also cushioned the partnership success. Consequently, the data and responses elaborated on the importance of maintaining synergy in the efforts of the cultures involved in the joint venture with quasi implications. Additionally, the researcher provided open-ended interview questions that guided the participants in their responses.

PE9 explained, “Without peaceful collaboration, finding out cultural catalysts, and applying those factors that work together with culture and partnership to move organizations to success, the joint venture would have failed.” The participant continued, “The journey does not end at finding out these aspects, which involves a due diligence

perspective, but also includes how to implement the factors successfully.” Based on the clarifications and open-ended leading questions provided by the researcher about some aspects that comprise quasi implications, as mentioned earlier, all the participants agreed that cultural belongingness, synergy, cultural commonality / compatibility, due diligence, cultural collaboration, etc., were vital and major aspects that worked in favor of the partners in achieving success in the joint venture. When asked about the role of cultural due diligence PE8 stated, “The partners in the partnership must have done their homework well before starting the joint venture for them to achieve all this success.” Other participants were of the same view. PE7 responded that the due diligence process happened mainly at the onset or commencement of the joint venture, but also noted that continuous due diligence was always on-going when new oil wells, equipment, and other products, machineries, or areas were to be tested or explored. He explained further, “You know, our partnership is one of the most successful joint ventures. There are other ones, but our facilities and mechanisms are very robust. That is why the workers are proud to belong to the joint venture. Although cultural integration is not highlighted because the partners maintain several distinct locations, the offshoot of culture in terms of the concepts that you have highlighted as the quasi implications are well implemented to drive the success of the organization.” PE10 agreed that organizations should conduct cultural due diligence to ensure that both partners are culturally compatible. PE8 argued, “The joint venture may or may not have conducted cultural due diligence because the motivating factor at the beginning of the joint venture was financial and not whether the

cultures could work together or not.” However, for PE6 and PE1, cultural due diligence was not to be compromised because any company that does not perform a good cultural due diligence process before commencing a partnership or any other organization will be embarking on a journey based on uncertainty. PE6 noted in his response, “Actually, I am almost sure that this our partnership is successful today because of the ability to look into an area and be able to determine that setting up a company there will yield a lot of economic fruits. In the case of the country’s crude oil, which is one of the best in the world, the motivation and benefits were obvious.” All the participants were in agreement that cultural due diligence as a quasi-implication was an important tool utilized in the process of setting up organizational partnerships and played a continuous major role in the existent joint venture success.

In fact, literature indicated that many global and local corporations spend huge amount of funds on legal due diligence, financial due diligence, without much attention to cultural due diligence. The entrepreneurs usually erroneously assume that people can always work together with minimum effort. That is why many partnerships have failed due to not embarking on cultural due diligence study. Notably, cultural due diligence should work with the strategic plan of the partnership to achieve partnership success.

On the subject of cultural synergy, the participants indicated in their responses and according to the analysis that in a partnership such as their own partnership organization, cultural synergy could not be ignored or under emphasized. Data indicated that the groups and cultural entities that make up the joint venture usually came together

and worked in synergy to ensure that problematic situations and conditions that threaten the partnership or its effectiveness and success are tackled with collaborative decisiveness and dispatch to the best of the partners' ability. They indicated that all the cultural groups were aware of the importance of cultural synergy. The partners usually came together or got involved on their own with the aim collaborating later on a higher level to confront adverse situations as they work uniformly as a team. More than 80% of participants responded and agreed that with the help of meetings, seminars, team briefings, and discussions cultural synergy is used to ensure that the financial output of the venture's activities is not compromised.

For PE5, "Cultural collaboration, commonality, and other quasi implications have worked together quietly to highly promote efficient exploratory activities and the distribution of products all around this country and beyond by the joint venture partner's affiliates." In response to follow-up open-ended question about the process of workforce unionization and the cultural implications, all participants agreed that the process was equally covered in the partnership's regulations and ethical code of conduct for employees. PE1 and PE6 explained that the working conditions in joint venture would have been better without the global economic down-turn and the volatility of crude oil prices. PE6 responded, "When it came to issues that affected remuneration, employee benefits of the productivity of the joint venture, cultural synergy was formidably supported as all cultures spoke in one voice about cultural synergistic collaboration."

For cultural collaboration, PE6 indicated that the collaboration between the two cultures of the partners was cordial and synergistic. They explained that the joint venture actively managed the cultures in such a way that the groups avoid friction as much as possible. Despite the fact that the cultural synergistic process is complex and varied, participants were of the view that when the processes of cultural collaboration is well managed, the organization continuously moved towards the achievement of the partnership's targeted goals in the process of transactional activities and productivity. Another factor that was brought up during the discussions was the language factor in the partnership relationship. PE4, PE7, PE8, PE9 opined that the language factor played a major role in the cultural synergy, collaboration, and the progressive nature of the partnership. They believed that the fact that the local partner was an Anglophone nation and the foreign partner, majorly, English language constituted a plus for the joint venture because on that unique cultural level, all partners understood one another in a more facile way. They stated that if the partners did not have a commonality in the medium of expression, maybe there would have been extra problems to contend with by both partners on the cultural level. PE2 and PE3 expressed the view that because of the communication medium, there was more trust among partners who could easily understand what each partner was communicating on a first-hand basis during discussions, meetings, and other forums of interaction.

Other leading open-ended questions enabled the participants to provide responses for more aspects of quasi implications of cultural integration that enhanced organizational

partnership in general and the joint venture in particular. These included efficient policy implementation, effective service delivery, etc.

PE3 responded: The joint venture is successful to a large degree because both partners collaborated effectively culturally. The partners ensure that the cultural factors align effectively with the other aspects of organizational partnership to accomplish the strategic plan objectives and goals laid out by the managers. Additionally, employees of the local partner in the joint venture ensured that the cultural groups under this umbrella synergized their different cultures effectively to create a favorable ambiance for dialogue and discussions with the foreign group under its major merger entity. The foreign partner did the same. In fact, during local conflicts among communities in the upstream activity involving drilling and exploration of crude and other areas where the offices of the joint venture are located, cultural synergy and cultural collaboration, have helped immensely to enhance service delivery and efficient policy implementation particularly in the in the Cross River area of the country.”

For PE7, “In the process of service delivery, which is involved in most of the downstream activities including marketing of oil, petroleum products, gas, and other commodities cultural collaboration was an effective tool for distribution and retailing of products. It is indeed a plus that all partners and external stakeholders could understand themselves in one form of English language or the other including Pidgin English.” PE3, PE8, PE11, PE12, agreed that contract and contractor policies were more efficiently implemented because of the cultural commonality of English language, the ease of communication it provided, the trust built through cultural synergy, and the fact that language did not pose an obstacle and barrier to interactions and communication within the groups and communities. All participants expressed the view one way or the other that the facility of communication was a huge plus for the joint venture. Additionally, the

discussions with contractors and stakeholders that buy into the progressive joint venture was facilitated by the ease of communication. When participants were asked to express the percentage level to which quasi implications of cultural integration was cushioning the joint ventures and are importance to organizational partnership success, 7 participants responded that it was 95%. 3 participants responded 80%, and 2 participants stated that it was 70%.

Quasi Implications of Cultural Integration / Synergy in Conjunction with Legal Implications Reduce Joint Venture Partnership Challenges and Frictions

The role and importance of legal processes and quasi implications of cultural integration and its synergistic process in reducing joint venture partnership challenges and frictions cannot be under-estimated. Data from participants strongly affirm the above assertion. All participants were of the view that challenges and frictions in the joint venture were constantly mitigated and stymied through legal process, cultural synergy, and the application of other quasi implications of cultural integration that are utilized in the enterprising partnership.

PE2 responded: Legal instruments form the base and foundation on which the collaborative joint venture stands. The synergy between the cultures has continued to hold the system together. For example, if there is a conflict or challenge, the two cultures involved fall back on their groups to find out how best to solve the problem before turning to legal policies and instruments. The other tools referred to as quasi implications also play a part. You know, the impact that synergy of culture brings to the discussion table, always presents a solid background on which other solutions stand and operate in times of challenging conditions and situations.

For PE6: Without cultural synergy and legal instruments that backed the joint venture, the problems faced by the partnership and other joint

ventures involved with the public organization in the southern and delta areas of the country would have been worse. The partnerships work together with the cultural groups, at the local government levels in particular, to find out the communities' cultural and quasi needs in order to meet their demands about pollution control and contamination of the delta concerning fishing, and harvesting of ocean resources that form the economic bedrock of those areas within the sea-sides and ocean fronts. Luckily, the laws that back environmental pollution and education have equally played major roles in helping the communities and the workforce in our partnership and other joint ventures.

PE8 and other participants were of the view that the synergy among and between cultures, cultural collaboration, building trust, and the application of necessary legal actions when and where necessary continued to move the partnership forward, helping it to work with contractors and marketers in ensuring that products of the organization and its affiliates' services are marketed and distributed effectively. PE5, PE6, PE9 agreed that the various fuel scarcity situations involving control and hikes of petroleum product prices would have skyrocketed to greater levels, if the cultures involved could not work together synergistically to ensure that laws were applied appropriately and strategically to mitigate volatile situations. PE11, PE1, PE6, PE12, referred to the challenges faced by the past federal government administration in the coastal and delta areas and other oil producing sections of the country. The participants noted that the success of that administration and the joint ventures in working with the militant groups in the Delta areas of the country at that time was successful mainly due to cultural synergistics, effective application of laws and other seemingly obvious reasons. The participants in their responses argued in different ways and emphasized that without cultural

collaboration, synergy, and the application of legal tools, building of trust among parties, service delivery and policy implementation in the oil sector would have faced more challenges than were experienced at that time. They were of the view that initially, military and police force could not solve the problems until cultural synergy between the groups came into play and trust and confidence were built to form part of the reconciliatory process that involved cultural synergistics and the application of quasi implications by the partner, the federal government, community leaders, youth leaders, the joint ventures and their affiliates. Most participants stated that the administrators, the workforce, the federal, state, and local governments, the chiefs, the community leaders and other stakeholders were equally involved synergistically in the legal and cultural processes that promoted the success of the joint venture.

All the participants were in agreement regarding the huge amount of influence that working with cultural collaboration and synergy had and continued to have in the oil and gas industry of the this our federal government and other countries. They supported the view that the government, the partnership, and the communities should always support one another culturally and through the use of legal tools to ensure that the oil and gas industry, the upstream and downstream activities of the foreign affiliates and the local partner, are not constantly disrupted in the process of exploration, drilling, and distribution processing of crude, other oil products and services. PE1 added, “Service delivery has been successful and the government policy has been efficiently implemented by all parties involved to a measurable and reasonable extent in the country due to the

seemingly effective legal and positive cultural disposition of the partnership entities towards their activities in the communities in which they operate.”

PE12 stated: As one of largest crude oil exporting and local oil marketing company and partner through its affiliates, its service delivery in the country is rated very highly. The distribution network is vast and products are feasibly and readily available to consumers. As a globally renowned corporation, the international partner works with our corporation to ensure that the oil and gas market in the country is stabilized especially during fuel scarcity periods when its local stations make petrol more easily available to consumers. I am sure that this is one of the reasons why the partnership is more culturally and positively disposed towards the country’s population as a whole. That is why they need a workable cultural synergistic typology with which to work with the federal government to develop a cultural model that will incorporate legal and quasi implications of cultural integration / synergy to reduce negative community and joint venture partnership challenges and frictions presently and in the future. Sometimes locals get into problems that have to do with legalities due to lack of knowledge of the laws and other related issues. More cultural integrative activities that are geared towards educating people about the laws and how they affect their business activities will enable these people to under the processes better. The ability of partners to do this is important to our people, their business activities and their source of livelihood especially in the villages.

In answering other open-ended questions related to how legal processes and quasi implications of cultural integration / synergy reduced joint venture partnership challenges and frictions, eight participants stated that they have and could reduce joint venture friction and challenges by about 90%. Some participants opined that they did by 70% and a few other participants were of the view that the percentage was around 60%.

Categorical data is presented on table 8 to highlight the results.

Some researchers indicated that the growth of global joint ventures has continued to reshape the international business sphere in recent times. Scholars have posited also due

to the unusual tendency of joint venture partners to seemingly profit at the expense of one another, joint ventures should harness laws and cultural synergy in order to do well and gain performance and competitive advantage (Roos, A. et al., 2016), Scholars thus proposed strong legal foundations and cultural alignment to stymie the above emergent problems. They also advocated antecedent attention to connecting legal and cultural structures with the development of an integrative and strict model for evaluating all aspects of employee, managerial, and other stakeholders' interests. Consequently, joint venture experts have iterated that despite the seeming concurrent good fortune, leaders should maintain continuity in rigorous, professional consistency in the execution of statutes, rules, cultural integration synergistics and quasi structures in view of the tendency for high risk and volatile situations in the typical organizational partnership, particularly those that are grappling with the effective application of cultural integration indices in running their enterprise. Furthermore, with the importance of the role that asset partitioning plays in the partnership, stakeholders are advised by scholars to take advantage of the statutory structures available to them in backing up their cultural integration and collaboration strategies and typologies. In contemporary times and situations, organizational partnerships and their managers have become aware of the above legal measures and instruments such as corporate agreements, statutes, Acts, legislatures, regulations as well as the important roles of indices such as due diligence, cultural collaboration, efficient policy implementation and other cultural indices that promote partnership effectiveness. These should be applicable in the process of efficient

cultural integration and smooth take-off of the post partnership entity as needed. Question 3 examined the dynamic modalities that have promoted effective cultural integration in organizational joint venture success? The researcher portrayed these dynamic modalities in the context of cultural integration / synergy of cultural factors in the organizational partnership and its process of financial and relative growth.

Question 3

How Have Dynamic Modalities Promoted Effective Cultural Integration in Joint Venture / Organizational Partnership Success

Introduction

The intention behind Research Question 3 is to collect additional documentary and response data on other factors that impact cultural integration in organizational partnership and its success from the available field experiences of participants.

Additionally, this questions were designed to determine if participants would offer additional details about other phenomena related to the subject apart from the ones embedded in the titular ideas. In fact, it was a good research question derived from the major ones because it used the process of data collection to tap into the readily available field experiences of participants and to delve into more information about other dynamics that work concurrently with cultural integration, statutory, and quasi implications already reviewed in the earlier chapters. Indeed, the participants were ready to provide unpredicted valuable insights.

In the course of information gathering from the participants, the researcher

discovered that the foreign partner had embarked on intensive research programs to support its activities in the country of operation. As noted earlier in this study, it also has operating affiliates that work closely with the federal government the West African country and its representative organization in the production, refining, and marketing of oil products that are drilled in from the oil-producing areas through its affiliates. These affiliates also explore and produce natural gas. They also manufacture, sell, and transport crude oil, petroleum products, gas, and petrochemicals.

Additionally, under the partnership's Contractor Finance Scheme (EMNCFS), the government, the international petroleum organization and its affiliates had entered into an agreement with twelve local banks to offer exclusive financial options to the partners (Duval, C., Le Leuch, H. Pertuzio, A. & Weaver, J. L. 2009). These financial instruments and resources were geared towards contractor finance and resource facilitation. Based on the foregoing information, it is obvious that there are existent additional external dynamics that work with the cultural synergistics in the partnership to propel the its progressive machine. That was why it became pertinent to examine these dynamics and the information provided through participants' responses and their views about the issues raised about quasi implications when they were interviewed with open-ended questions related to the research question: "What dynamic modalities have promoted effective cultural integration in the joint venture / organizational partnership success?"

The information provided by participants pointed to constructs such as financial benefits, the effects of cultural synergistic dynamism that embodied cultural

belongingness, work output, social equilibrium, employment at the joint venture partnership and social persuasion. Other related cross-cultural linkages included cultural hybridization, identity legitimization, effects of cultural synergistics on behavioral adjustment, the dominant culture effect, cultural synergy versus survival at work, integrating values, norms, communication, behavioral disposition, cross cultural interaction, including financial remuneration across cultural boundaries. Other concurrent phenomena included access to financial instruments by the joint venture, effect of financial resources and products in relation to effective cultural integration, joint-venture revenue sharing of 60% to 40%, ratio, and the importance of statutory and legal instruments in maintaining joint venture revenue sharing status quo. Most participants agreed that dynamic modalities had worked together with cultural synergistics to have measurable effect on organizational partnership success. The points of deviation in responses were minimal. Generally, and based on participants' views, researcher's analysis, and textual data, it was evident that dynamic global modalities have promoted cultural integration in fostering the success of the joint venture. Most importantly, access to financial instruments from partner's banks and government have enhanced the stability of the joint venture, consistency in maintaining the joint-venture revenue sharing of 60% to 40%, to promote cultural harmony and organizational success, smooth communication flow, cultural dynamism among cultural groups in promoting workforce output and enhancing venture success. The analysis also portrayed that legal processes and quasi implications work with cultural dynamics to reduce friction in joint venture transaction

and in facilitating cultural groups interactions. Additionally, the global value attached to oil revenue and products have also continued to catalyze the process of cultural synergy. Notably, although the contemporary oil fracturing process in the United States has immensely impacted the oil industry and the price of petroleum products globally, but the government's oil and gas sector dispensation remains promising due to the high quality of its crude and allied products that gives the country a competitive edge in the market.

Dynamic Global Modalities in General Have Promoted Cultural Integration in Fostering the Success of the Joint Venture

The text from the participants were analyzed to excavate representations of dynamic modalities that have aligned with cultural synergy to foster the success of the joint venture. PE4 explained that statutes, regulations and agreements were very important dynamics that align with cultural synergy to move the joint venture. He noted that the 40% to 60% revenue sharing formula would not work without a strong basal agreement and other legal instruments that bind the joint venture partners. He added that the regulations under which both partners operate emphasized strict adherence to the legal process. PE6 and PE8 added that any anticipated divergent action was first reported to partners. They were discussed and put to vote based on stipulated terms before any action could be taken. PE9, 9E11 agreed with the other participants on the extent of dynamic influences and PE12 noted that finances for contract awards, exploration, production of petroleum products were backed by banking instruments, which rendered the process smoother and less cumbersome. He added that the contracting

process was also covered under specific agreements that marked the minimum and maximum amount of awards that each partner could apportion without notification to the other partner. PE6, PE7 touched on the effect of good communication flow when requested to expand on other dynamic modalities that have worked with cultural synergistics promote the venture success.

PE7 explained that the communication process and information flow which were both top down and bottom up depended on the sensitivity of information, Different types of information were handled by the administration and managerial cadre. PE6 indicated that other types of information, which bordered on everyday smooth running of the joint venture, could go either way. They emphasized that everyone had opportunity to air their views without inhibition and the avenue to do this was provided by the partnership.

Most participants agreed in one way or the other that the dynamism, which oil revenue had brought to the growth of the partnership was to the success of the organizational partnership. They all indicated that oil revenue was a major factor that catalyzed the momentum and rise of the partnership. PE2, PE3, and PE5 were not distanced from the responses already reported, but PE2 also added, “Despite the drop in oil prices in recent times, the global value attached to crude oil and products in this economy has constantly energized the process of cultural synergy as each partner endeavors to ensure within their individual groups that there was cultural coherence. They also endeavored to maintain the absence of situations that would breed friction and discontent in the joint venture and the communities from where oil is drilled. He added,

“Could you imagine the amount of value that the countries who do not have oil attach to these products? That value keeps us here and keeps the world around us alive.”

Participants PE3, PE4, and PE8 explained that several other dynamic modalities

Table 11

Categorical data table on the perception of participants about the influence of the impact of dynamic modalities on cultural integration and organizational partnership success

Categories	Dynamic global modalities have promoted cultural integration in fostering the success of the joint venture	Access to financial instruments from partner's banks and government enhances and affects the stability and success of the joint venture		Consistency in maintaining the joint-venture revenue sharing ratio of 60% to 40% promote cultural harmony for organizational success	Smooth communication flow, cultural dynamism and linkages among cultural groups promote workforce output and enhance joint venture success		Global value attached to oil revenue and products catalyze the process of cultural synergy for success
Number of Participants	4	10	2	12	7	5	12
Approx. Percentage effect of dynamic modalities	95%	90%	85%	100%	95%	80%	100%

promote cultural integration in moving organizational partnership success. They explained that both international and local dynamics greatly influenced the joint venture

and to move along with such dynamics the cultural partners must work synergistically to ensure that they keep abreast with those factors. They pointed to the revenue that accrued from the joint venture upstream and downstream activities, which catalyzed the joint venture. They mentioned the support that came from the local and international governments both financially and others that has continuously promoted the organizational partnership. PE1, PE6, PE6, referenced and pointed to the impact made by the effect of the international oil pricing formula that has created an international world effect on the global distribution of oil and gas. PE10 expressed this view, “International statutes and legal instruments also play a distinct role towards the in the world. Moreover, because it is an American entity, it has gained huge amount of recognition in the world.”

PE12 stated: “The organization has huge financial resource-backing of its own including the portion extended to it by the United States and the Nigerian governments as well as the positive impact of the Dollar in the international and global business sphere. These have all made the joint venture process in this country and the cultural synergy between the two partners to continuously flourish and increased the level of workability of the joint venture between the country and other private organizations particularly this one.”

Access to Financial Instruments from Partner’s Banks and Government Enhances Cultural Integration to Positively Affect the Success of the Joint Venture

Access to financial instrument from local and international financial institutions such as banks and investment companies has immensely strengthened to the success of the joint venture. According to PE7 and PE9, “The joint venture has smooth and easy access to bank resources because they are guaranteed by the home governments that have been supportive of the partners.” PE9 opined, “The resources from organizational

partnership, the joint venture shareholders' resources, and other stakeholders also enable the partnership to grow assets, increase resources, and employ a formidable workforce. However, PE5, PE6, PE8, and PE4 argued that the joint venture had enough resources to employ a larger workforce. They hoped that the partnership would work more synergistically culturally or discover a model of culture for the joint venture that would project the organizational partnership as one that is disposed more favorably towards the workforce, employee welfare, and the reward system as well as work out more motivational tools for the workforce and the enhancement of cultural synergism.

According to PE3, "The joint venture model and the existent cultural synergy have continually benefitted and strengthened the workforce, to an extent, the administration, the production, and output process. But more needs to be done." All participants maintained that the joint venture's access to financial resources is a major factor in the progress of the entities.

PE12 stated and argued for the joint venture: Our joint venture partnership possesses remarkable strength and power that is gained through financial strength. It is one of the most powerful organizational partnerships with the government. Its production, exploration, drilling, marketing activities and network surpass those of sister and allied corporations in the country. In fact, the wealth of the partnership has strengthened the workforce and the administration as well as consolidated the cultural synergy among the partners who work together to ensure that the organizational partnership continues to have success. Notably, the competitive advantage of the partnership enhances stability among cultures and partners. Usually, these competitive changes in global financial indices and processes as well as local spheres do influence the structure, progress, and actions of the partnership. That is why the joint venture partners streamlined their human and other resources to achieve maximum financial output. Other participants provided responses that supported the view of the last

participant and added that the joint revenue and equity sharing formula were positives for the partnership success. A few noted that the local partner was also reaping the positives from a foreign partner that was very cognizant and serious about rules and regulations applied to organizational partnership, joint ventures, both at the local and global fronts.

Consistency in Maintaining the Joint Venture Revenue Sharing of 60% to 40% Promotes Cultural Synergistic Harmony for Organizational Success

Research data and Oil Industry sources indicated that the partnership has a joint venture operation with 60% for the West African country and 40% for foreign partner under its affiliate entity operating in shallow water productions with more than 900,000 bpd in recent times. The partners also own a 50% Production Sharing Contract in deep-water offshore activities on the basis of equity holding. With stronger cultural synergy, it is anticipated that conglomerate / partnership might overtake Shell and other oil company activities as the largest producer within the next few years, if current trends continue. Under the current partnership, the main affiliate of the international partner in the country, as the upstream representative for exploration is one of the largest oil producers in the country. The company commenced operations in 1955 when it was incorporated and has operated a joint venture with the Federal Government since then. The government has a 60 percent share, with the remaining 40 being held by the major affiliate of the international partner for the joint venture (Energy and Politics, 2016).

Responses by participants portrayed that consistency in maintaining the joint-venture revenue sharing of 60% to 40%, has promoted cultural harmony and organizational success to a large extent. According to participants' data and responses,

the issue of joint venture revenue sharing and of 60% for the local partner and 40% for the foreign partner is a huge area of the partnership success and cultural strength in synergy. All the participants were in agreement that the new trends in oil revenue and other global indices have made the cultural relationship between partners stronger as they work more closely to ensure that the joint venture continued in its success path.

According to research data and the literature, the most important state-owned enterprise is the country's National Petroleum Corporation. So far, the company has continued to be responsible for exploration, refining, petrochemicals, products transportation and marketing of the nation's oil, and owns and operates the four major refineries (one each in various locations). Unfortunately, these refineries operate far below their original installed capacity. On the other hand, the international partner and its affiliates in the country were voted the 2015 Best Company of the Year in the Corporate Social Responsibility CSR Report by the Social Enterprise Report and Awards (SERAs). However, the public entity carries out its work through 12 subsidiary companies as noted earlier including: A National Petroleum Development Company (NPDC); the Gas Company (NGC); The Products and Pipelines Marketing Company (PPMC); Integrated Data Services Limited (IDSL); National Engineering and Technical Company Limited (NETCO); Hydrocarbon Services Limited (HSL); The Retail Company; The Refinery and Petrochemical Co. Limited (RPC); Refinery and Petrochemical Co. Limited (RPC); National Refining Co. Limited (NRC); etc.

According to PE5, since the new administrative government came into power, new oil regulations and contracts have come into effect. However, the partnership joint venture still waxes strong. When asked about the effect of the trends on cultural integration / synergistic process, PE6 responded, “The cultural synergistic process remains the same, but there have been more discussions and board meetings of both partners to discover avenues and methods of improving the activities of the joint venture, workforce output, and other stakeholders’ contributions and buy-ins.”

PE4, PE5, PE8, observed that both partnership groups have always needed to work together both culturally and officially because their efforts were complementary. They are like two partners in a marriage. They feed off each other.” For PE9, PE8, PE11, “Our government is better for it in oil production, exploration, and distribution of crude oil and other by-products because it has bi-lateral oil contracts with multiple partners despite the drop in oil price and seeming mismanagement of resources. Some are from Europe like SHELL, ELF, including American CHEVRON, and others. As a result, it is always poised to benefit from all the partners, both culturally and in the several Production Sharing Contracts with the various other petroleum partners who are also ready to work with it like our own foreign partner with its 60% / 40% contract, which must be consistent, if the joint venture is to move favorably forward and continuous.” Accordingly, PE7, PE10, PE12 agreed that because the success of the venture was important to the partners, they could ill-afford to disrupt the production sharing contract, which has continuously necessitated cultural synergy among them.

All participants expressed the view that the preponderance of oil companies who are seeking contracts with the government, the need for the international partner to maintain the 60% / 40% Production Sharing Contract, which has been extended to some other areas of the venture, underscored the need to maintain a harmonious cultural relationship with the government entity. They explained that the partners must abide by the strong prescriptive understanding that none of the partners could offer any contract to an outside contractor without verification from the other partner to a minimum and maximum amount. They agreed that maintaining a cultural bonding process was important for the contract agreement and the success of the partnership as a whole. All participants were of the view that cultural synergy was a huge factor that enhanced the 60% / 40% contract agreement share because the contract favored the government more than most of the partners that had other levels of percentages with it. The joint venture partnership and the consequent cultural synergy have continued to ginger the great success level that the partnership have enjoyed in the past few decades. This according to data text is also due to the unique cultural commonality in official language and smooth communication flow.

Smooth Communication Flow and Cultural Linkages Among Groups Promote Workforce Output and Enhance Partnership Success

Data from participants and documents portray that smooth communication flow, cultural, and other linkages among cultural groups promote workforce output and enhance positive factors that enhance joint venture / partnership growth. Participants

responded to the idea that smooth information flow, cultural dynamism and linkages among cultural groups promote workforce output and enhance joint venture / partnership success. According to documentation information and data from participants, smooth information exchange in the organizational partnership is marked by effective communication flow across the whole gamut of the joint venture sectors. The government, the partnership enterprise and all affiliates have always ensured that communication is effective, not hindered, and continued to reach the group for which it is intended at the right time and promptly too.

All participants agreed that cultural synergy promoted top-down and other forms of information flow between higher level administrators and lower level employees, workforce productivity, the relationship with the federal government and other stakeholders both internally and externally that are interface with and involved within the broad spectrum of the partnership. They expressed the view that when there is synergy among the workforce both culturally and otherwise, information from top-level administrators such as managers and supervisors in a process involving chain of command motivate the employees and the workforce to utilize various types of linkages such as teams, groups, etc., to achieve effective communication and performance on the job. They also expressed the view that communication enhanced cultural cooperation and organizational success in the joint venture that happened at different levels and with different patterns of functionality. According to them, apart from top down

communication, there is the bottom-up from lower to higher levels which involved information, that helped managers to take quick decisions on improving the joint venture.

Participants indicated that managers also use suggestion and complaint boxes as well as performance evaluation reports to assess employees' activities and performance. Participants' responses also portrayed that the organization also utilized diagonal communication, lateral, and external information flow to achieve effective communication and synergy in all aspects of organizational partnership machinery. They pointed out that there is communication that happens between the group general managers, top-level government officials, and between the management and external stakeholders from different cultural spectrums. PE2 responded: "Within the partnership, information flow is very vital to the government, the workers, the managers, both partners, and others that are involved in the partnership's upstream and downstream activities of the oil and gas industry. The Group General Managers pass down information to the General Managers who ensure that communication is passed down effectively through the chain of command process to all other employees. Such processes usually involve board discussions, departmental meetings, sometimes lower cadre employees may utilize e-mails, text messages, voice mails and notes to forward information." PE5, PE8, PE9 stated that recently the new government administration introduced changes in the contract process. Many of the production and refining contracts and distribution processes were updated and modified. They explained further that some indigenous companies like Dangote and others might be involved in the refining process.

Since the communication was handed down by government, its public organ and other partners have been doing their best to work out modalities for the new operations, related policy implementation and consequent service delivery in the oil sector and gas industry.

PE7 responded: When information is disseminated, all groups work in synergy to ensure that communication flow is efficient. Sometimes, the government introduces new policies and directives. In such a case, managers and all other personnel ensure that instructions regarding implementation of the policies and contracts are carried out with dispatch after due deliberations and discussions with top government officials, teams, and the partners involved in the joint venture.

PE3, PE10, PE9, and PE6 corroborated the view above and added that at such times that involve marked changes in policies, all cultural groups both internally and externally endeavored to work together to ensure that problems were mitigated and that synergy was maintained in accomplishing the new policies. In response to the question about how good communication worked with cultural synergy to promote organizational partnership growth, most of the participants responded that the effect was very positive.

PE8 specified, “Good communication among senior officers is vital to information sharing and problem solving. It saves time, makes tasks easier to coordinate, helps the workers to address socio-cultural, and emotional challenges. External communication between banks, other financial institutions, vendors, government, Ministry of Petroleum, and natural resources, enhances the process of cultural synergy in finance sourcing and fund raising. The Engineering Process Department is very active in this.”

PE5 specified and said: The idea of robust and active communication that enhances partnership success is generally accepted. In fact, one can say that good communication should be open so that employees and managers

alike would participate in decision making process through diverse forms of information contribution and channels, access to professional activities such as training that enhances organizational partnerships such as our own venture. You know, when employees are free to communicate thoughts and ideas to the officers, problems especially in the cultural and community domains are easier to handle and solve. In fact, the partners and government should devise better communications with a more cultural collaborative and synergistic model that can help to solve the endemic Delta crises relating to oil production, distribution, pipeline tampering, subsidy, remuneration to the communities affected by oil spills, etc.

PE1, PE6, PE1 and PE3 expressed the view that good information flow across the partnership and within the departments had continued to promote professional knowledge, reduction of arguments, conflict resolution, understanding among staff and within stakeholder forum. Basically smooth communication flow in any organization is the key to harmony, quick policy implementation, strong collaboration among cultural groups, etc. All participants agreed that good information that is truthfully disseminated to employees would definitely built a feeling of security and reduce snowball effect in employee actions. PE2 indicated that good communication with employees that is clear and truthful might help to reduce tensions during conflicts such as the Delta crises and youth militant activities. Actually, some participants indicated that they played crucial roles in mitigating the adverse actions that were happening and still happening at this time. A few others noted that the petroleum resources could definitely be enough for all interest parties, but cultural issues related to tribe and ethnicity have become problematic and continue to be cogs in the wheel of productivity, pipeline maintenance, distribution of petroleum products, etc.

Global Value Attached to Oil Revenue and Products Catalyze the Process of Cultural Synergy for Partnership Success

The issue of oil revenue vis-à-vis the international oil industry is an area that has touched heavily on global econometrics. It was emphasized in the data that the influence of oil revenue to many national economies could not be ignored in all ramifications locally, nationally, and internationally. All participants acknowledged in one way or the other that in the case of the country, since the 1960s, oil revenue has become the sole and most prominent factor in determining the economic penchant towards the economy. The country has become wealthy through oil revenue and the multi-partnerships that it maintains with major global actors in the oil industry in its upstream and downstream activities. This has been the case despite the fact that there are so many other natural resources that are of high-yielding value, which could be tapped into as well by the government and states, citizens, and local governments. However, all focus in contemporary times seemed to be channeled towards oil as if those other resources are non-existent. PE5 believed that this focus on oil revenue by the organizational partnership and other stakeholders all across the global communities has continued to strengthen the cultural relationship between the cultural groups in particular and the organizational partners. In addition, it has also energized the workforce to maintain cultural harmony and synergy because of the good financial remuneration. The stakeholders also have determinedly continued to ensure that nothing would hinder the joint venture process or become detrimental to the success of the organizational

partnership due to its high yield in financial resources and the government's dependency on it as the highest revenue-yielding resource. Other participants pointed out that disputes, cultural conflicts and discords are synergistically addressed both nationally, within communities, and in the offices of the joint venture / partnership in order to ensure that the process of oil revenue flow is not disrupted or compromised.

While continuing to address the issue of global value and benefits to countries and their citizenry and the importance attached to oil revenue and products in general and in the process of catalyzing cultural synergy the following responses emerged. PE3, PE6, and PE7 touched on the issue of international oil cartels and organizations such as the Organization of Petroleum Exporting countries - OPEC, and its global influence on oil revenue. They noted that the countries involved in that organization had to maintain cultural synergy to ensure that the price of oil is favorable to their individual countries and nations. They pointed out and the literature also indicated that those international organizations like OPEC, even the European Union, the United States, the Arab League, apply cultural synergy and cultural integration models to continuously ensure that they maintain harmony and stability in the pricing of petroleum in order to ascertain that the process of revenue turn over and products distribution were globally favorable to all member countries and the citizens who produce and use them. According to PE10, all the countries directly or indirectly involved in the global oil market and its distribution have so far applied cultural commonality or other forms of cultural integrative process in ensuring that the revenue process was favorable to them to a measurable extent. PE2

asserted that the public / non-public partnership responded to the global oil revenue and products valuation process favorably and ensured that all parties involved including the federal government, the workforce, administrators, the communities involved and other local, national, and global stakeholders worked harmoniously and culturally for the same purpose. They have also collaborated in the process of policy implementation and other area in order to maintain continued to growth in the joint venture process. PE11 touched on the process of service delivery. The participant noted that the process of service delivery was primordial because the joint venture had to work hard to ensure that the communities in whose areas the operations were taking place also teamed up within the cultural synergistic process of the joint venture. Accordingly, this was because they also benefitted from the global oil dynamics involving the price of oil, its sale, drilling, and other exploratory activities, and distribution. In their responses, PE8 and PE12 indicated that the States in East, South, Delta, Rivers and others whose areas were directly involved in the exploratory activities due to their land and property involvement, also worked synergistically and culturally with the federal government, the joint venture and other oil companies to tap into the resources provided by petroleum. In doing this, they ensured that the revenue allocation process favored them equitably and did this by maintaining a strong cultural synergism with all the other counterparts.

The literature and participant data also portrayed that as the major stakeholders in the national oil and gas industry, the federal government has utilized its mechanism and oil policies in the process of oil revenue allocation to favor the states and cultural groups

in ways that it deemed meaningful. This process has almost eliminated cultural conflicts, and enhanced the cultural synergistic process because when conflicts arose, the different cultural groups within states worked together to ensure that conflicts were resolved and that the problems were mitigated promptly to avoid escalation of hostilities that disrupt the petroleum production and distribution processes. However, in recent years, hostilities and pipeline damage have recommenced and escalated. It is believed that more negotiations instead of the use of force is a better option. Scholars indicated that modalities based on cultural integration and belongingness works better with the negotiation process. However, PE6, PE4, PE7 were disappointed that the importance attached to oil revenue has caused the escalation of corrupt practices among government officials and in some instances created rancor among cultural groups and noted that this was a very sad trend that needed and called for prompt solutions. They expressed the opinion that the government, the bi-lateral joint venture, and other oil companies and partners of the federal government that were involved in the country should fashion out and implement policies that would be more beneficial to the communities especially those whose land and property have been adversely affected by the process of oil exploration in the spheres of drilling, environmental issues such as oil-spillage, habitat distortions, agriculture, fishery and other actions related to oil excavation processes. They also noted that the workforce in the oil industry should be paid higher wages, irrespective of cultural synergy and cultural affiliation.

Some other participants argued further in support of the view of the previous participants. These participants were disappointed that although the global oil revenue dynamics and other related factors have grossly affected cultural groups and the process of cultural synergy in the states of the nation, the oil companies, the government and its subsidiaries seemed helpless in finding strong solutions to the on-going crises in the Delta area of the country. According to PE1, PE3, PE4, PE9, some states that are in the oil producing areas have used cultural synergy as a tool to claim and demand that they should receive and have more entitlement to the revenue from oil. In recent times, that issue has been contentious and affected some other cultural alignments in the country. They believe that the states in whose area the oil activities are performed should benefit more from oil resources than others should. However, all participants noted that the federal government's overall revenue allocation formula was lopsided because it was tilted towards the census statistics more than oil exploration. However, PE6, PE11 differed that the revenue sharing formula of the federal government was good because the oil producing areas were compensated almost adequately. According to data text, PE11 stated, "Those oil producing states receive oil subventions, which others do not receive. I do not know why those states keep complaining. After all, the oil belongs to all citizens. Yet, they are given extra money. How about those people whose land produce other resources such as food and agricultural products for the nation and overall citizenship? Why are they not paid any subsidy or compensation?"

When asked about how cultural synergy has played into revenue allocation in the delta region and the view that the people who produce other commodities in the country should demand for subsidy or subvention too as those in the Delta area by applying cultural synergy to make demands about revenue allocation. PE3 was of the view that those States and their citizens have always been in charge of the production of their land and did not have to share it with anyone. They were in charge and controlled the sale of their products, the revenue that accrued from their harvest and did not have to split that with anyone. Many participants opined that the current volatility in oil prices have greatly affected the oil sector the country's economy and have worsened the situation. However, they believed that the country and diverse cultural groups have many other natural resources that the nation could tap into, which have been long abandoned because of oil revenue. However, PE10 was also of the same view and added, "If the exploration of these abandoned resources were revived, and with the willingness of the groups to culturally and synergistically work together, the country would be better for it." PE6 pointed to the activities of the militant groups in the Delta areas of the country and noted:

The cultural synergy and affiliation of these cultural groups have become a major factor that has touched the youth and sparked off militant activities. Again, the global value attached to oil revenue and products continue to increase the process of cultural synergy among these groups and enhance their strength towards working together to use synergisms of culture and other efforts to make demands on the federal government and the oil corporations. Although some of them have other motives, but maintaining peace with the joint ventures' exploration of oil and gas in the oil producing areas is important. The development of the areas as specified by the groups is equally important. These militants have also continued to insist that oil revenue come from their communities. For that reason, they

should receive more compensation. They insist that their sources of livelihood have been depleted or compromised by oil pollution and thereby are demanding that something positive should happen in that regard. They compare the impact of oil production on their communities to that of other global groups and insist that the joint venture and other such like partnerships in the country including the federal government are shortchanging them. That is why they are making these demands and use the price of oil and other related indices to promote cultural synergism that is helping them in their activities. However, the past government and its administration used its governing machinery and mechanisms to do a great deal of work towards mitigating the problem, yet the future now is still uncertain. I hope the new administration from 2016 will continue with the positives of the process that were in place or start to introduce better strategies because the oil companies and everyone need more progressive results. The high price of oil in this country where we produce it and the incessant scarcity is not good for the masses.

Notwithstanding the above responses, all participants were in accord that the global value attached to oil revenue and products catalyze the process of cultural synergy in more positive ways than negative. They were equally vehement about finding ways to bring down the price of petroleum products. Some wondered why the refineries were not in full productive shape. Some indicated that an improvement on the cultural integration relationships between the two partners and the oil producing communities would go a long way in improving oil production and relative pricing. Several participants argued that the role of traditional rulers during negotiations on vital issues must include environmental concerns. These should include problems of oil spills and the effect on sea life, farm land and products pollution. Focus on the general economic effect of crude oil exploration and the welfare and benefit of the joint venture activities relative to their communities as stakeholders in the oil exploration should not just uniquely target the

financial proceeds and remuneration, but include other culturally and traditionally related factors that affect the deep roots of community living and existence. This is because these communities are mostly rural and because they dwell in the delta areas, they are mostly dependent on cultural and quasi traditional means such as boating and fishing to a large extent and other forms of farming on land and the waters for their daily economic sustenance and survival. Table 11 has portrayed some categorical data on the perception of participants about the influence of the dynamic modalities on cultural integration synergistics and the venture's success. In fact, other areas of global and local partnership arrangements are influenced by other diverse types of dynamics that are not mentioned herein. Notably, the portrayal is not exhaustive. There is yet room for more research actions that can expand the constructs explored in this research. This is an advantage of qualitative case study and other related designs.

Question 4

How do Employees Who Survived Organizational Partnership Failure Describe Their Experiences?

Introduction

Few participants who had lost their jobs in other seeming partnership organizations and eventually joined the joint venture also addressed this question. These employees responded to the open-ended question above. They had experienced job loss in an organizational partnership between two public enterprises. Others indicated they had not suffered job loss and were not in a position to comment effectively about this

question. However, they were in agreement that suffering job loss could be a devastating experience and finding a new one was good especially for the financial security that it afforded among other factors.

The data for the affected participants was first examined for indicators of cultural integration and organizational partnership perspectives and expectations as well as for identifying pivotal moments in their lives at the organizational partnership. Only the two out of the total participants answered this particular question as indicated earlier.

According to another participant, who came from a non-public organization that had contractual relationship with the federal government that worked closely with local partner, while the other was absorbed from a private oil service contracting organization that had contracted with the federal government to offer services to the agricultural sector before it folded up after the economic downturn between 2007 and 2009. They recalled vividly what transpired and the experiences that they had lived when they lost their jobs at the organizations that they had worked in before absorption into the joint venture partnership. According to data text, the participants responded to the following question: “How do employees who survived organizational partnership failure describe their procedural experiences?” They also responded to other related questions. The responses prompted emotional responses and extended details of whole experiences. Data revealed that the participants had a feeling of initial anger and subsequent frustration and stories of unemployment woes. Subsequently, they experienced happiness and financial stability with a new employment in an organizational partnership such as a joint venture or other

types of gainful employment. The literature also supported the interviewees position and indicated that it was important for the employees to move on with positivism and an anticipatory perspective for a brighter future in a successful organizational environment

The Feeling of Initial Anger and Subsequent Frustration

As mentioned earlier, the employees who had lost their job came from organizations that did not do well before getting absorbed into the joint venture. The researcher discovered that the participants could recall in detail their unique experiences and instances including the common experience of feeling embarrassed in the community when they lost their job and could not cater for their families as usual. Both were emotional in their responses.

PE1 responded: After I lost my job, I could not find another one for more than two years. It was really ... indeed, really a very, very difficult time especially in these hard economic times. I could not tell my wife at the beginning, but I let her know eventually when it was becoming tougher for me. Initially, my two kids were happy that I was dropping them at school and was not rushing them out as usual in the morning. My wife initially thought that I was on leave. You know, every morning was tough for me. I was always angry when I remembered what transpired at my former job. I was also scared that I might not be able to find another one. Many people were without jobs then and many are still jobless. Now I am happy that it is all over and you know, prayers helped me a lot.”

For participant PE2, the situation was different. Although the initial anger was also present. He indicated that it was also a tough time, but his wife had a small business and it was reassuring to fall back on that for the meantime, but did not stop his job search.

He declared: I told my wife right away and set out to look for another job. It was indeed time for me to regain my position as the head of the family.

Although I did not have a job, I ensured that I provided the regular feeding allowance, but I was afraid as I watched the savings reducing. I was getting afraid. I was beginning to get frustrated as the months passed by and no job was available.

When the participants were asked as a follow-up question: “How did you feel about others knowing that you have lost your job?” the responses of PE1 and PE2 revealed that they were embarrassed. They both noted that the period of joblessness was a huge embarrassment to them and their families. They maintained that it was not easy to let other friends and acquaintances to know. However, PE1 indicated that he had to let his parents know because he was also taking care of them and the frustration, anger, and embarrassment situations got worse after that. He added, “I think that if my former company did well as a partnership joint venture like the one that I am working in now, I would not have had the problem in the first place. I was very much embarrassed and threatened at that time. I am happy that the problem is over.” PE 2 maintained almost the same view and stated that his time after loss was spent seeking another source of livelihood and that he had not worried about what people felt or thought about his situation in that form. He added that he did not envisage that people really knew that he had lost his job.

PE1 stated: You know, I really felt hurt, vulnerable, and angry after losing the job. I did not know what to do at that time. In fact, it was as if my world was crashing down. I could not go to friends initially because I was ashamed and embarrassed because they might see me as a liability. The embarrassment was really too much. I was more hurt to see my wife and kids unhappy. Even though she tried to reassure me, I still felt very uncomfortable. I am the husband and according to my culture, I should

provide for my family. Seeing myself without a job was very troubling. Thank God that I have a job again.”

The participants were in agreement eventually, that after being unemployed for a longer period, they realized that there were indeed other possible options and started looking into them. PE1 explained that he was also moody, hurt and unhappy for a long time. Then, he put himself together with his wife’s encouragement and started visiting offices and asking questions about job opportunities anywhere he went and even at the church and other social events.

PE1 further stated: I started looking for a teaching job and got a part-time tutoring job in a private school, but the salary was very low. You know, that job fired my resolve to do something better. Every day, I kept losing my self-esteem more and more. Two years was a very ... very long time. This joint venture job is one of the best things that has happened in my life. That time without a job was terrible. That is one of the reasons that I love my job more. But despite the stress of job loss and unemployment at the time, I was confident that I would get another because I am a firm believer and a born again. I made prayers my first priority and it worked. That was a key thing that I did to uplift my spirit and take care of feeling embarrassed and ashamed because it helped me to take control of the situation and take care of myself. In fact, I started going out more and spoke to friends about the situation

Documentary evidence supported and underscored the employees’ claims and portrayed that most employees who lost their jobs in partnership organizations especially during the period of global economic downturn had a difficult time finding / getting another job like the one they lost or better. Researchers also indicated that it was usual for someone who has undergone a loss to feel anger, frustration, and confusion. Nevertheless, many do bounce back with new employment or self-employment

situations. To underscore the interviewees' position on the issue examined further, the literature indicated that unemployment may result from downsizing, redundancy, technological innovations, the inability of some older population to adapt to new technologies, the current global economic downturn, and some other globalization effects. Researchers maintained that when these situations are unexpected, many people who are faced with job loss might experience disbelief, shock, and consequent stress. Some do become angry that they have lost what they invested in for several years. Others have experienced anger and frustration. Nevertheless, with support from cultural relationships, such as family, community groups, etc., most people have moved on, as indicated by interviewees, no matter how difficult the situation appeared and the level to which their self-esteem had sunk. On the other hand, literature also portrayed that those who could not manage the situation and allowed it to be degenerative, had faced more severe conditions that caused them to seek psychological help while others have been admitted in hospitals. Consequently, organizations including partnerships and others have been called upon to consider adverse situations that may face those employees who lose jobs and if possible develop programs that might help them to face the new condition.

New employment in the joint venture and financial stability

When asked to describe how much they liked their new organization. Both PE 1 and PE2 stated they were happy and impressed with the remuneration that they received. They also indicated that the cultural bonding that transpired in the partnering groups and the local cultures in ensuring that harmony was maintained for the furtherance of growth

of the partnership was very empowering and reassuring. The participants also offered a variety of responses when asked about how their lives have been a plus for effective workforce output. When interrogated further about how their lives have been different since they joined the joint venture partnership, PE1 indicated that his life has been better from when he did not have a job. He remarked that there were marked difference between his previous job and the new one. He stated that the former organization did not pay any attention to or respect the values of the indigenous workforce neither was there much attention to motivational cultural or related issues. Every day was a survival race that was purely profit driven and the employees were diversely disenchanting. Both employees agreed that the new job offered more opportunities for progressive accomplishments despite the diversity in culture of the two partners and of the indigenous groups that form the partnership. They indicated that they were happy with the type of collaboration among the members of the workforce of the government entity both on cultural and other official grounds and believed that it was the same on the international partner's sector. Both indicated that it was a good thing that each partnering organization in the joint venture had maintained its own cultural behaviors, values and norms and not allowed these to interfere in the success and progress of the organizational partnership. PE2 emphasized that he was empowered greatly because the business and financial aspect of the joint venture took precedence over cultural integration that was not allowed to interfere in business transactions and processes' levels.

When asked if the new employment could be better, both specifically mentioned

that it could be. In their response about accomplishments, PE1 noted that the new partnership had offered him a better source of livelihood and that he was more confident about gainful employment. He indicated that the new organization offered him the opportunity to apply his professionalism and what he had studied in the university, which is Geology. He noted also that he was doing better among so many peers because they considered the joint venture one of the country's paramount partnership organizations that was very progressive. Again, he emphasized that it was because of the upstream and downstream oil ventures in which the American partnership in particular is involved. On his own part, PE2 explained that his personal accomplishment could be rated relative to his relationship with his family and in terms of raising a family, staying employed, and maintaining independence from assistance from parents. Both participants agreed that they had measurable financial stability by working in the joint venture. PE2 stated:

The company is in fact, the envy of many unemployed youths and graduates of this county. They want to work in an oil company from the resources that drive this country's machinery is obtained. I am happy to be among the fortunate ones. Even with the bad state of the national economy at this moment and present time, we are always paid and I am very happy. The shareholders also bring in a lot of money into the joint venture by buying its stock. Actually, that is a great plus for the oil companies ... not only the foreign partner but also its local collaborator, but also others that are drilling in country. Everyone working in these companies should be happy that the country is blessed with crude oil. I do not know what I would have done without salary. My other friends in the other arms of Ministries and the public sectors have to wait months to get paid and are always complaining for lack of salary payment and I do not have that problem, partnership / joint venture made it possible.

The participants were in agreement that the partnership was considered one of the

best in the country and they were proud to be part of it. However, they argued that it was because there was much revenue and funds accruing from petroleum products and the joint venture exploratory and related activities. PE2 also pointed out that the type of cultural relationship among the partners was immensely effective in bringing about harmony in the organizational partnership in which the two partners worked well together with their individual cultures. PE2 indicated that he had doubts that the whole success of the partnership was due to effective cultural synergistic integration. When asked to elaborate on the last assertion, he said that his interview time was up and that he did not wish to comment any further. PE1 argued that employees did not actually participate in any actions that involved decision-making. For him, the general managers and other top officials of the joint venture organizational partnership usually handled strategic issues and information that were vital to cultural policy. Nevertheless, the joint venture sought the opinion of the cultural groups to be able to arrive at such policy decisions. He added that they were doing a good job of it and the employees were happy with the outcome. He suggested that it would be a breaking point if prompt, lasting, and positive outcomes would emanate from the Delta crises. However, he wondered why both partners operated from different offices and buildings despite the joint venture initiative. He suggested that any form of cultural integration would work better, if the two partners had a more interactive social environment juxtaposed with the official environment and engaged more often in cultural activities. The researcher has suggested that a cultural integration synergistic process and typology as the one proposed by the researcher would be

seemingly apt in solving the latter problems. The participants agreed that it would be a good idea to implement such a model and to promote the organizational cultural values and environment more. Notably, all participants were in agreement that the cultural model that was in practice was favorable, but any perspective that would usher in improvement would be lauded and welcomed. The participants equally indicated that the partnership was working well for them based on their general assessment of the cultural and other perspectives at the present time. They argued that there was no reason why the government could not set up a system of assistance to people who lose their source of livelihood due to organizational failure. One participant stated that based on his experiences during the period of unemployment and the lack of help from government, it was difficult to imagine how the less fortunate could get by at that crucial period.

For the above reasons and more, some other researchers posited that a new job condition is always a positive for the employee particularly after a prolonged job-loss situation where there is no financial support for the unemployed. However, the indicated that the new financial situation usually resulted in more motivation and the zeal to do more on the part of the employee in order to safe-guard the new employment and not experience another job-related adverse situation. However, organizations are advised by researchers and government to implement programs that would lead to job security, stability, and favorable conditions for their workforce. Programs for human resource development including on-going professional enhancement workshops and related seminars are important for workforce retention. The researcher highlighted the above

ideas by suggesting the implementation of the proposed cultural integration empowerment and orientation programs including the synergistic typology and more towards that purpose. According to the researcher the programs would not uniquely fortify workforce solidarity and culture, but would also help to consolidate organizational cultural integration, and partnership trends globally, locally, and more especially in the communities where exploration directly takes place.

Summary

Chapter 4 portrayed the research questions, data collection and results from participants including documentary evidence. Explanations are presented. Samples are presented on tables and information analysis occurred. The results have adhered to the purpose of the study, which was to determine whether effective cultural integration with statutory and quasi implications would lead to organizational partnership success. The study also met its intent and has provide more in-depth understanding of the phenomena and how to utilize an effective cultural integration synergistic process and the typology to stymie failure and promote organizational partnership success, to drive post-organizational partnership success, enhance effective service delivery, and promote efficient policy implementation as indices of organizational partnership growth. Notably the literature is rife with materials in the phenomena explored as evidently and vividly portrayed in Chapter 2 – The Review of Literature, participant’s interview data as well as field notes and other quasi materials clearly exposed the need to apply cultural integration in tackling organizational partnership failure. Nevertheless, a gap was existent in the

literature by not recommending a typology of cultural integration that could combine with statutory as well as quasi implications to achieve organizational success.

The target partnerships include joint ventures, mergers and acquisitions, global and regional organizational alliances, international bi-lateral, multi-lateral strategic alliances, etc. Consequently, the study utilized the partnership between one of the international petroleum corporations and the West African conglomerate as the focus and joint venture prototype enterprise for this study.

The qualitative case study design was selected to gather data from participants' interviews including document review. Participants' interviews involved employees, which were majorly purposefully and conveniently selected to represent a cross section of departmental employees. They were specially selected for their diverse experiences in matters concerning cultural integration in organizational partnership with statutory and quasi implications. Data were also collected from researcher's observational field notes and documents containing information about all phenomena where relevant. Some other supporting information was retrieved by the researcher. The collection of data from participants provided additional information that contributed to the researcher reaching saturation in the interview and analysis process.

The researcher engaged each participant in an interview, which lasted for less than an hour to discuss their experiences regarding the cultural integration, statutory and quasi implications in the cultural synergistic process at the international joint venture. The content analysis process under the comprehensive headings of organizing data,

coding, generating categories, themes, and patterns, interpretation and explanation of underlying context, and report of findings was accomplished and included detailed description, categorical aggregation, direct interpretation, establishment of correspondence and patterns, and the development of naturalistic generalization (Stake, 1995). Chapter 5 discusses the interpretation of findings, recommendations, for future studies, implications for social change, reflections, lessons learned, etc.

Chapter 5: Summary of Findings, Recommendations for Future Studies, Implications for Social Change, Lessons Learned and Reflections

Introduction

In Chapter 5, the researcher presents a summary of the study followed by the interpretations of findings with specific recommendations for future studies drawn from the analysis of the data detailed in Chapter 5. The implications for social change come before the researcher's personal reflections.

Interpretation of Findings - Overview

In Chapter 5, findings were validated with multiple sources of data, member checking, rich thick description, and peer review. This chapter is comprised of three sections. The first section discussed the findings of the study. The second section reviewed specific recommendations for stakeholders and implications for social change and the final section made recommendations for future research. The researcher's reflections and personal experience concluded the study. It is vital to point out that this research was grounded in the conceptual framework of cultural integration in organizational partnership. The study was not set out to test any particular theory(s). Cultural integration was the lens through which the researcher viewed and examined various perspectives and the dynamics about organizational partnership culture. Due to the nature of research questions that were open-ended, answers were not intended to be just specific, but examined several perspectives of the major phenomenon. Summarily, the findings from this case study are lessons learned from the field experiences that were

excavated through investigative interrogation of participants at the joint venture.

The findings have been presented relative to each of the four main research questions in order of significance. Notably, several sub-interview questions underscored the power of the main research questions in reaching into participants' in-depth thoughts and experiences to bring out requisite information to support and buttress the study. The interrogations that guided this study included the following four main research questions in the study: RQ 1: How do managers / employees perceive the value of cultural integration in relation to discovering an integrative cultural typology for organizational partnership success in public and non-public entities? RQ 2: How have legal and other quasi processes influenced cultural integration in organizational partnership contemporarily? RQ3: What dynamic modalities have promoted effective cultural integration in the Joint Venture / Organizational Partnership? RQ4: How do employees who survived organizational partnership failure describe their procedural experiences? The research questions above were the bedrock of the interview procedure that the researcher applied to drive the process of data collection.

These questions were based on the construct of "effective cultural integration with statutory and quasi implications in organizational partnership success." This was defined based on the conceptualizations covered in researches and studies that have earlier examined the factors that have led to the collapse of more than 70% of organizational partnerships in contemporary times (Risberg, 2013) as indicated by statistics in the literature. They included the participants' knowledge of the processes involved in joint

venture operations and other related concepts and procedures such as cultural synergy, cultural collaboration, due diligence, local and global dynamics that have continuously affected the organizational partnership and quasi processes in contemporary times.

Factually, researchers have opined that global competition is propelling organizations to rethink the question of how new organizational knowledge of phenomena such as cultural integration is acquired. This is because new knowledge provides the premise and framework for new skills on the part of the workforce, administration, managerial, and cultural relationships, which in turn could lead to competitive organizational success. In fact, the researcher is optimistic based on data and quasi information that innovation based on the findings portrayed in this study would galvanize cultural integration innovativeness on the part of the workforce and administrators to provide effective strategies for cultural integration synergistics, effective service delivery, and efficient policy and statutory implementation as indices of organizational partnership success. Consequently, the findings from this case study were fundamentally the lessons learned from the participant employees' field experiences. It would contribute and add to the knowledge base on cultural integration in organizational partnership and quasi phenomena examined in this case study. The employees have worked and have had experience of the joint venture process in the real natural setting within a specified time and period. The researcher believes that the practical research findings below would work with the recommendations proffered in this study to enhance joint venture, mergers, strategic alliances, and other organizational decision-making and

growth. However, the onus usually falls on the managers to strategize about the best way and time to apply them.

Finding 1: Cultural Integration is Valuable for Discovering a Synergistic Cultural Integration Typology for Organizational Partnership / Joint venture Success

The researcher's analysis revealed that although cultural integration and its synergistic cultural integration typology were deemed very important by researchers for organizational partnership success, many such partnerships practiced uniquely circumstantial cultural synergy and cultural collaboration as requisite and necessary. Research data also revealed that the latter implementation strategies were longer processes of achieving the same outcome of organizational partnership success. The researcher also discovered that the joint venture between government and foreign partner including others projected and focused more intensely on the financial benefits that resulted from the joint ventures. Although, this process has been financially beneficial and rewarding, it alienated the workforce and presented a detachment between focused partnership objectives and the expected workforce belongingness and dynamism that cultural integration and its synergistic model would have provided the partnership. Consequent upon the above facts, some participants noted that cultural integration was valuable for joint venture success, but not for discovering a typology. A few other participants opined that although it was valuable, it was not really happening in the joint venture partnership. However, the above participants agreed that a typology of cultural integration that would combine the various vital aspects of the cultures of the two

partners and sync them in such a unique way to cater for both partners, the workforce and the communities in which the partners conduct their business would be a very good idea for the joint venture.

Additionally, overall data revealed that cultural Integration was valuable for discovering a synergistic cultural integration typology for partnership / joint venture success. Most participants pointed to the necessity of a cultural integration model that would facilitate more interaction between the two partners both culturally and administratively as well as enhance the process of post-partnership success and community acceptability. They opined that a unique cultural integration typology for organizational partnership would create a more favorable cultural and organizational environment geared towards understanding and integrating the unique aspects of both partners' cultures including stakeholder collaboration. Nevertheless, interview data also revealed that few participants believed that although cultural integration was valuable for joint venture success, it was not important for discovering a typology. Yet, some other participants argued that although it was valuable, it was not really happening in the joint venture partnership as expected. It was also discovered that there was a synergistic cultural process among partners that did not interfere with joint venture actions due to existent respect for individual national cultures at official and community levels including more focus on financial actions. Some participants suggested that the cultural synergy should also be geared towards discovering a cultural integration typology for the joint venture and in their community dealings and interactions.

Employees who participated in the interviews noted that discovering a unique cultural integration typology would make it easier for employees to better interact with one another and become more motivated. They intimated that a cultural typology for organizational partnership would enhance relationship between the staff members and administration of the joint venture and create a quicker medium for the resolution of conflicts especially those that touch on cultural clashes. Most participants agreed that having a unique cultural integration typology for organizational partnership would provide a supportive tool for post-organizational progress and facilitate the process of conflict resolution.

Most of the joint venture participants drawn from the partnership met for interview sessions at stipulated timings or when the need arose over a period. They expressed positive views towards cultural integration typological synergistics and key aspects of the role of cultural synergy, integration, and cultural collaboration, etc. They also supported the utilization of joint venture mission, requisite cultural integration workshops, and seminars to promote vital aspects of the organizational partnership and enhance them with cultural factors. The advocated workshop areas included cultural integration, cultural synergy, quasi and statutory implications with seminars in other areas such as budget/finance, personnel policies, staff evaluation, staff safety, engineering and technology, information flow, aspects of the process that are relative to the joint venture and which underscore cultural integration.

A review of the data analysis in Chapter 4 confirmed the value of culture and its integration in organizational partnership to workforce harmony, output, and the success of the enterprise as a whole. Workforce harmony, as defined in this study, included the development of a cultural synergistics and networking base for the opportunity to participate in sessions designed to provide participants with professional experience, and a corporate basis for employee interaction that have strengthened belongingness that is requisite across board in the post-partnership organization.

Data also revealed that since the establishment of the joint venture in 1955 (Energy and Politics, 2016), the cultural synergistic base developed through collaborative and interactive relationships between the various departments usually provided the workforce with critical information to improve their overall efficiency and effectiveness for the advancement of cultural and organizational goal both internally in the joint venture and externally within communities and other stakeholders' actions. During the first interview session, more than 85% of joint venture participants in this study noted that cultural integration, synergy, and collaboration were of great benefit and value in discovering a cultural integration synergistic typology for organizational partnership success. Participant comments supporting the value of cultural integration included statements from some of the participants that included PE1, PE3, PE4, PE8, PE7 who stated that the cultural integration process was valuable, progressive, and enabled workers to participate actively and effectively in the process of a successful progressive organizational partnership. In answer to how they thought about the process of

discovering a suitable synergistic typology, PE10 responded, “What is attainable is a cultural integration process that happened on the national level of each partner that would have to be effectively integrated before a suitable typology could be discovered and implemented. Discovering a typology will in fact, produce a time-saving process of cultural synergy.” More than 80% of participants declared that cultural integration was valuable for organizational partnership success and discovering a synergistic typology.

In contrast, in a minimum of one interview question, only about 27% of the participants noted that a cultural integration was valuable, but not really happening in the joint venture partnership. However, this analysis conducted by the researcher of the comprehensive data in July 2016, supported the idea that cultural integration was vital in discovering a synergistic cultural integration typology for post-organizational partnership success, particularly when two cultural partners from different cultural backgrounds merged in a joint venture partnership.

In a minimum of one interview question, 100% of participants in this study noted the great benefit of the cultural integration process whether as synergy or collaboration, that would help organizations to attain meaningful organizational actions in the communities, workforce, administration, etc., during conflict situations and otherwise. Participants’ comments, which supported the above assertions included “With this type of existing cultural integration on the national level of each organizational partners, it is possible to say that in as much as the partners value cultural integration, there is indeed a synergistic effort to ensure that both cultures work together in collaboration for the

success of the joint venture. In fact, a synergistic typology would simplify the process a lot.” The researcher’s observations, analysis, and thematic illustrations (Tables 6, 7, & 8) further supported the field experiences provided by the participants about the value of cultural integration in responding to partnership success and conflict resolution.

All of the participants in this study commended the effort of the researcher towards the discovery of a typology of cultural integration synergistics that could assuage organizational partnership failure. They opined that the place of cultural integration in partnerships between organizations, whether mergers, joint ventures, alliances, etc., was very primordial in the contemporary global dispensation where alliances and collaborations between foreign partners, nations, groups, etc., have become the order of the day. Participants commented about the need to integrate, core values, mores, and other aspects of culture effectively in the process of partnership building and growth.

Table 8 provided a summary of evaluative feedback showing that greater than 80% of participants confirmed that cultural integration was very valuable in discovering a unique model for organizational partnership advancement. The researcher’s analysis revealed that although cultural integration and its synergistic typology were very important for organizational partnership success, many such ventures practiced uniquely circumstantial cultural synergy and cultural collaboration. Research revealed that these were longer processes of achieving the same outcome of organizational partnership success. The researcher also discovered that the joint venture and others projected and focused more intensely on the financial benefits that resulted from the partnership.

Although, this existent process was financially beneficial and rewarding, it alienated the workforce and presented a detachment between focused partnership objective from the expected workforce belongingness and dynamism that cultural integration and its synergistic model would have provided the partnership.

Research supports the above findings. The literature indicated that the value of corporate culture is inestimably important and impacting towards the success of partnerships. In fact, if the differences in cultures are not effectively integrated, organizational success is compromised and might result in failure. This is because effective cultural integration and the value of corporate culture is inexcusably important and of immense impact on organizational partnership success. Again, scholars indicated that ineffective integration of cultural differences is the most common factor in merger and partnership failures. The literature portrayed that effective cultural integration built cooperation among partners, enhanced innovation and ingenuity, and was a catalyst to dynamic workforce empowerment, capacity building including administrative and process effectiveness. In confirmation, this is because the establishment of a desired corporate culture is a critical success factor in post-merger integration (Reclies, 2015).

Finding 2: There is Synergistic Cultural Process Among Partners that did not Interfere with Joint Venture Actions

A review of the data analysis in Chapter 4 portrayed that in the international cooperation joint venture / organizational partnership, the circumstantial cultural synergistic process was implemented and did not in any way interfere with joint venture

actions. In fact, the positive impact of cultural synergy on the venture and other organizational partnerships is remarkable. All of the participants in this study agreed that despite the long process involved in its implementation, which involved long hours of meetings discussions, trial and error actions, this synergy of cultures has been equally vital in team building, workforce dynamics, effective service delivery, and efficient policy implementation, which are some indices of organizational partnership success. According to participants' data, during conflict or other related circumstances, the partners worked together initially among themselves and within their common cultures to ensure that issues were settled before bringing them to be commonly discussed among partners. The two partners then worked in unison to resolve the problematic situations. This process has benefited the joint venture to an extent while providing the partnership with a good level of success that is admired by peers. In fact, the literature indicated that organizational partnerships with a high quality cultural integration or synergistic process averted failure even during the global economic turn down and extant joint venture was one of them. However, the researcher is adequately convinced that the proposed cultural integration synergistic typology would further enhance the researched joint venture success in West Africa and globally. One participant noted that none of the partners gave room for cultural or quasi conflicts because issues were promptly tackled within each partners cultural group before they escalated in order to avoid disruptions in the organization's production machinery.

This latter process was also applied to community issues that became volatile in the nation's delta areas where the joint venture operated, but the crises has continued to persist. According to data literature sources, the joint venture won the most successful partnership award in 2015 (Energy & Politics, 2016) due to its developmental actions in certain parts of the country. Additionally, the joint venture has provided its employees diverse opportunities to ensure that there was cordiality within the communities and the partnership. However, participants suggested that prompt, progressive, and comprehensive cultural integration and synergistic typology as proposed by the researcher would further facilitate cultural relationships between the, the workforce, and administration, stakeholders both internal and external, the federal government and especially the communities that are adversely affected by the joint venture interactions, actions, relationships and various other quasi activities.

Finding 3: Existent Respect for Individual Partner's Cultures at Official and Community Levels Should Be Geared Towards Discovering a Cultural Integration Synergistics

Data text and participants' responses revealed that the joint venture partnership has continued to engage in a cultural synergistic process that respected all the cultures involved in the partnership as well as the community stakeholders with which the venture is involved. Consequently, the process has targeted all the diverse cultures of the population that form groups of the workforce. The other cultural entity is the foreign partners who seemingly have a commonality of culture. The local communities in the delta areas of the petroleum industry seemingly have a cultural commonality and did not

pose diversity problem for the group. In targeting these cultures, the partners assumedly ensured that there was good understanding among all parties concerning what the targeted objectives were including the mission, vision, and goals of the partnership. With the above understanding all partners and stakeholders have worked in unison to ensure that oil exploration, production, and marketing were not disrupted. This is because all the parties' primary and fundamental goals included the financial gains that came from the hydrocarbon resources. That is why all parties maintained respect for all constituent cultures in order to avoid friction and to maintain a cultural synergy that enhanced all parties' interests. Yet, literature and participant data portrayed that the on-going crisis and disruption of oil exploration activities in recent times have been problematic for the oil companies and their activities. For the above reason, documentary evidence and participants' data confirm that not only the existent respect, but also that more innovative and comprehensive programs and integrative cultural synergistic processes and models should be discovered and geared towards helping to assuage the on-going escalations including environment problems faced by communities in the south and delta region of the country. According to literature sources, oil-spillage, marine life threat, and other relative environmental problems have adversely affected global oil exploration communities in general, and the government in particular (Baird, 2010; Anderson, 2005).

Documentary and participants' data also portrayed that while groups recognize the importance of each other's cultural dispositions, processes and efforts at cultural synergy and integration at individual, organizational, and national, official, and

community levels should also be directed towards alleviating oil-exploration and cultural integration related problems. In fact, the literature also portrayed that not less than ten million people each year are displaced or forced to abandon their homes and cultural way of life as a result of major development projects. These development-induced displacements are determined to be in recent times, the largest and most dynamic category of internal and international human movements. These problems have been associated with cultural conflict-induced, disaster-induced, and environmentally-induced displacement. According to Terminski (2013), high levels of uncontrolled large-scale displacement, organized violence, and many other social and environmental problems have resulted from Crude oil exploration in countries like Ecuador, Nigeria, Sudan, and others. Notably, more than 200 people were killed in an oil line explosion in the Lagos region of Nigeria in 2006, and many more in oil-related and other conflict situations. In addition, according to the source, the mix of the indices of these national resettlement and displacement has become a core argument in the broad analysis of the causes of social and community problems and emergent conflict situations.

Consequently, cultural integration synergistic models that would be facile in applicability and continuity in steering the success of the workforce, the development of surrounding communities, service delivery, policy implementation, communal conflict resolution, and other progressive indices should be inclusive in the forces that have driven the success of organizational partnership as a major magnet in the global oil industrial complex machinery. Participants suggested an update of the current cultural

synergy process to a unique cultural integration process that would effectively synchronize the levels and form of existent respect for individual partner's cultures at official and community levels with the goal of gearing it towards discovering a cultural integration synergistic typology for the continuous success of the organization. More review of the data analysis in Chapter 4 supported the effectiveness of the fact that the respectful posture of cultures that is maintained by staff, administrators and stakeholders would be added advantage to the possibility of discovering an effective typology. According to participants, a typology of cultural integration synergistic uniquely formulated for the joint venture was better than a series of lengthy cultural discursive processes that were geared towards achieving the exact same goals. Accordingly, Table 7 revealed also that greater than 70% of participants expressed the above iteration. Further, participants' responses articulated the relevance of the typology to be underscored by the respect accorded to group cultures by all the workforce, administrators, and stakeholders. Most participants attested that the benefits of applying a unique typology derived from the synergistic processes currently in place or utilized as the need arose, would be immensely beneficial to the joint venture in increasing the standard and level of its recent achievement in the oil and gas industry.

Research supported the stance by participants that the application of a typology of cultural integration synergistic of culture would be more apt than a series of cultural processes. The literature referenced in Chapter 2 indicated that cultural synergy was an important modality that worked together with other factors to enhance organizational

workforce skill sets, group innovativeness, dynamic productivity, group motivation, etc. According to literature sources, these above-referenced constructs have created a momentous dynamism that catalyzed organizational partnership success. According to data and scholarly texts, a cultural integration synergistic typology derived from respect of individual or group cultural indicatives would provide interesting new avenues to transform difficulties, frustrations, challenges, and problems into innovative outcomes and solutions. (Pernille, Strøbæk, & Vogt, 2015). Some researchers viewed this type of model as a hybridization of significant cultural aspects that has shaped organizational perspectives and the pattern of responses that stymied the challenges that the organizational partnerships faced (Westrum, 2004). In the participants' responses, some commended the effort of the researcher in undertaking this study that highlighted a typology of cultural integration synergistics for organizational partnership. The discussions about the empowerment and orientation programs also yielded positive remarks from most of the participants who indicated that culture was a significant aspect of life that could not be ignored in life, in business or any other activity because it constituted everyone's way of living.

Finding 4: Statutes, Regulations, and Agreements Consolidate the Partnership and Catalyze Cultural Synergy Towards the Success of the Joint Venture

The joint venture has been effective in utilizing statutes, regulations, and agreements to consolidate its structures and to catalyze the cultural synergistic process in accomplishing success goals and moving the partnership towards innovativeness,

community building, and overall growth in contemporary times despite the activities of militant and other groups in some of the areas in which they operate. The above achievement has been accomplished mainly through the effective use of cross-cultural teams that have been sources of technological, geophysical, and other scientific experiences and innovations in the oil and gas industry. These groups have continued to engaged in multicultural project teams for relevant project management to ensure that the machinery of oil production maintained momentum, stakeholder involvement remained high, and workforce motivation sustained. Accordingly, adequate attention is channeled towards the legal codes and processes that has guided the joint venture.

In the joint venture, the influence of state is felt in projects and contracts. This is because the entity as a public organization of the federal republic that has provided a legal and political space in which policymakers can maneuver contexts relative to the national Content Act, (2010) and other federal instruments under which the joint venture has operated. This was another reason why the influence of state has risen strategically in the joint venture. Consequently, statutes, regulations, and agreements have continued to consolidate the joint venture process that has been catalyzed by cultural synergy towards policy implementation, oil and gas service delivery, and the laudable financial standing of the partnership. It has applied legal and statutory instruments to target and harness the needs, actions, activities, responsibilities of the administrators, the workforce, the stakeholders, and the partnership in general regardless of cultural or partnership affiliations. Regulations, statutes, and agreement have targeted the performances of

partners and administrators at each level of the agreements involved in the partnership transactions such as the award of contracts and the exploration of new oil fields, including refining, marketing and distribution of oil, gas, and petroleum products. This process has helped to create and maintain a deep understanding of the different applications of the legal instruments to relevant issues at different levels of operations in order to avoid and avert conflict situations. In fact, the special status granted the organizational partnership in its joint venture operations and the concessions granted to the American partner by legislation and Acts, have provided the joint venture benefits that have facilitated the raising of huge capital, the exploitation of petroleum resources, and economies of scale (Mahoney,1999).

A review of the data analysis in Chapter 4 supported the premise that the process of applying legal instruments or the legal structure must be maintained at all times no matter whom or what is involved. One of the participants, PE4 noted, “Agreements and other legal tools are binding and seriously influence every transaction, even to the least amount of Naira or Dollar permitted. The minimum Naira threshold for certain contracts as specified by the agreement is upheld. Every contract above that amount must be approved by both partners.” All participants were of the view and stated, “The 60% to 40% ratio agreement specification is also strongly maintained. All contract awards and transactions are based on the ratio for the government through the government and for the international petroleum corporation through the major affiliate or any other of its entities that the company specifies as the cultures become catalyzed accordingly to achieve the

specified financial goals in order to sustain joint venture growth.”

All participants in this study noted the effectiveness of statutes, agreements, and other legal instruments in minimally and maximally controlling and consolidating the actions and activities of both partners, the workforce, administrators, and stakeholders including affiliates of both organizations. Data also portrayed that irrespective of the department from which they were extracted, all participants were of the view that the legal structure was vital to the running and resounding success that the joint-venture had achieved in its cultural synergistic process and other accomplishments that have made it one of the largest oil conglomerates in the country. PE4 also opined, “The legal structure has really provided the joint venture with a great foundation to grow and to be successful.” Participant PE11 was visibly in tune with other participants when he preferred, “I would actually state that the joint venture has been highly successful, especially, because of not only the solid agreements, but other factors as well, which include the high interest level of the federal government in oil exploration and the high financial proceeds that motivate all the parties involved to want the joint venture to continually succeed.” In their responses, PE3 pointed out, “The legal structure has created an environment in which the financial benefits are huge for the federal government and its partner despite the economic crash and other difficulties. In fact, the employees and managers have also benefited from the success of the joint venture through their jobs and positions.” The fact was maintained that several network of co-operative agreements have continued to provide a positive internality for the workforce as

well as managers / administrators, and externality to which the attention of potential investors and shareholders have been directed and they have responded positively (Hagedoorn, 2002). The overall findings showed that most public–private partnerships that were led by government agencies were strongly culturally collaborative in the sense of shared authority and resources. Formal service agreements consolidate and direct the trust and behavioral processes in this public–private partnership.

Studies conducted by other researchers such as Keatinge, Donn, Coleman, and Hester, (1995) underscored the analysis conducted in this study and explained how legal instruments solidify the cultural relationship between partners. Accordingly, legislation also provided the premise for organizational partnerships such as the joint venture to discuss several legal aspects of the partnership relative to their relationships including business, tax, and other issues raised by the entities (Vermeulen, 2003) and their relationships. Furthermore, with the American merger, data portrayed that there was existent minimal rigidity in formalities and capital maintenance regulations in order to motivate the foreign joint ventures and their dispensational dispositions in the country. However, existence legal structures streamlined the status quo and government policies have limited or strengthened the expansion of the partnership depending on prevailing circumstances. For example, while continuously strengthening its cultural base, the joint venture has faced one type or the other of the circumstances described above depending on the power of incumbency at every given time and the policies that it brought to its administrative table.

Additionally, partnerships such as the joint venture take advantage of rules related to standardized forms of business that can yield more favorable benefits geared towards tax-deductibility of losses to offset other sources of income (Vermeulen, 2003). The above process has enabled the joint venture to conserve funds and channel such towards other meaningful projects in surrounding communities. Some of these project initiatives have had bases on cultural synergism and included educational and other community development programs in the delta, southern and eastern states of the country.

Finding 5: Quasi Implications of Cultural Integration Can Cushion the Joint Venture Activities and are Vital to Organizational Partnership Success

The content analysis in Chapter 4 strongly corroborated the importance of quasi implications of cultural integration in cushioning organizational partnership activities and success. These factors were analyzed in the literature review and constantly mentioned to include cultural collaboration, cultural synergy, cultural due diligence, cultural commonality, effective service delivery, efficient policy implication, and other constructs and conceptualizations that work with cultural integration synergistics to effectuate successful organizational partnership and the joint venture process. Additional professional development training in some of these areas above was indicated as requisite for the entire workforce, the administration, and management. Doing this was found to also help the stakeholders and management to be constantly prepared to handle the changing organizational environment and the volatile role of cultural integration and quasi implications in the joint venture particularly in the current government dispensation

where the cultural dynamics are constantly simmering. This is also in view of militant activities and fluctuating oil prices that threaten the oil and gas industry specifically and the economic well-being of the government that is statistically almost 95% of the country's budget and the citizens economic-backing as a whole. The cultural integration synergy and integration process could also enhance a heightened sense of consciousness concerning new national, regional, and global joint venture indicatives including oil and gas mandates at various levels.

In fact, data exposed that the joint venture, its management, and other public employees in the Ministry of Petroleum resources usually require professional development to remain current with policy and quasi trends as well as how to maintain effective cultural relationships with the indigenes of the Niger Delta region from where oil and gas resources are excavated. This is considered to be positive steps that would rejuvenate the workforce and all others that have stakes in the country's oil and gas sector. It might also help to stabilize the delta region as well as assuage the militant groups as they share and learn from colleagues and various other groups involved in the venture processes. target joint venture has recognized the importance of professional development by offering staff the opportunity to participate in certain types of professional training strategically. However, according to analysis trends in Chapter 4 the professional training in the areas of cultural integration and quasi constructs should be expanded to be more inclusive and embracing in order to adequately effectively cushion the joint ventures process and enhance its contemporaneous organizational partnership

trends. Notably a well-developed cultural integration program including processes for cultural integration orientation are portrayed in Chapter 2 of this study and the researcher suggests that organizational partnerships should take advantage of the programs.

Additionally, information flow should lead to a good communication network and should happen in such a way that all the workforce benefits from the advantages that they provide. All the participants pointed to the need for a more efficient communication network to be conducted in such a way that top-down, vertical, and horizontal communication happened in a timely manner so that all the staff could be carried along together. Data analysis portrayed the bureaucratic nature of the local partner's administrative process sometimes interfered with the smooth and quick flow of vital information, particularly regarding community dynamics. PE4 stated, "If we receive the information about community actions on time, we can help and contribute ideas towards solving some of the problems that arise from community activities and this will greatly and positively affect the joint venture's projections."

Cultural collaboration and commonality, were also pinpointed in the data as indices that help to cushion organizational partnership success, service delivery to the communities and the populations that benefit from the productivity of the partnership. The efficient policy implementation of the partnership was among the most highly prioritized processes and catalyzed the gamut of services that were provided by both organizations to the country and the communities that benefit from the joint venture. The participants expressed the view that the implementation of efficient policies could not

have been possible without cultural collaboration and the commonality that emerged from the commonality of using the English language which both partners spoke and understood very well in the process of official business. The two indices mentioned above therefore co-related with others to continuously promote joint venture actions and activities, empower the workforce and build trust among external stakeholders. They maintained that with the above process, the partnership is continuously strengthened in its oil and gas activities, thereby attracting more stakeholder interest and shareholder's buy-in that has increased the efficiency, growth, and success of the partnership.

Finding 6: Dynamic Global Modalities Promote Cultural Integration Synergistics in Fostering the Success of the Joint Venture

According to data text, dynamic global modalities have promoted cultural integration in fostering the success of the existing joint venture. Oil price and the continuous revenue flow from the oil and gas industry have immensely enhanced the process of cultural integration or synergistics so much that the partners have always been willing to work together to ensure that there was no disruption or hindrance to the flow of financial assets. Notably, more than 75% of the participants' categorical data analyzed have supported the above assertion. Indeed, the federal government represented by the new administration that came into power in 2016, the national petroleum entity including the Federal Ministry of Petroleum are in harmony concerning this issue and in seeking ways to deter the activities of militants and other groups that disrupt the process of production and exploration of products in the oil and gas industry.

Furthermore, research showed that the activities of the Organization of Petroleum Exporting Countries (OPEC) and the gain of global oil prices were other global dynamic modalities that have continuously motivated the workforce and managers in the oil industry as well as enhanced the success of the joint venture and organizational partnerships in the oil and gas industry. It is worthy of note that according to opec.org (2015), the Organization of the Petroleum Exporting Countries (OPEC) as a permanent, intergovernmental organization was established on September 10–14, 1960 during the Baghdad Conference by Iran, Iraq, Kuwait, Saudi Arabia and Venezuela. The five Founding Members were later joined by nine other Members: Qatar (1961); Indonesia (1962) – suspended its membership from January 2009–December 2015; Libya (1962); United Arab Emirates (1967); Algeria (1969); Nigeria (1971); Ecuador (1973) – suspended its membership from December 1992–October 2007; Angola (2007) and Gabon (1975–1994). Its former headquarters was in Geneva, Switzerland in the first five years until it was relocated on September 1, 1965 to its current location in Vienna, Austria. OPEC's objective is to co-ordinate and harmonize petroleum policies among member countries in order to secure fair and stable prices for petroleum producers including an efficient, economic and regular distribution / supply of petroleum to consuming nations as well as a fair return on capital to those investing in the industry. Notably, and to achieve this noble global dynamic objective, OPEC's financial interests have continued to rely on a formidable cultural integration synergistic process that had empowered them and promoted unity and peace among members. OPEC's insight has

immensely catalyzed the international joint venture in its success journey globally. The cultural integration and financial asset synergistics have equally promoted the efforts of OPEC towards the stabilization of the price of petroleum and crude have continued to catalyze the success of multinationals and other joint venture organizations involved in the exploration of crude oil in Africa, the Middle East, and other countries.

In the course of data collection and analysis, the researcher also discovered that a major affiliate of the foreign conglomerate was one of the largest oil producers in country. The company commenced operations in 1955. This very important affiliate has operated the Upstream joint venture sector on behalf of the international partner with the Federal Government through the National Petroleum Corporation. The Federal Government has a 60 percent share with the remaining 40 allocated to the international petroleum corporation as its partner (Energy & Politics, 2016). Accordingly, the organization was granted Oil Prospecting License (OPL) offshore by the state in which most of its exploration activities are located. Since then, the affiliate has accomplished marked contributions to the development of the nation's oil and gas industry. The joint venture partnership operates over 90 offshore platforms comprising of about 300 producing wells with a production capacity of over 550 thousand barrels a day of crude, condensate and natural gas liquids (NGL) (Energy & Politics, 2016).

Apart from the financial success that the two partners have achieved, participants believed that more had to be done to align the activities of the researched joint venture and other petroleum partnerships in the country with the contemporary global dynamics

and cultural integration synergistics aspirations of their employees and with those of the communities from which they excavate their wealth and rich financial resources. Doing this, would enhance the attainment of peace in the Delta region. In fact, working towards the above dynamic processes in relation to staff and community aspirations would promote cultural integration in fostering the success of the joint venture enterprise even more now and in the future. Analyzed data and more than 80% of participants noted that the implementation of a cordial cultural synergistic process with the communities would go a long way in mitigating conflicts related to the oil and gas sector in the Delta areas of the country and allow the partners more peaceful access to resources in the area.

Participants' data and analysis and other research sources indicated that more petroleum- based compensations to oil producing areas of the country including more development of infrastructure in the Delta communities by this cooperative joint venture and other oil producers who partner with the government would go a long way towards enhancing the cultural synergistic process with the affected communities. Participants believed that the above insight would help in mitigating conflicts related to the oil and gas exploration process, and enhancing the success of all the other joint ventures involved in the county. However, research and other data evidence from the joint venture portrayed that efforts are being made by the partners towards cultural synergistics and community development in the Delta and other areas as shown:

The Joint Venture has sponsored aviation training for youths. The government and its partner in the Joint Venture have sponsored forty-one indigenes of from oil producing area to study aviation courses at the

College of Aviation Technology, as part of its efforts to develop capacity and human resources within communities near its areas of business. The courses are intended to equip the beneficiaries with skill sets necessary for job opportunities such as aviation services required at the new Airstrip, which was recently constructed in one of the delta Islands to flag-off the capacity development program. A send-forth ceremony for the trainees was held on Tuesday, June 10, 2014 at the King's Royal Palace, Ancient Grand Kingdom, where the students were presented to the Chiefs Council before proceeding to the College.

The Chairman of the Chiefs Council, expressed the appreciation of His Majesty, who is also the head and the traditional ruler of various communities – for the opportunity granted to the selected trainees. He referred to the program as a “lifeline opportunity”, and thanked the government and the Joint Venture partner for their latest effort in enhancing opportunities for youths in its areas of operation. The Vice Chairman of the Chiefs Council advised the beneficiaries to demonstrate high level of discipline in their studies. In his address, the representative of the General Manager for Public and Government Affairs of the international partner charged the beneficiaries to be diligent and focused during their training in the college, not only to justify their selection, but also to be worthy ambassadors of the kingdom and increase the chances of their employability in the aviation industry.

The forty-one trainees were selected through the combined efforts of the Center for Values in Leadership (CVL) group (an indigenous Non-governmental organization), the Ruling Kingdom Development Committee and the foreign partner's Public Affairs Officer including the government team. They will be trained in various aviation skills including standard piloting, apron control, telephony, cargo handling, advanced diploma in Aviation Management and aviation security. The first batch of the beneficiaries arrived at the College on Monday June 16, 2014 to commence the training. Others are expected to leave in August based on the schedule of the College they would be attending.

In addition, the literature portrayed that the financial contract shares agreement

and related modalities that are practiced in all the international petroleum corporation joint venture processes globally affect the cultural synergistic process in the country. Facile access to financial instruments from regional and international banks, standardized exploratory and quasi stipulations are other dynamic modalities that have influenced cultural dynamics geared towards the joint venture success. All participants expressed the view that the maintenance of the contract share agreements increased cultural synergy, workforce motivation, and the consolidation of their jobs.

Research indicated: The government and the foreign partner signed a \$1.9B Exploration Finance Agreement to boost the national crude oil revenue and production in April to May 2012 (Energy & Politics, 2016). The Benefits of this agreement as stated by the Group Managing Director, a Chief Engineer, is the incremental production and reserve addition to the tune of 55,000BPD and the bid to raise funds to grow the hydrocarbon assets of the country in case it becomes cash strapped. Accordingly, and within this agreement, the government provided \$900M, which was 60% of the total cost of the project as part of the 2012 Appropriation Act. Consequently, it would have access to loans from commercial banks both international and national. ECO, Skye, Fidelity, and others provided \$900M in fulfillment of the nation's Content Act. Foreign banks, which included HSBC, RAND Merchant Bank, NET Bank, and others, provided \$600M to reach the targeted total of \$1.5B. According to the Managing Director, "We will continue to put together schemes like this with partners to ensure that the government is relieved of the financial burden and continues to have the capacity to grow the national hydrocarbon resources." For the representative of the international partner, his organization was very proud to be part of the agreement, which was a special one that could be repeated for years to continue the development process of the joint venture partnership.

Another area slightly referenced in the study as an index in global dynamics was the role of cultural synergy in combating environmental pollution in the Delta area of the country. Several participant opined that synergizing the cultural values of the joint

venture with those of the communities would minimize the rate of environmental pollution and its effect on fishing and marine life in the area while enhancing joint venture growth. PE2 noted, that if the West African partner will work with the foreign partners such as Shell, Chevron, AGIP, Elf, Texaco and other international groups to educate the communities and help them in solving problems related to tackling oil-spills and other types of hazards in the Delta, things would be different. In fact, textual data and the literature confirmed that many communities in the Delta area has continue to complain of the effect of oil spills and other types of pollutants on local fish, crabs, shelled periwinkles, shrimps, scallops, sea snails, etc. The current nature of the sea environment has drastically reduced harvests and have in no small measure affected the financial income of the population that dwell in the Delta region. If the joint ventures could put in additional resources as well as work more synergistically both culturally and otherwise to tackle the problems, the region would benefit and the process would equally help its growth not only in the countries concerned, but also in projects that run throughout the local partner's purview as well as others that have sprung up in the ECOWAS sub-regional economic enterprise and West Africa in general. Other participants were in agreement that local content and dynamics such as indicated above would need the attention of all concerned parties, particularly the government and its oil industry partners. Tackling them would drastically reduce poverty by increasing the financial resources of members of the community. Indeed, cultural integration synergistics that would foster positive conditions in the communities and the success of

the joint venture organization is one very sure way of promoting growth and advancement for all partners and stakeholders, if well monitored and applied.

Finding 7: Employees Who Experienced Organizational Partnership Failure Were More Motivated in the Joint Venture Job

The analysis of the above categorical construct in Chapter 4 revealed that employees who survived organizational partnership failure found motivation in the activities and employ of another organizational partnership that used cultural synergy to build teams and encouragement through workforce dynamism and innovations in fostering organizational partnership success. Based on earlier analysis, the two participants who had survived organizational failure by finding new employment with the joint venture drew attention to their past field experiences. They remembered what happened in the past when they lost their jobs at the organizations in which they had worked before absorption into the joint venture partnership. The participants had worked in organizations that folded up during the economic downturn between 2007 and 2009. Both participants explained that lack of attention to cultural indicatives and targeted strategizing including ineffective policy implementation were some of the factors that led to the fall of their defunct organizations. Both indicated that the feelings of dejection, loneliness, uncertainty that they had felt after the loss of their jobs were heart-rending to remember especially in a country that lacked the resources and social structure needed to provide unemployment benefits.

The researcher discovered that the participants could recall in detail the specific experiences and instances including the common experiences of feeling hurt and the frustration that preceded the embarrassment that confronted them in the community when they lost their job and could not cater for their families adequately. Specifically, research data portrayed emotional responses and extended details of whole experiences of uncertainty. For example, when participants were asked about how they felt when other people became aware that they had lost their jobs, PE1 responded, “I was ashamed. I did not step out for more than two weeks except when I attended Mass. I told the Reverend Father who promised to pray for me and encouraged me to join groups in the church and the community. He also advised me to seek other forms of employment and promised that he would announce my situation in the church to see if there was help to come. I told him it was not necessary to make the announcement and assured him that I was working towards securing another employment as soon as possible. But it took a long time before I got this one – a very long time, indeed. That is why I cannot joke with this one. It is a very good joint venture organization because they know what they are doing.” PE2 noted that the period of unemployment was devastating. He was almost kicked out of his “flat” (apartment) and was planning to send his family to his village to stay with his parents. He pointed out that lack of foresight on the part of the management in his last job, bad organizational strategy, cultural disharmony and conflicts, infighting, management abuse of privileges, embezzlement, and lack of accountability were some of the factors that led to the fall of the former organization in which he worked.

Research also portrayed that many partnership organizations failed to realize the importance of good strategy, which according to the literature is an articulated and coherent set of critical choices about how to achieve the organization's most important goals in the face of adversity and uncertainty, with limited resources, and an acceptable degree of risk taking. Organizational strategists iterated also that lack of identification of antecedents, bad management of strategic risk including cultural discordance were the potentials for uncertainties and could have substantial negative impact on the success and survival of organizational partnerships.

Additionally, the participants' responses and research analysis in Chapter 4 portrayed that cultural synergy and collaboration among employees, teams, and management suffer when the organization tends towards failure. PE2 opined, "It was not a good feeling working in an organization that had failure staring you in the face, and that made the employees feel bad about each other and themselves."

Research supported the above opinions. Goals' alignment and cultural synergy with other related indices would have helped to engage and retain top performing employees (Gruman & Saks, 2011). Participants agreed that at the joint venture, the cultural platform set the stage to a measurable extent of initiative for all the workforce and management of the company, and stakeholders to feel a great sense of belongingness and motivation that empowered the workforce. These factors equally steered their energy and effort towards helping the partnership organization not simply to survive, but also to continuously thrive. Data analysis portrayed also that the high sense of motivation and

sense of worth, which employees felt when their organization was able to survive and thrive in the future promoted dedicated teamwork and collaboration. Participants' responses supported the idea that the alignment of values and workforce efforts with strategic planning could build a distinctive corporate cultural synergy that would promote a strong work culture in which the goals and aspirations of the employees find root (Markos & Sieve, 2010). Furthermore, scholars explained and research aligns with the argument portrayed in the data text and proposed by the researcher that partnerships should expend less time and attention in efforts to minimize conflict. They should actually reach agreement on what should be done and how to do it to eliminate the source. Scholars also proffered that although this practice might reflect more than a commendable focus on execution, it might stem from a deep discomfort with differences, conflict, and a mistaken belief that the same management strategies that sometimes worked with one partner would work equally well in collaboration with another partner. When differences are slowing an organizational partnership down, a cultural integration synergistic typology might be what the partnership might need to move on in the path of organizational partnership growth and advancement.

Summary

Data were generated, collected, and recorded in a systematic process outlined in Chapter 3 in accordance with the requirements stipulated in the IRB approval. Data was analyzed sequentially and in line with the modified and overarching context analysis process that included procedures recommended by Stake (1995), and other expert

researchers. With the content analysis process, response and quasi information was summarized and packaged through the processes of transcription, organization and coding. Furthermore, data were repackaged and aggregated to identify the themes and salient text units. Information was cross checked and synthesized into an explanatory framework. Chapter V reemphasized the lived experiences of participants in the natural setting of the joint venture in real time. While interpreting the findings, the researcher determined that the data were sufficient to address each of the four research questions. In fact, the process of data analysis portrayed the significance of cultural integration, statutory and quasi implications in the success of organizational partnership success. Recommendations were based on major areas of the study. The recommendations for future research were equally presented. The implications for positive social change in public administration were presented as well as the reflections of the researcher concerning the insights gained from this study.

Recommendations for Action

Introduction

The research presented the following recommendations based on each of the aforementioned study findings.

Recommendation 1: The cultural integration program and orientation should precede the other post-partnership processes at the onset of the organizational partnership. This should form part of the cultural integration process to be considered valuable for discovering a synergistic cultural integration typology for organizational partnership /

joint venture success. The joint venture and other organizational partnerships whether corporate, national, international, or global should continuously emphasize the value of the cultural integration synergistics process. Doing this, would avert organizational partnership failure. The precedents for organizational partnership success should comprise corporate and cultural belongingness that would lead to workforce motivation, employee dynamism, continuous momentum, empowerment, productive teamwork, elevated innovation, etc.

In fact, researchers also iterated that managers and organizational partnership leaders should acknowledge the value of cultural integration dynamics in discovering a synergistic model necessary for mitigating organizational partnership failure that in contemporary times have been statistically estimated at over 70% (Risberg, 2013) with an estimated success rate of less than 30%. Some researchers have explained numerously that managers should desist from over repetition of strategic plans and thinking that the next one would create the long-desired outcome. The study revealed that cultural synergistic integration would work with the established clear and meaningful strategic plan and other requisite organizational tools and designs to drive integrated organizational values, workforce engagement, effective communication flow across board, dynamic innovative process, optimum service delivery, efficient policy implementation, etc., to achieve marked organizational partnership success. Notably, the failure to understand and utilize corporate culture effectively and the failure to develop values and mores to support strategic plans are deemed rampant (Mendenhall & Osland,

2012). These flaws have consistently led to hitches in the route to organizational partnership growth and success including workforce retention and the zeal of shareholders to buy into some organizations.

Recommendation 2: The synergistic cultural process among partners should not interfere with or clog the wheel of joint venture actions and process. It is indeed commendable that a process of cultural synergy was seemingly covertly existent at the partnership's joint venture. Understandably, it has served as a tool that worked with other parts of the strategic machine to propel the partnership's actions and activities both officially and within the sphere of community development. The joint venture should continue the cultural process while elevating it to a cultural integration synergistic mechanism geared towards discovering a unique cultural typology to serve the needs of all partners. This would create a more efficient dynamic and innovative timesaving mechanism for improving efficiency of the workforce and effective strategization by the management, and the attraction of more buy-ins from external stakeholders. The benefits of a cultural synergistics process were already evident by the testaments of participants and the motivation exhibited during the process of data collection. Nevertheless, a typology of cultural integration synergistics that is unique to the joint venture would move the organization to greater heights. Data analysis portrayed that participants also desired a more integrative cultural synergistic process. Research also showed that within the past decade, the foreign partner in the joint venture has continued to double its effort with the government towards applying cultural synergy as an inclusive dynamic process

among other strategies in solving emergent militant problems that have continued to pose difficulties in the Delta areas and in meeting the organizational partnership needs for the venture establishment.

Recommendation 3: Existent respect for individual partner's cultures at official and community levels should be geared towards an effective cultural integration synergistics process in the joint venture. The partnership should continue with the existent process of respect for all conglomerate cultures that are involved in one way or the other in the processes of the joint venture activities both internally and externally and in the delta region of the country. Continuing with the above trend would enhance community relationships, workforce productivity, joint venture finance, effective flow of information, etc., as indices that to continuously promote growth. As mentioned earlier, channeling the respect for cultures towards a dynamic typology of cultural integration synergistics would indeed bear more fruit for the partnership, the community, the workforce, management, and stakeholders. Studies conducted by cultural integration and organizational partnership analysts such as Kantar (1985); Hornsby et al., confirm the need for additional training in the areas noted above to assist entrepreneurs in joint ventures and related organizations to assess and implement cultural integration initiative effectively. They posited that any resultant cultural integration model should be positive, proactive, and well developed to enable the workforce sustain its motivation and momentum.

Recommendation 4: The joint venture needs continuity in applying statutes, regulations, and agreements to catalyze cultural synergy and other relative quasi-cultural indices that galvanize the success of the joint venture. The above legal indices should be applicable and formulated in ways that would benefit the partners and stakeholders involved in the legal machinery, structure,

and actions that drive the organizational partnership growth. The statutory indicatives should catalyze the quasi indices of cultural integration such as cultural collaboration, trust, etc., to galvanize and sustain workforce and partnership engagement. Research revealed that when policies become lopsided and ambiguous, they affect the well-being of the partnership and the individuals in ways that could be profound particularly in the communities. Studies conducted by Buono and Bowditch (2003) illustrated in vivid form that organizational partnerships could have far-reaching effects on organizational and community members, even families because organizational partners' cultures could be transformed in both positive and negative ways and might have far-reaching effects. Consequently, there is need for proactive structuring in the implementation of policies, legislations, agreements, and other forms of implicative factors relating to legal and cultural integration in order to effectively cushion and stabilize the joint venture activities and its success.

Recommendation 5: Dynamic global modalities should promote cultural integration synergistics in fostering the success of joint ventures and other partnerships. When oil prices fall or when there is a negative economic situation, organizational partnerships should activate emergency procedures already laid down by it to ensure that the partnership is sustainable in its upward growth. The joint venture should continue to evolve based on feedback from employees and on needs identified by the management. Based on analysis, a major strength of the joint venture was noted as the willingness of the management and the administration to accept feedback from employees and

stakeholders to a measurable extent and implement adjustments where and when necessary. This is positive. Indeed, research depicts that a joint venture or any other partnership could fail due to one negative economic situation, lack of effective cultural integration synergism and an unprecedented global impact. Before such a situation would occur, researchers have advised that in order to avert the impact of negative global or local dynamics, the onus falls on the partnership organization to establish appropriate financial valuations, decipher financial and tax reporting opportunities that could be problematic and challenging (Robinson, 1983). Accordingly, they should monitor economic trends and ensure that benefits accrued to shareholders, debt serviced as requisite, and that the earning power of the workforce, administrators, and community partners did not depreciate drastically. This is because scholars believed that unfavorable global economic situations and dynamics such as the fall in oil prices, economic downturn, financial crashes, self-determination activities, cultural conflicts, war, etc., could lead to partnership woes (Buono & Bowditch, 2003). However, it was a good testament according to data source that the government representative entity as part of the joint venture had performed salary adjustments in recent times.

Recommendation 6: The motivation of all the workforce including employees who have experienced organizational partnership failure and other unanticipated exigencies should be furthered and cushioned by relative mitigating joint venture programs. These tools should be regarded as important in building workforce know-how in requisite areas of knowledge, technological information, and beefing up skill sets for the management and

staff. The partnership venture should continue to work harmoniously together and maintain broad initiatives in emphasizing core values of the partnership and cultural synergy for the employees.

Studies revealed that organizations that maintain cultural synergy and emphasize core values attain growth and success (Gallaghan, 2003). Consequentially, the management should apply praise and minimize blame. Furthermore, and based on the above ideas, the joint venture should retain workforce standards and reinforce it as requisite to avoid brain drain. It should utilize cultural synergistics to attract and retain momentum in strategic planning and continuous buy-ins that would attract stakeholders. In addition, periodic and requisite professional development and training opportunities based on cultural and quasi rewards and activities in requisite areas of venture development and administration should be extended to all the stakeholders and administrators for purposes of organizational values advancement.

Summary

The above recommendations and stipulated actions are premised on the findings of the study relative to cultural integration in organizational partnership with statutory and quasi implications. They serve to highlight the importance of the embedded titular constructs and the in-depth interpretations and understanding that the researcher sought to unveil through them in this exploratory case study. The recommendations should be considered from the perspective of the field experiences and self-views of the employees and the workforce of a renowned joint venture in a continuous endeavor to assess and

integrate aspects of their culture with that of the partnership organizations in which they are employed. The partnership is between a public organization and a non-public private enterprise. In fact, the analysis of data point to the fact that cultural integration and its synergistic process including the ability to discover a unique and all-embracing cultural integration synergistic typology could be formidable tools to promote and enhance organizational partnership success. Indeed, managers and entrepreneurs should take advantage of the whole proposed process that does not uniquely focus on financial enhancements as the best way to stave off organizational partnership failure.

Recommendations for Future Research

The literature review of this study revealed that many researchers had before now studied the role of cultural integration in organizational partnership, which they deemed was primordially significant to the success such organizations. However, many managers and administrators have been too preoccupied with the financial economic and other processes of the merger (Buono, Bowditch and Lewis, 2013) that they ignored the importance of integrating the partners' cultures in meaningful and dynamic ways. This practice on the part of organizational partnership managers continuously led to the failure of many partnerships, which some researchers had statistically estimated to be more than 70% (Risberg, 2013) with success rate of less than 30%. Furthermore, statutory and quasi implications of cultural integration, which are embedded in the titular construct in this study have also been mentioned by some researchers in passing in related studies, but not really uniquely addressed within the framework of cultural integration.

The data gathered from this study revealed that some organizational partnerships practiced cultural synergy when faced with problems that required the partners to work together culturally in order to find solutions to the challenges. However, this study offers opportunity to managers and administrators of joint ventures and other partnerships to realize the need for effective cultural integration synergistic process and a typology that would guide them in streamlining their actions and activities as well as offer them a timely and more efficient process of using cultural integration to enhance organizational partnership success. In fact, organizational partnerships need to develop cultural integration, statutory and quasi implication strategies, which when implemented, would reduce failure rate, enable the acceleration of organizational partnership growth and eventually catalyze success.

This research has used the case study approach to explore cultural integration in organizational partnership and has proposed a typology of cultural integration in organizational partnership with statutory and quasi implications for organizational partnership success, if implemented. This is a positive step in the right direction. However, this study generates new questions: “How would organizational partnership managers and administrators effectively implement cultural integration synergistics and its typology in order to achieve success and reduce organizational partnership failure?” “How would statutory and quasi implications work with cultural integration to effectively maximize organizational partnership success?” What organizational partnership processes and modalities would organizational partnership researchers, managers, and

administrators put in place to ensure that cultural integration dynamics receive the priority attention that it deserves in merging organizations?”

The following are related topics on which future studies could focus:

1. Cultural integration dynamics for positive organizational partnership outcomes for managers
2. Statutes, agreements and quasi tools drive organizational partnership success
3. Cultural integration: The major tool for organizational partnership success
4. The typological model of cultural integration synergistics and strategic planning
5. The oil industry: joint ventures, community culture, social, and related environmental issues
6. Strategic alliances, cultural integration, and the emergent contemporaneous global terrorism dispensation

Reflections of the Researcher

The research process was lengthy, required focus and attention to data and details, but also motivating. At the beginning of the process, I was in a dilemma on how and where to start as well as what process, approach, methodology, and framework to pursue. As soon as I decided on a topic, I pursued it vigorously. Fortunately, I already had practice gained from my previous courses and the experience was rewarding. The search through various databases, documents, books, the Internet, and journal articles to ascertain that the research area was viable and reasonable confirmed that the topic would be original. Subsequently, I was poised to delve into the study with zeal and eagerness.

Putting the chapters together was a major milestone. Writing the premise and the prospectus, then, the literature review and onward to the completion of the proposal were major milestones that I overcame with a huge sense of accomplishment. Success in the oral defense elevated my moral and my eagerness to continue was once more highly sharpened after the experience. The motivational words with the encouragement from my professors, and the reviews that guided this scholarly process were formidable.

Thereafter, I was convinced that I was really on the way to presenting a dissertation.

The data collection was another process that was indeed overwhelming. However, I sustained my momentum by remembering that I had always desired to study how to avert organizational partnership failure and how to contribute to the positives of its survival. This idea had flamed in me since the challenges of the last economic downturn that began in 2007 and resulted in many organizational partnership failures. Many employees lost their jobs and income became scarce. I was one of them. Moreover, those who lost jobs had families and others who depended on their source of income for their livelihoods. Since then, I became very aware that it could be devastating to governments too, private organization, and the workforce of a partnership to watch it go down and not know what to do especially when the financial resources were not available. Secondly, I have read diverse literature about organizational partnerships and why they failed. Many researchers have consistently identified lack of attention to organizational culture, but very few have endeavored to outline how culture would be effectively integrated with other requisite indices to avert organizational partnership failure or the effective cultural

modalities for promoting organizational partnership success.

Most of the participants in this study are employees with a wide array of talents and tools both educational, administrative, technological, engineering, and other acumen and capabilities that have and continue to be beneficial to the oil and gas industry. In fact, from the onset of this study, the participants distinguished themselves in unique ways. So, it would indeed be unseemingly and immensely devastating for them or any other person that cared to sit back and watch the joint venture or any other organizational partnership in which they worked to fail or collapse because the cultural premise on which the organization performed was not solid.

During the interviews, I listened to the participants and realized from the data analysis that they indeed desired a functional and dynamic cultural integration synergistic process that could juxtapose with the challenges that the organization faced both officially and within the communities in which the joint venture operated. It was painfully evident that they longed to have a comprehensive cultural integration synergistic process to make their relationship with the administration, the workforce and the communities more facile. The dialogue with the participants confirmed some of my biases and preconceptions, thus helping me to clarify my position as the researcher. The interview process and the open-ended questions helped me to regain objectivity and minimize bias. The use of rigorous questions and a staunch investigative process helped to guide the interpretations of data. Different other sources used to provide data for the study also helped me to strategize adequately and steer the research in the right direction.

towards more objectivity.

Another strategy that I used to regain objectivity was the peer reviewer's input and the different other sources used to provide data for the study. The peer reviewers' notes helped me to gain a clearer understanding of the discussion during the peer reviewing process. Most of the participants in this study were well-educated and professionals with a wide range of technological, engineering, and administrative know-how, huge amount of field experience, and a wide array of talents, including professional development experiences. The responses gathered from them aligned with my proposition that a cultural integration synergistic process and a typology were necessary for joint venture success and growth. Listening to the participants was challenging and heightened my objective and goal attainment towards the completion of this study due to imminent and constant pressure placed on employees and managers to guide organizational partnerships to success. Moreover, they are overwhelmed with the job of discovering various models such as financial, administrative, strategic, etc., with the belief that those would make the joint ventures or partnerships more successful. Consequently, I was more motivated to complete this study and to provide a contributing tool for mitigating organizational partnership failure and the challenges faced by those executives and their workforce.

The data from this study leads me to conclude that managers and administrators and their organizational partnerships that participate in one process or the other of cultural synergy are better prepared, more confident in their leadership, and are more

knowledgeable of the roles and responsibilities, which they face. However, outliers to these conclusions do exist. Many organizations are still struggling to survive because they have not applied cultural integration synergism / synergistics effectively. Although, some of the participants expressed their eagerness to have the typology implemented in the joint venture, PE9 stated, “The organization is doing well as it is. The cultures work well together so far.” Nevertheless, recent studies such as Cartwright & Cooper (1993); Wilson (1995); Bird (1988), and others depicted that those organizational partnerships that have implemented cultural integration / synergy have the potential to do better than do others that have not. The researcher agrees with the view portrayed above and believes that an effective cultural integration process is tantamount to a process of remarkable achievements in a harmonious organizational partnership.

Closing Statement

It is important for organizational partnership managers to seek innovative ways to implement culture. According to the literature, researchers and scholars pointed to the efficacy of a workable cultural process towards the achievement of organizational partnership success. The cultural integration synergistic typology proposed in this study is intended and would be very apt to improve organizational partnerships globally and help them to succeed. The typology would not only help joint ventures, it should enable mergers, national and international alliances, including all other types of multi-national corporations to achieve success in service delivery and policy implementation including economies of scale. Organizational partnership consultants, managers and administrators

would benefit from the typological model because it provides a comprehensive and structural modality to apply cultural integration with statutory and quasi tools to achieve organizational success and avert failure.

Based on the findings of this research, the cultural integration synergistic process for organizational process should comprise at least four main areas taken from the following constructs to include cultural integration, statutory implications, quasi implications, dynamic global factors, workforce productivity relative to motivation and empowerment. The above tools should enable the organizational partnership to achieve effective service delivery, efficient policy implementation, which are indices of organizational partnership success in a highly contemporaneous technological global dispensation. In addition, managers should implement the typology using innovative strategies that provide avenues, which intensively motivate the workforce while providing plans that encourage cooperation and collaborating with good information flow and strategic innovativeness to encourage workforce retention, capacity building and the ability of the stakeholders to buy into the partnerships.

In fact, a follow-up strategy should be developed on how to apply cultural synergistic typology towards community relations to achieve trust and goodwill. Employees who have experienced organizational failure would be in a better position to understand the benefits of stabilizing organizational partnerships in order to be more prepared to share their experiences and use such to encourage and motivate counterparts. Managers and employees who embrace the typology will understand its benefits as they

become more motivated, innovative, and empowered to engage in better decision-making actions while using the extra time on their hands for more meaningful organizational actions. Indeed, other researchers have opined similarly, but did not provide models such as the one proposed in this study that combined quasi implications with statutory instruments. Indeed, they have proposed dynamic cultural programs, but this study makes specific statutory recommendations that uniquely fills an important gap in literature.

Implications for Social Change

The implications for positive social change relative to this study begins with a comprehensive understanding of the construct of cultural integration and the negative dynamics that surround organizational partnership failure and its impact on workforce productivity and the aspirations of the management and stakeholders. Consequently, the positive social change will improve understanding about how to minimize the rate of organizational partnership failure and increase the potential success rate. Evidently, a substantial plethora of research has indicated that when there is organizational partnership failure, employees may suffer psychologically, socially, and in other ways. The impact of such phenomenon may equally be dependent on other factors such as the reason for the failure, the employee's personal and family situation (Lorenzi & Riley, 2000) including the thoughts about the possibility and ability or not to obtain another source of livelihood. The results of this study support the above affirmations.

Nevertheless, the fact remains that organizational partnership failure rate, which has been statistically high affected the participants in this study in disparate ways. They

had different experiences and different adaptation to life and the adjustments that they made in trying to survive socially even though their personal life was fraught with uncertainties. The latter descriptions portray that organizational partnership failure affects family economics and social wellbeing. However, from data analysis and research evidence, the researcher is aware that it is not possible for adverse situations to affect two individuals in exact same ways. It is thus possible for some families to not to suffer the consequences of organizational partnership failure to the same degree because of preparation, adaptation to the lifestyle, family commitments (Leavitt, 2002), and family's financial predisposition.

To minimize the negatives of organizational partnership failure and maximize the positive influences on employees and the society, managers and administrators should engage in a thorough understanding of it as an augments of certain unpalatable situations already existent in the lives of those affected by it due to the social, emotional, and psychological life at the time of the failure. Consequently, managers should avoid prevailing organizational partnership circumstances that could affect employees and their family members negatively as proposed. They should identify the trigger areas of organizational partnership adversity by applying the requisite cultural integration synergistic typology and other quasi-mitigating tools, which are indeed good steps in the right direction for positive social impact in the partnership and in organizational relationships in the communities. These may help to minimize the negatives and in some cases, enhance areas of employees' life that might need further improvement. The views

offered by the participants and information in this study and other opportunities from local externality are supportive of the above propositions. The questions below might help managers and entrepreneurs to further clarify employees' situations as well as help in mitigating negative effects of organizational partnership failure. "To what extent might an employee be experiencing insecurities that would be magnified by organizational partnership failure at this time?" "To what extent might an organizational partnership be experiencing ineffective service delivery and inefficient policy implementation, uncertainty, and synergistic pressures, or difficulties that would be aggravated by organizational partnership failure at this time?"

The above questions cannot be addressed without further research. However, based upon the exploration of data and the interpretations provided in this study, all managers and administrators linked to organizational partnerships, wondering, or touched by its failure uncertainties should pause and consider what the strengths and challenges of the individual organization would be like when magnified. To meet the needs of employees, families, communities, and organizational partnerships, managers and administrators consider the magnifying property of organizational partnership failure and plan for it accordingly.

The recommendations were discussed by professional contemporary and a manager in an organizational partnership corporation based on the findings and those for further research. They found several aspects of this dissertation supportive and noted that it would meet the need of many organizational partnerships in the following ways:

1. The fact that the study was focused on cultural integration in organizational partnership, which is a vital area that many corporation target in recent times. It described what a majority of partnerships, their managers, and employees might actually be dealing with based on their past experiences particularly during the last economic down-turn that affected so many countries and organizations including Wall Street, the banks, the motor industry, and many others.
2. It provided not only an information rich summary of the field experiences of employees as participants in a natural setting within a specified time frame and location, but also detailed recommendations about how organizational partnerships could apply the cultural integration synergistic process in adaptable, meaningful, and timely ways to achieve organizational partnership growth and success.
3. It offered an adequate premise for discussing cultural integration and its synergistic typology with managers, administrators, consultants in organizational partnership success and other researchers who may contemporaneously be working in similar ways to support organizational partnerships. Thus, they can capitalize on current practices and focus their efforts as a group to increase the effectiveness of cultural integration in diminishing organizational partnership failure while enhancing and promoting its success.
4. As a contribution to the literature, it challenged current thinking about cultural integration simply as a tool in organizational partnership that is overwhelming and seemingly impossible to respond to, manage, or harness. It identified several assumptions that organizations originally had about cultural integration and organizational failure,

which included that failure was due uniquely to economic and financial problems.

The reviewers supported the recommendations as logical, reflected common strategic sense, possibly practical in applicability and seemingly facile in their implementation to help failing organizational partnerships. They noted that the typology was timely and that organizations should be applying it already. They suggested that those organizational partnerships and their managers should reflect more on what could be done to help in integrating culture in synergistic and dynamic ways. Accordingly, they should endeavor to apply effective cultural integration synergistics and the typology instead of being too preoccupied and overwhelmed as they grapple with economic, financial, and other dynamics of merging and partnership in the evident volatility of contemporaneous global instability conditions. Finally, the recognition that financial stability in public and non-public partnerships would be seemingly difficult to achieve without effective cultural integration should be vital for all managers.

Furthermore, the methodological and theoretical implications portrayed that the audience in the academia and other areas of the social sciences would benefit from the application of a qualitative case study research that has portrayed major cultural and organizational partnership theories and ideas. Statistical information contained in this study would contribute to possible the future transferability of the study in order to expand knowledge, increase the integrity of the process of research as well as share the lessons learned from the International Petroleum Corporation Joint Venture and its activities in the communities of operation and quasi areas.

Lessons learned from the Joint Venture

Historically, the country's oil exploration action dates back to 1907 when the National Bitumen Corporation and the D'Arcy Exploration Company conducted exploration without sufficient oil find and gave up their licenses in 1923 (Frynas, 2000). Frynas also noted that with license, British Petroleum later discovered crude oil in the Eastern and Southern territories of the country between 1951 and 1956. A total of 847,000 tonnes of crude oil was exported between 1957 and 1960. Other non-British oil companies were also granted licenses by 1951. The international partner, 1955; Tenneco, 1960; Gulf Oil and Chevron, 1961; Agip, 1962. The first oil field began production in 1958. With more than 1481 oil wells and 159 oil fields that are producing both high quality light and comparatively heavy types of crude oil that are both paraffinic, and low in sulfur (Thomas, 1995) the country has become rich despite corruption, oil theft, non-production of the government's joint venture contract share and other limitations. Resultantly, the country has eventually entered into partnership arrangements with major oil producing conglomerates in which it holds high stakes. Consequently, the country has become the largest crude oil producing nation in the African continent, Additionally, the country's oil revenue has totaled more than \$340 Billion since 1970 with huge opportunities for indigenous companies to participate in the upstream oil and gas industry including local contractor financing and other opportunities (Watts, 2004).

Other lessons learned from this research and the literature about the joint venture between the public and non-public (private) organization indicated that (American)-West African government partnership is expansive. However, government upstream operations conduct joint partnerships with other major oil companies that are operators and concessionaires under Production Sharing Contracts (PSCs). It also manages the rounds of exploration bidding for oil and gas. The concessionaires majorly operate in the coastal offshore areas, on-shore Niger Delta, and lately in the deep-waters. The partnerships have been operational for decades and seemingly successful. In most of them, the government controls approximately 60% participation and production sharing interests in on-shore, off-shore, upstream and downstream operations, which is seemingly one of the reasons for entity's prowess and success in these partnerships that could be emulated by others.

Furthermore, the joint operating agreement is the base standard legal machinery between the nation and its joint venture operator partners in sharing the cost of operations. Each partner can lift and separately dispose its interest share of product, opt for and carry on sole risk of operations, but would pay Petroleum Profit Tax and Royalty. The operator prepares the proposal for program of work and joint budget of expenditure annually. Policy decisions are taken and technical matters are discussed at operating committees where partners are represented according to equity holdings. Furthermore, in the joint venture contracts, interests of partners are determined by the agreement, which also specifies ownership of production facilities, assets, etc. (Okusami, 2010).

Apart from cultural integration, other positive highlights of the country's joint ventures that underscore the reasons why the partnerships, particularly the that of the researched partnership look good include the following: Contemporarily, the foreign partner has brought in great innovativeness and experience into oil exploration that are favorable to the national business environment. Concessional government statutory instruments and legalities promote the oil sector. The remarkable input of foreign and government experienced cohort of expert engineers, technological, administrative, and financial savants, etc., are great assets for the partnership's success.

Notably, the enhanced participation of West African Banks, such as the United Bank for Africa, Standard Chartered Bank, etc., in oil and gas financing and the involvement of the consortium of international / local banks in refinancing deals for the joint venture capital have been motivating factors also. According to Nwaoha & Wood (2014), in 2008, UBA also participated in the successful underwriting of the first 100% local funding of the joint venture's project with \$220 million for NLG funding Limited, a special purpose instrument created for the project's Natural Gas Liquids and Additional Oil Recovery Program. In fact, the West African country is among the world's largest gas reserves, at least 187 trillion cubic feet (tcf). It is also involved in recent arrangements to extend gas products to neighboring countries (Nwaoha & Wood, 2014). The above facts and lessons learned, positive and otherwise, could help to motivate other struggling organizational partnerships both in the oil sector and other areas towards sustained growth, efficient service delivery and success.

The Researcher's Experience

This study grew out of the experiences that this researcher had acquired in the area of organizational partnership through literature combined with other life experiences. During the initial literature search on the topic, the researcher realized that there was no real evidence of the far reaching effect of cultural integration synergistics and the typology applicable to organizational partnership success or its failure. It also became obvious that the concept of cultural integration could even be more efficacious in combination with statutory and other quasi implications relative to its capacity to assuage organizational partnership failure given that many organizational mergers, acquisitions, alliances, ventures, etc., had gone under water in the past decade, particularly during the recent global economic turn-down and financial crisis.

Consequently, she began to learn more as the study progressed with further literature search into organizational partnerships, cultural phenomena, quasi implications of culture and the legal premises of cultural integration in organizational partnerships. Delving into the above areas has made this dissertation experience an enriching and rewarding process beyond the knowledge gained about the research process. By ridding herself of several biases about the topic and keeping an open perspective on the subject matter and what was being learned and the writing process, the researcher drank freely of the fluid of knowledge in the requisites and related phenomena, even beyond expectation.

During the exploratory process, it also became pertinent to knit the prior conceptualizations about culture, its integration, organizational partnership, and related

constructs with the new knowledge gained and simply interpret and explicate the experience from the point of view of existing dispensational global status quo. Indeed, it is astonishing to realize that the finish line is almost here. Now that the light at the end of the tunnel is becoming brighter and indeed very far from where the journey originally commenced, the experience is more rewarding and illuminating. The researcher expresses gratitude for the suggestions, reviews and feedback. Motivation has continued to be the watchword, but not without the other important keys of success, which include maintaining spiritual and physical balance, flexibility, focus, and openness of mind that have enriched the researcher's understanding throughout this epistemological exercise of acquiring knowledge through research.

Nevertheless, there have been challenges at several turning points and crossroads when the researcher had wondered, if the pursuit was worth the anxiety of trying to run a family, hold on to a job, and manage several other intrusive moments along the way. In fact, the journey could be described as the precarious balancing of many juxtapositioning processes and interplay of wit and wisdom, that was indeed not facile to handle.

Nevertheless, the awareness that the supernatural force is a solid guide along the way to those who have the spirit of perseverance, determination, motivation, and trust in holding the invisible hands during a storm was very uplifting.

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Appendix A: Consent Form

You are invited to take part in a research study about Cultural integration in organizational partnership with legal and other implications. The researcher is inviting you as an employee of your joint-venture organization to be in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

You must be over 18 years to participate in this study.

This study is being conducted by a researcher named Adeline Emihe who is a doctoral student at Walden University.

Background Information:

The purpose of this study is to provide deep understanding of the concept of cultural integration in organizational partnership and how it can be effectively applied to sustain post-organizational partnership and decrease partnership failures in mergers, acquisitions, joint ventures, and other similar enterprises.

Procedures:

If you agree to be in this study,

You are invited to participate in an open-ended interview session.

There will be a short verbal description of the study.

You will provide responses to questions.

The session will last for 15 or more minutes.

Data will be collected once.

The interview will be audio and recorded.

The recordings will be destroyed after transcription.

Here are some sample questions:

SQ1: How do employees who survived organizational partnership failure describe their procedural experiences?

SQ2: What dynamic processes have influenced effective cultural integration in your organizational partnership?

SQ3: How have legal and other factors influenced cultural integration in organizational partnership in recent times?

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision, whether or not you choose to be in the study.

No one at your organization will treat you differently if you decide not to be in the study. If you decide not to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study would not pose risk to your safety or wellbeing beyond discomforts associated with normal daily experiences.

This research will potentially benefit organizational partnerships such as yours by promoting effective cultural integration that would enhance workforce retention and stakeholder buy ins.

Appendix B: Draft of Some Research and Interview Questions

- Q1: How do employees who survived organizational partnership failure describe their procedural experiences?
- Q2: What dynamic modalities have promoted effective cultural integration in the International Joint Venture?
- Q3: How do cultural collaboration and other related constructs promote organizational partnership success?
- Q4: How would cultural integration play major roles in reducing organizational partnership failure and promote increasing positive social change?
- Q5: What factors have enhanced the effectiveness of cultural integration in the organizational partnership of the Public and Non-public Joint-Venture?
- Q6: How have legal and other processes influenced cultural integration in organizational partnership contemporarily?
- Q7: What recent statutes affect cultural integration and the organizational partnership of the Public / Private Joint-Venture as stated?

Other Follow-up Questions

1. Is cultural Integration valuable for discovering an effective and related typology?
2. Synergistic cultural integration typology and for the partnership / joint venture success?
3. How valuable is cultural integration for joint venture success and for discovering a typology?
4. Since cultural integration is valuable for discovering a synergistic typology, how is it applied or happening in joint venture partnership?
5. What type of synergistic cultural process is happening among partners and how does it interfere with joint venture actions?
6. How would existent respect for individual national cultures at official and community levels be geared towards discovering a cultural integration synergistics typology?
7. What are the influence and percentage levels of legal implication of cultural integration in organizational partnership in the joint venture process and its success in contemporary times?
8. How does legal harmony of statutes, regulations, agreements, and cultural synergistics catalyze and consolidate the joint venture success process?
9. How vital are quasi implications of cultural integration to organizational partnership success?
10. How do quasi implications of cultural integration cushion joint venture success?
11. How do legal processes and quasi implications of cultural integration / synergy reduce joint venture partnership challenges and frictions?
12. How have dynamic global modalities promoted cultural integration in fostering the success of the joint venture?
13. To what extent has access to financial instruments from partner's banks and government enhanced and affected the stability and success of the joint venture?

14. How consistent is the joint-venture revenue sharing ratio?
15. How has the consistency in maintaining the joint-venture revenue sharing ratio of 60% to 40% promoted cultural harmony and organizational success?
16. What is the importance of good communication as an index of quasi implications to cultural integration in organizational partnership?
17. How have smooth communication flow, cultural dynamism and linkages among cultural groups promote workforce output and enhance joint venture success?
18. Does the global value attached to oil revenue and products catalyze the process of cultural synergy?
19. What were your experiences when you lost your job?
20. What type of emotional experiences did you go through?
21. How difficult was the job search?
22. What effects did your job loss have on your family?
23. How long did it take you to find another job?
24. What are your experiences in the public-non-public joint venture?

Appendix C: Document Right

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Title: Qualitative Analysis on Stage: Making the Research Process More Public:

Author:

Vincent A. Anfara, Jr., Kathleen M. Brown, Terri L. Mangione

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Appendix D: Master Outline Aligned to Major Themes

Title of Research: Cultural Integration in Organizational Partnership with Statutory and Quasi Implications

Major Themes

- 1a. Cultural Integration very important
- 1a. Very vital to synergistics in organizational partnership
- 1a. Absolutely necessary to organizational success
- 1b. Should be valued for discovering a cultural integration typology
- 1b. Cultural integration happens uniquely at each national / partner's level based on cultural commonality / compatibility
- 1b. Cultural synergistics should count and happen at organizational partnership level
- 1b. Respect of partner's and community cultural preferences is valued
- 1c. Financial benefit, more important than cultural integration and typology
- 1c. Joint venture is purely financial with less to do with discovering a cultural integration typology
- 1c. Non-emphasis on cultural synergistics / typology
- 2a. Legality and its instruments are primordial
- 2a. There is no compromising legality influence on organizational partnership / Joint Venture
- 2b. Without agreements, rules, and regulations, there would be no partnership / joint venture
- 2b. Legal instruments and due process consolidate international and national financial interests
- 2b. Without legal instrument, there will be no partnership / joint venture
- 2b. Profit-sharing is based on legal equity
- 2b. Partnerships must work according to agreed legal instruments and stipulations
- 2c. Partnership is primarily based on legal agreements and cultural collaboration and synergy
- 2c. Legal instruments bind the Joint venture partners
- 2c. Legal and statutory instruments protect the partners' financial and quasi interests
- 2d. Legal due process counts
- 2d. Harmony of workforce interaction and relationships with the administration is based on strong legal and cultural dynamics
- 2d. Cultural Synergistics among partners is vital
- 2d. Cultural Collaboration enhances corporate interactions
- 2d. Cultural Compatibility / Commonality advances workforce cooperation and relationships
- 2d. Cultural due diligence strengthens organizational partnership and success

- 2d. Strategic alliances strengthen joint venture / organizational partnerships
- 2e. International banking instruments, corporate transactions, joint financial resources and instruments are legalistic and strengthen the joint venture
- 2e. Financial borrowing is legally structured
- 2e. Collaboration and understanding among partners based on legality, and equitability
- 2e. Cultural integration at the national level is vital to cultural synergistics on the international level
- 2e. More need for cultural collaboration
- 2e. Synergy of efforts based on legality and equitability
- 2e. Cultural integration at the national level is very vital to cultural
- 3a. Synergy of cultural efforts
- 3a. Managed competition
- 3a. Cultural integration as cultural synergistic
- 3a. Cultural integration of each partner's varied cultural aspects
- 3a. Cultural integration at unique partners' / nationality level
- 3a. Cultural Collaboration and belongingness
- 3a. Respect for each partner's culture
- 3a. Non-interference of culture in the financial process and joint venture transactions
- 3b. Large profits and revenue from oil and gas industry
- 3b. Equitable sharing of partnership revenue based on a 60% to 40% ratio / apportionment among joint venture partners
- 3c. Clear and quick access to banking and financial resources
- 3d. Invaluable tools of integration and cultural synergistics enhance community relationships
- 3d. Good Employment benefits for the workforce
- 3d. Financial, infrastructural, and educational help for communities
- 3e. Political and moral support from home government of partners
- 3e. Access to tax credits
- 3f. Defining cultural limits
- 3f. Collaboration and cooperation among the cultural groups
- 3g. Fair amount of respect for due process on national and international fronts
- 4a. Organizational partnership failure
- 4a. Fear and feeling of Inadequacy
- 4a. Feeling of anxiety
- 4b Loss of income
- 4b. Family instability and insecurity
- 4c. Job search4c. Long job search
- 4c. Many unsuccessful interviews
- 4c. Considered self-employment
- 4d. Found new job after prolonged job-search
- 4d. Happy working in a preferred multi-national corporation

- 4d. Differing cultural perspectives but stable
- 4d. Presently confident, but less time for family
- 4d. Oil resources and revenue constant and stable

Appendix E: Some Key Words and Phrases Searched During the Study

1. Acts, Cases, Laws, Legislations, Polices and Regulations related to cultural integration in organizational partnership
2. Cultural collision
3. Cultural collaboration
4. Cultural commonality
5. Cultural compatibility
6. Cultural conflict in organizational partnership
7. Cultural due diligence
8. Cultural empowerment / orientation models
9. Cultural integration
10. Cultural integration synergistic typology
11. Cultural integration typology
12. Cultural synergy
13. Cultural synergy / harmony in Organizational Partnership cultures
14. Different models of public and non-public partnerships
15. Due diligence
16. How do cultural integration and synergy combine in organizational partnership?
17. Indices of organizational partnership success
18. International alliances
19. International partnerships and alliances

20. International / Regional trade partnerships between nations, countries, and private organizations / entities
21. International Statutes related to cultural integration and organizational partnership
22. Juxtaposition of law, organizational partnership, and cultural integration
23. Labor Laws, cultural integration, and organizational partnership
24. Laws involving cultural integration in organizational partnership
25. Legalities of cultural integration in organizational partnership
26. Major global partnerships
27. National laws related to cultural integration and organizational partnerships
28. Organizations and partnerships of the United Nations
29. Organizational partnership
30. Organizational partnership failure
31. Organizational partnership growth and success
32. Organizational partnership statutes, regulations, and cultural integrate
33. Partnership
34. Quasi implications of cultural integration
35. Revenue sharing among Joint Venture partnerships in Nigeria
36. Statutes and organizational partnership
37. Statutory basis for cultural integration in organizational partnership
38. Statutory implications
39. Strategic alliances

40. Synergistics

41. Synergy

42. The value of cultural integration in Organizational partnership

43. The volatility of cultural integration in organizational partnership

44. Typology