

**KAMPALA INTERNATIONAL UNIVERSITY
SCHOOL OF BUSINESS AND MANAGEMENT**

**STRATEGIC INFLUENCE OF CORE VALUES ON
MULTINATIONAL CORPORATION'S COMPETITIVENESS.**

A CASE STUDY OF ZAIN UGANDA.

PREPARED BY

KATOTO BULONZA

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MAY 2009

DECLARATION

I KATOTO Bulonza, declare that this research is my original work and has never been submitted before to any institution, by any body, according to my knowledge. Text, theories, ideas and information acquired partially from existing literature have been duly acknowledged.

Signature: _____




KATOTO BULONZA
Researcher

Date: 28 May 2009

APPROVAL

This research is submitted to the School of Business and Management under my supervision.

Signature: _____


OLUTAYO K. OSUNSAN
Supervisor

Date: _____

28/5/09

DEDICATION

I dedicate this piece of work to my beloved parents Mr. and Mrs. KATOTO Christian who did their best to make me what I am and introduced me to the joy of learning. Also to my dear parents Mr. and Mrs. KATOTO Loya for their love and moral support, to my sisters: Laurence, Espérance, Laura and Sylvie and to my Brothers: Justin, Patrick, Daniel and Michael for their spirit of struggle they instilled in me, their reassurance, support, love and prayers of encouragement through out my study in Kampala International University (KIU).

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MAY THE ALL MIGHTY BLESS YOU ALL.

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PRUDENCE KATOTO B.

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ABSTRACT

The study was aimed at assessing the strategic influence of core values on Multinational Corporations' Competitiveness. Using Zain Uganda as a case study, the research identified the core values adopted by the case study organization, the parties that introduced the core values, those who practice the core values and the role the core values plays in relation to the organizations competitiveness. The findings reveal that core values do play a role in the competitiveness of the organization, but not all the employees in the case study organization understand its core values, hence hindering the greater strategic influence. Conclusion made was that multinational corporations can use core values as a strategic competitive tool since core values play a significant role in competitiveness. Recommendations were made to enable the organization better utilize the core values as a strategic competitive tool and recommends were also made for farther research.

CHAPTER ONE

INTRODUCTION

1. Introduction

This chapter sets the backdrop as to why this research was embarked on, giving a background to the study, problem statement, the objectives, purpose, and scope of the study.

1.1 Background of the Study

The world over, the liberalization of the economy, globalization and the encouragement of the private sector by most governments, has ushered in a new era of competitive dynamics. Organizations don't only compete on low cost, differentiation and other generic strategies; they also have to consider what their core values are in relation to the competitive environment they are operating in. This is more true for Multinational Corporations who have to compete on various fronts and diverse geographic locations.

An organizational value (also known as core values and as governing values) is "a belief that a specific mode of conduct is preferable to an opposite or contrary mode of conduct" according to Rokeach (1973). Some organizations think of their values as their "guiding beacon" directing the process of organizational development and growth. Others describe them as the components of their philosophy.

Value statements are declaration which are grounded in core values of an organization and define how people want to behave with each other in the organization. They are statements about how the organization will value customers, suppliers, and the internal community. Value statements describe actions which are the living enactment of the fundamental values or core values held by most individuals within the organization. The values of an organization are used to indicate the type of conduct required of employees when carrying out the operations of the organization and what customers can expect from the organization.

In Uganda, the allegations of corruption, environmental pollution, AIDS pandemic, and other social, cultural, and economical issues has occasioned the need for Multinationals among other business to adopt and make known their core values, hence what they represent while

conducting their business. This inspired the researcher to embark on the study to explore what influence core values have on Multinational Corporation's competitiveness.

1.2 Statement of the problem

Over the last few years Multinationals have been synonymous with globalization and have been able to penetrate several markets beyond their countries of origin. More recently, Multinational Corporations are now competing to enter and champion emerging markets in diverse parts of the globe. Uganda is one of these emerging markets with an economic growth rate of 8.9% (Juuko, 2008) which is a lucrative location for foreign direct investment.

Uganda, like in other countries Multinational Corporations are competing in, is very promising yet volatile environment and to compete effectively they need to go beyond meeting customer needs effectively and efficiently.

Multinational Corporations have to have their own unique identity in how they conduct business and cut out a competitive edge over other business in the same industry and market. Core values being those beliefs and convictions that are extremely meaningful to the majority of an organization's leaders and its members, hence dictating their future (Miller, 2005)

This has lead to the quest to explore the influence of Core Values has on Multinational Corporation's Competitiveness. Using Zain Uganda, the researcher seeks to identify the strategic influence of the organization's core values on its competitiveness within the telecommunications sector in Uganda.

1.3 Purpose of the study

The purpose of the research is to explore the strategic influence of core values on Multinational Corporation's competitiveness, with a special emphasis on Zain Uganda.

1.4 Objectives of the study

The general objective of the study is to find out the strategic influence of core values on Multinational Corporation's competitiveness.

The four specific objectives of the study have:

1. To identify the core values adopted by Zain Uganda
2. To identify the dept of knowledge on the core values by Zain employees

3. To evaluate the role the Core Values play in Zain Uganda's competitiveness.
4. Give recommendations

1.5 Scope of the study

The research being a case study was limited to Zain Uganda and more specifically, their head office in Kampala. The Zain Uganda Head office is located on Wampeo Avenue on the edge of Kampala's central business district.

1.6 Significance of the study

In Uganda many telecommunication companies have been established and many of them are producing similar, if not identical services to the most extent in an attempt to counteract each other. The telecommunications sector is earmarked by stiff competition with key players, such as Zain Uganda, MTN Uganda, Uganda Telecomm, Warid Telecomm, Orange Telecomm and Hits Telecom all fighting to gain market share and earn customer loyalty.

This study is of great importance to the telecommunication firms, other multinationals corporations and businesses in general in highlighting the significance of core values; its adaptation and influence on their competitiveness.

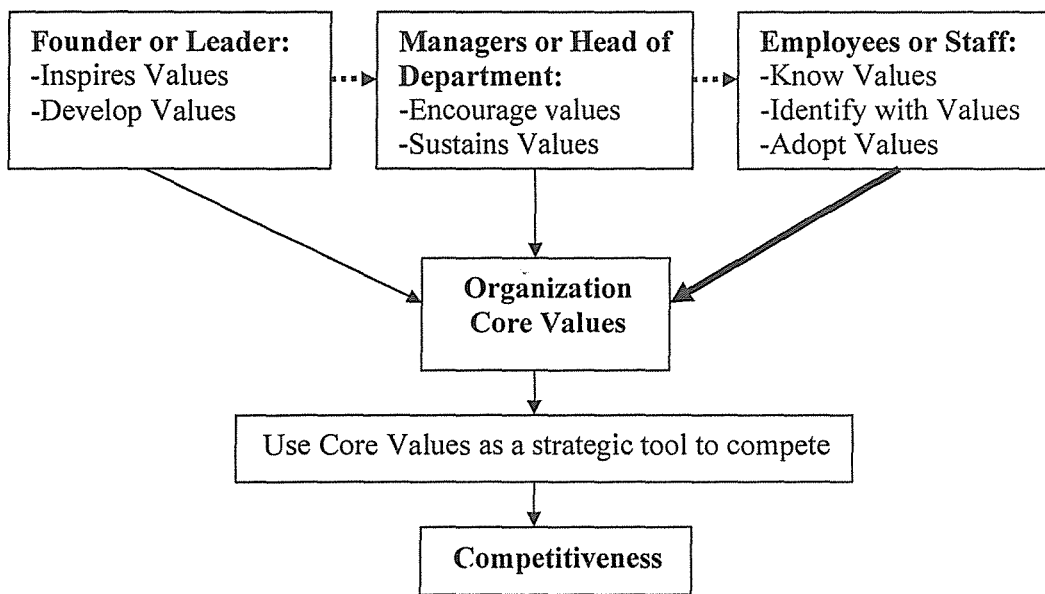
The study will also acted as a precursor to farther study into the various areas and roles of core values on the strategic and the competitive nature of various organizations.

1.7 Limitations

Limitations of this research included, the poor response rate due to not getting direct access to the respondents as frequent as needed; the limited time required to complete this research and the fact that some of the respondents may be bias when it comes to honestly giving their views on their organization. All this of course can have an effect on the accuracy of the findings.

1.8 Conceptual framework

The study has adopted the conceptual framework developed by the researcher, with the assistance of her supervisor, which considers the role of leaders, managers (Katzenbach & Smith, 1998) and employees in the formation, implementation and adaptation of core values within organizations as stipulated by Treven (1998).



The independent variable in the case of this study has been the organization's core values, while the dependent variable has been competitiveness. The Core values of the organization ultimately determine its competitiveness in the industry.

The identification of an organization's core values is only possible through the founder or leader, managers or heads of department and more dominantly the employees or staff members who actually display it to the clients, customers and general public.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section explores literature on what has been written by scholars and researchers on core values and more specifically in relation to the organization's competitiveness. The literature review is stimulated by the research objectives in chapter one of this study.

2.1 Core values

With reference to Rokeach (1973), the core values of an organization are those values the organization hold which form the foundation on which they operate, develop and grow; "a belief that a specific mode of conduct is preferable to an opposite or contrary mode of conduct" in the words of Rokeach. Other scholars define core values as the key components of an organization's philosophy. There is an entire universe of values, but some of them are so primary, so important to humans that through out the changes in society, government, politics, and technology they are still the core values that will be abided by. In an ever-changing world, core values are constant.

Core values are those specific beliefs that businesses make part of their operating philosophy. Statements of core values typically cover honesty, respect, trust and the overall moral tone of the business according Schermerhon and Chappell (2000). Similarly Rokeach (1973) listed personal development, professionalism, customer service, recognition, ownership, commitment, excellence, honesty and teamwork to be examples of core values.

Heathfield (2008) identified the following as examples of values: ambition, competency, individuality, equality, integrity, service, responsibility, accuracy, respect, dedication, diversity, improvement, enjoyment/fun, loyalty, credibility, honesty, innovativeness, teamwork, excellence, accountability, empowerment, quality, efficiency, dignity, collaboration, stewardship, empathy, accomplishment, courage, wisdom, independence, security, challenge, influence, learning, compassion, friendliness, discipline/order, generosity, persistence, optimism, dependability, flexibility.

Increasingly, companies around the world have adopted formal statements of corporate values, and senior executives now routinely identify ethical behavior, honesty, integrity, and social concerns as top issues on their companies' agendas (Van Lee, Fabish, and McGaw, 2008).

2.2 Roles of Leadership in Establishing Core Values

The values of each individual within an organization, along with their experience, and upbringing among other, mix together to form the organization's corporate culture. More importantly the values senior leaders are especially important in the development of the corporate culture. These leaders have a lot of power in with organization to set the course and environment even by the selection of staff they employ (Heathfield, 2008).

An article written by Goldsmith, Morgan and Ogg (2004) based on a research they conducted on leadership emphasized the fact that leaders play a major role in establishing core values within their organizations, that that it is more important to act out that to just use words to express core values.

2.3 Employee Understanding of Core Values

Heathfield (2008) argues that, if values identified by organization management are to have an impact, the following must occur.

- People must demonstrate and model their values in action in their personal work behaviors, decision making, contribution, and interpersonal interaction.
- Organizational values must help each person establish priorities in their daily work life.
- Values must guide every decision that is made once the organization has cooperatively created the values and the value statements.
- Rewards and recognition within the organization are structured to recognize those people whose work embodies the values the organization embraced.
- Organizational goals must be grounded in the identified values. Adoption of the values and the behaviors that result is recognized in regular performance feedback.
- People hire and promote individuals whose outlook and actions are congruent with the values.
- Only the active participation of all members of the organization will ensure a truly organization-wide, value-based, shared culture.

Angela Baron, an adviser at the Chartered Institute of Personnel and Development (CIPD), says that employee involvement and assessment are essential if a firm's values are to underpin its corporate culture. The CIPD recently issued a research report on how companies' financial performance is affected by the way they manage their employees.

2.4 Multinational Corporations and Core Values

A multinational corporation (MNC) is a company that operates production and marketing facilities on an international level (Boone & Kurtz, 1990). MNC is a firm that operates on a worldwide scale without ties to any specific nation or region. The MNC represents the highest level of involvement in international business (Pride, Hughes and Kapoor (2005).

Wenstøp and Myrnel (2006) proposed a structure for corporate value systems that consists of three value categories. The first value category is Core Values, which prescribe the attitude and character of an organization, and are often found in sections on Code of conduct on its web page. The other two being protected values, which are values established through standards and Created values which are values stakeholders expect from the corporation in return for their contribution to it.

Donaldson (1989) argued that there has been a relative neglect of the systematic handling of values within businesses, the result of this neglect can be observed in the anxiety about industrial performance and the rise in moral ethical issues.

2.5 Core Values as a Strategic Competitive tool

In the book, corporate reputation and competitiveness, Davies, Chun, da Silva and Roper (2000), reveal that managers focused more on building core values within their organization as a means of reputation management. They emphasized that core values such as honesty, integrity, and trustworthiness and the most dominant value they try to encourage. A research conducted among American companies revealed a similar trait in that 58 percent used value systems as a means of realizing their goals (Morley, 1998), this includes competitiveness.

Blunck (2006) clarified that in industries characterized by foreign direct investment, the firm's percentage of foreign sales and its share of regional or global markets provide measures of firm competitiveness. Several scholars argue that when it comes to the influence of core

values on organization's competitiveness, from the perspective of financial performance, scholar's views vary. Some scholars argue that it would be 'dangerous' to link corporate values (or reputation) to profitability, while others scholars beg to differ (Fryxell and Wang, 1994).

It is essential for success to identify, assess and adapt an organization's strategies to the environment (Stoffels, 1982). Hartley (1993) stated that the interests of an organization (including competitiveness and profitability) are best served by paying meticulous attention to the public's interest and creating a trusting (trustworthiness) relationship with various stakeholders. According to Hartley (1993) also argues that some organizations 'walk on the edge' by adopting environmental strategies through eco-labeling, leaving the consumers to believe that their product has no negative effect on the environment which is not always completely true. This is a breach of trust as a core values and can always come back to hunt the organization.

In 2004 Booz Allen Hamilton and the Aspen Institute, conducted a global study of corporations in 30 countries and five regions, 365 companies were polled. The survey seek to examine the way companies define corporate values, to expand on research about the relationship of values to business performance, and to identify best practices for managing corporate values. The survey revealed that:

- Ethical behavior is a core component of several of companies activities
- Most companies believe values influence two important strategic areas — relationships and reputation — but do not see the direct link to growth
- Most companies are not measuring their return on value (ROV) which they link to revenue and growth
- Values practices vary significantly by region
- The CEO's tone really matters
- Top performers consciously connect values and operations

The survey revealed that 89 percent of the companies had written value statement which emphasized ethical behavior and integrity. The survey also revealed that Successful companies are more likely to believe that social and environmental responsibility affect financial performance (Van Lee, Fabish and McGaw, 2008).

According to Woolnough (2008), a research conducted by Chartered Institute of Personnel and Development (CIPD) observed that factors such as having strong values that people can adhere to was instrumental in making companies more effective and profitable, this was topped with the fact that the most financially successful companies had a clear vision and set of values.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methods that the researcher has used to conduct the research, location of the research as well as methods that has been used to collect, analyze and present the data.

3.1 Research Design

The researcher has adopted a case study design approach, being the most suitable for the given period of time available for conducting the study. This approach also offers the researcher greater flexibility in carrying out the research, and a higher level of concentration to focus on the case study, which represents other Multinational Corporations.

3.2 Site and Subject

The research was conducted at the Zain Uganda Head office which is located on Wampeo Avenue.

Zain Group, formerly known as MTC (Mobile Telecommunications Company) is a Multinational Corporation specializing in Mobile Telecommunications. Its operations expand to include seven countries in the Middle East and in 15 sub-Saharan countries of which Zain Uganda is one. With over 15,000 employees providing a comprehensive range of mobile, voice and data services to over 50 million active individual and business customers in nations they operate; Zain is now one of the main players on the African continent and a dominant force in the telecommunications sector in Uganda.

3.3 Sample

Due to the limited access the researcher has to move within the organization, the sample was at random and focused to the staff members of the organization. The sample consisted of the employees of both sexes, varying age range, qualification, durations of employment and position within the organization, to the most extent as dictated by the person to distribute the questionnaire within the organization.

Categories of Sample

Expected Respondents	Population	Sample
Top Managers	5	5
Middle Managers	20	10
Operational Managers	120	60
Front line staff	200	100
Others	30	15
Total	375	190

Sample and selection

The respondents have been selected from Zain Uganda Head Quarter, the respondents was fallen into five main categories (Top, Middle, Operation, Front line, Others).

3.4 Instruments

The instrument used in this case study was the questionnaire to get primary data on the staff of the organization and get a representative view of their understanding of core values and its role within the organization. The questionnaire is made up of three sections; in section one, the researcher is going to look at the Biodata of Zain Uganda, like for example the position held in the company, the sex, the education level, the age, the duration in the company, etc. the in section two is going to identify the core values and the depth within Zain Uganda, and lastly section three is going to see the role of core values in the competitive market.

3.5 Procedure

The research has used a combination of primary and secondary data. The primary data was originated from the questionnaire response, from the staff of Zain Uganda.

The secondary data have been accessed and acquires through the Zain Uganda's Website, literature and desk research on Zain, its value and financial records (profitability).

The research was embarked on after getting a letter of intent from the University which was to be produced to Zain Uganda. The letter at intent from KIU (Kampala International

University) allowed Zain Uganda to give the research permission to conduct the research in the organization.

3.6 Data Analysis

The data have been analyzed using statistical packages such as SPSS and Microsoft Excel to code, sort, edit and tabulate the data in order to obtain patterns, correlations and information that provided answers to the research questions.

The data have been presented in frequency tabulations, pie charts and bar graphs in order to make it easy to interpret and draw conclusions.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRATION OF DATA

4.0 INTRODUCTION

This chapter presents the data acquired, analyses through tabulation and graphs and interprets the data. This is done in order to ascertain the objectives of this study.

4.1 RESPONSE RATE

Table 4.1: Response rate

Expected Respondents	Population	Sample Size	Received Questionnaires	Response Rate (%)
Top Managers	5	5	4	80
Middle Managers	20	10	9	90
Operational Managers	120	60	8	13
Front line staff	200	100	5	5
Others	30	15	2	13
Total	375	190	28	14.7

Table 4.1 indicates that the response rate was good among the top and middle managers (80% and 90% respectively), while it was poor for the others: Operational manager (13%), Frontline manager (5%) and others (13%). A total response rate of 14.7%

4.2 CHARACTERISTICS OF RESPONDENTS

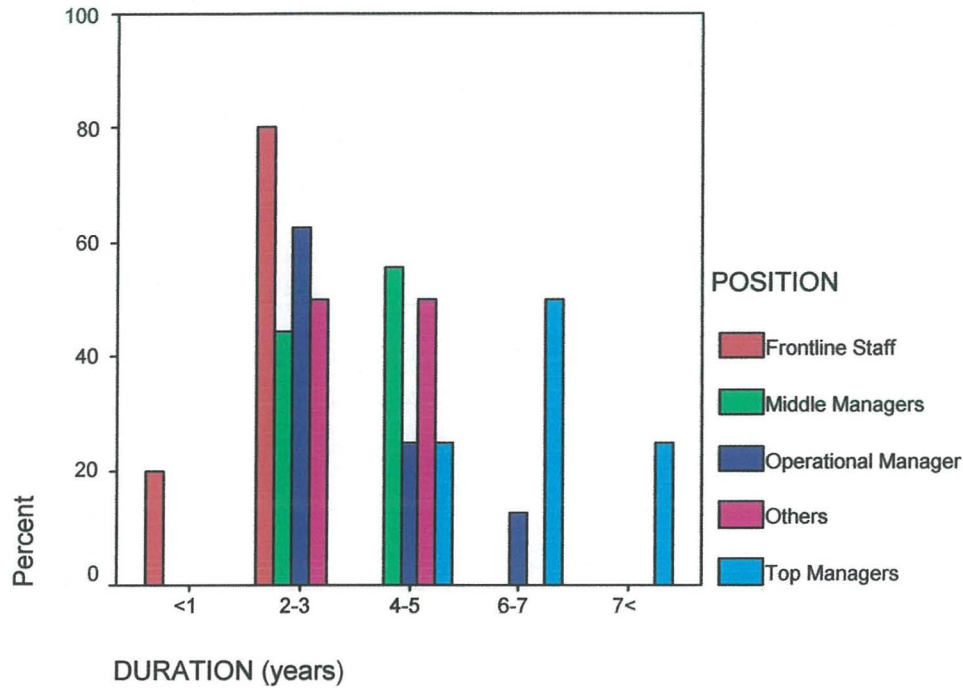


Figure 4.1: Respondents Position by Duration

Figure 4.1 indicate that 80% of the Frontline staff have been in the organisation for a periode of 2-3years, 60% of the middle manager have been in the organization for a periode of 4-5years, most of the Operation Managers have been in the organization for a period of 2-3years (60%) and Top Managers have been in the organization at least 4- 5 years.

Table 4.2: Cross tabulation of Position and Sex

POSITION * SEX Crosstabulation

		SEX		Total
		Female	Male	
POSITION Frontline	Stal Count	4	1	5
	% within POSITION	80.0%	20.0%	100.0%
	% within SEX	33.3%	6.3%	17.9%
	% of Total	14.3%	3.6%	17.9%
Middle	Count	2	7	9
Managers	% within POSITION	22.2%	77.8%	100.0%
	% within SEX	16.7%	43.8%	32.1%
	% of Total	7.1%	25.0%	32.1%
Operational	Count	4	4	8
Managers	% within POSITION	50.0%	50.0%	100.0%
	% within SEX	33.3%	25.0%	28.6%
	% of Total	14.3%	14.3%	28.6%
Others	Count	1	1	2
	% within POSITION	50.0%	50.0%	100.0%
	% within SEX	8.3%	6.3%	7.1%
	% of Total	3.6%	3.6%	7.1%
Top	Count	1	3	4
Managers	% within POSITION	25.0%	75.0%	100.0%
	% within SEX	8.3%	18.8%	14.3%
	% of Total	3.6%	10.7%	14.3%
Total	Count	12	16	28
	% within POSITION	42.9%	57.1%	100.0%
	% within SEX	100.0%	100.0%	100.0%
	% of Total	42.9%	57.1%	100.0%

The cross tabulation (table 4.2) shows that 80% of the frontline staff are female, 77.8% of all the middle managers are men, 75% of all top manager are also men. 42.9% of all the respondents are female, while 57.1 are male.

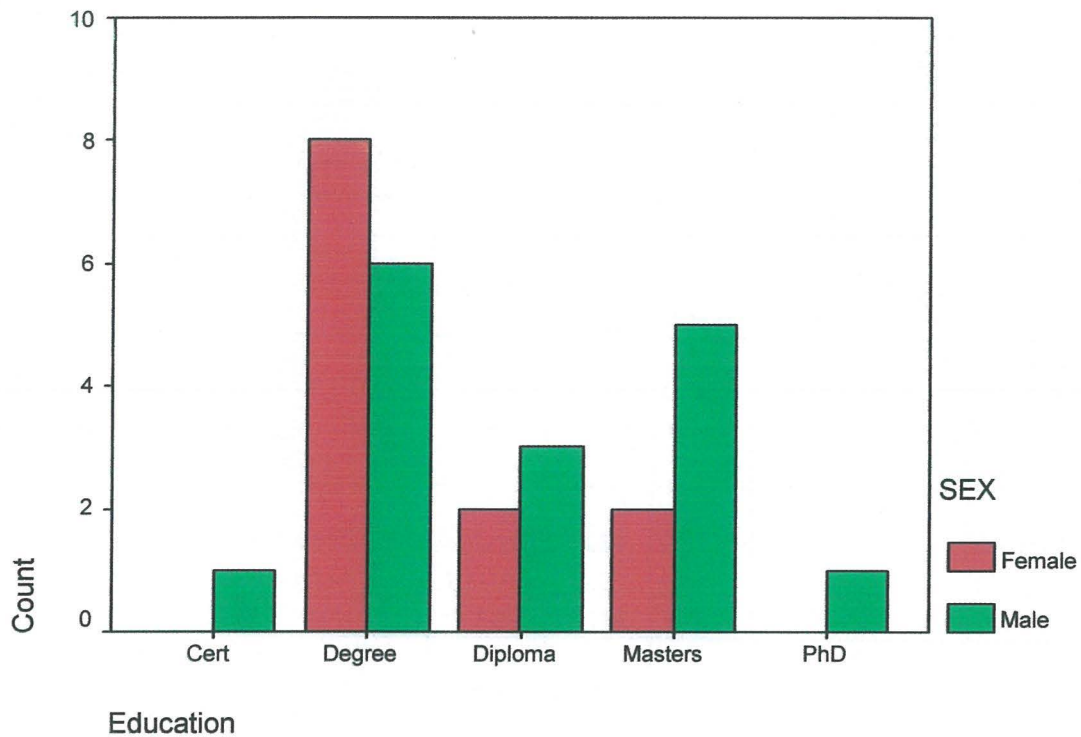


Figure 4.2: Education by Sex of Respondent

The cluster graph (figure 4.2) reveals that 8 of the female respondents have a degree; 2 have a diploma, and 2 have a master. On the other hand, 1 male has a certificate, 6 males have a degree, 3 males have a diploma, 5 males have a masters and 1 has a PhD.

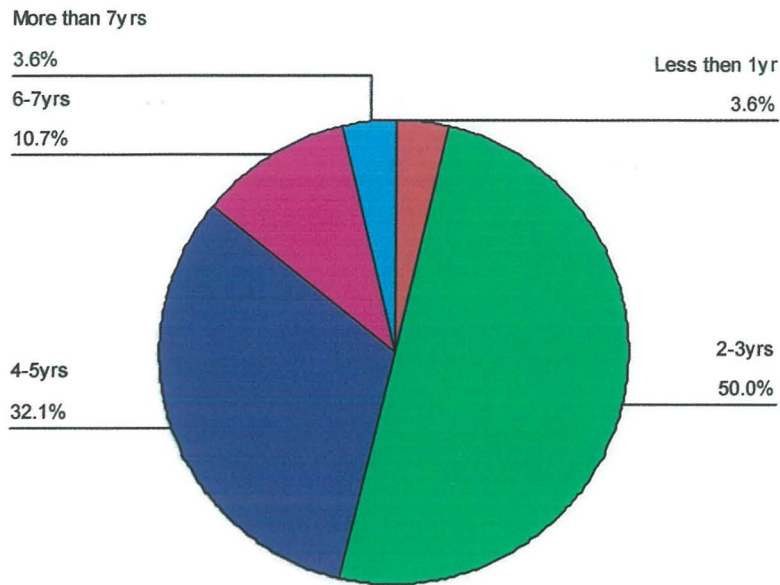


Figure 4. 3: Duration of employment of Respondent

The pie chart (figure 4.3) shows that 50% of the respondents have been in the company for 2-3 years which is the majority of my respondents, then comes 32.1% of the employee working in the company for the period of 4-5 years, then 6-7 years we have 10.7%, lastly we have less than one year 3.6% and more than 7 years 3.6% also.

4.3 OBJECTIVE ONE: TO IDENTIFY THE CORE VALUES ADOPTED BY ZAIN

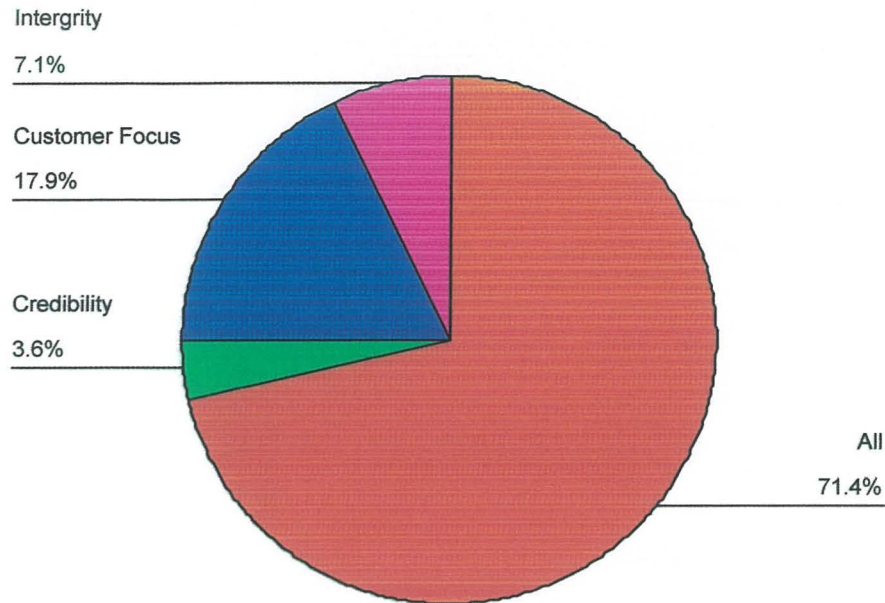


Figure 4.4: Core values adopted

The pie chart shows that 71.4% of the respondents said that the core value adopted by Zain Company is all the above (meaning Integrity, Customer focus and Credibility). 7.1% said Integrity is the core value adopted by Zain Company, 17.9% said that Customer focus and 3.6% said Credibility.

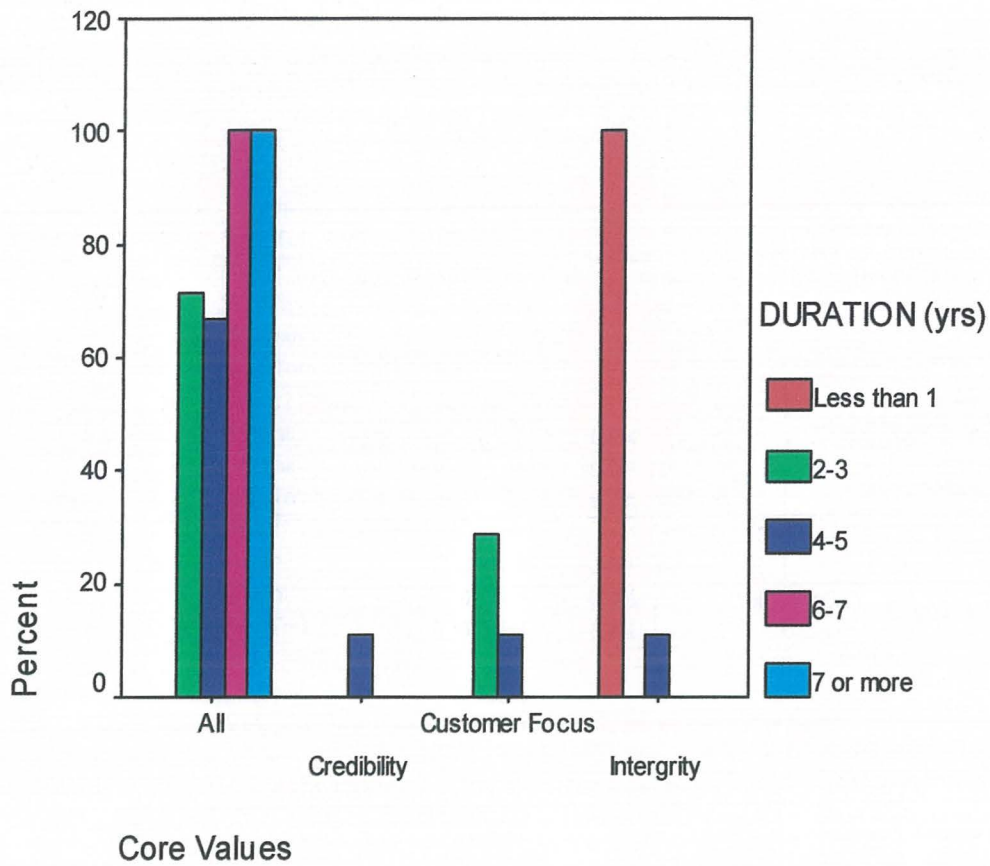


Figure 4.5: Core Values by Duration

Figure 4.5 shows that a 100% of the respondents being in the Company for less than one year said that Integrity is the core value adopted by Zain Uganda. However 100% of the respondents being in Zain for a period of 6 years and above said all the three values are adopted by the company.

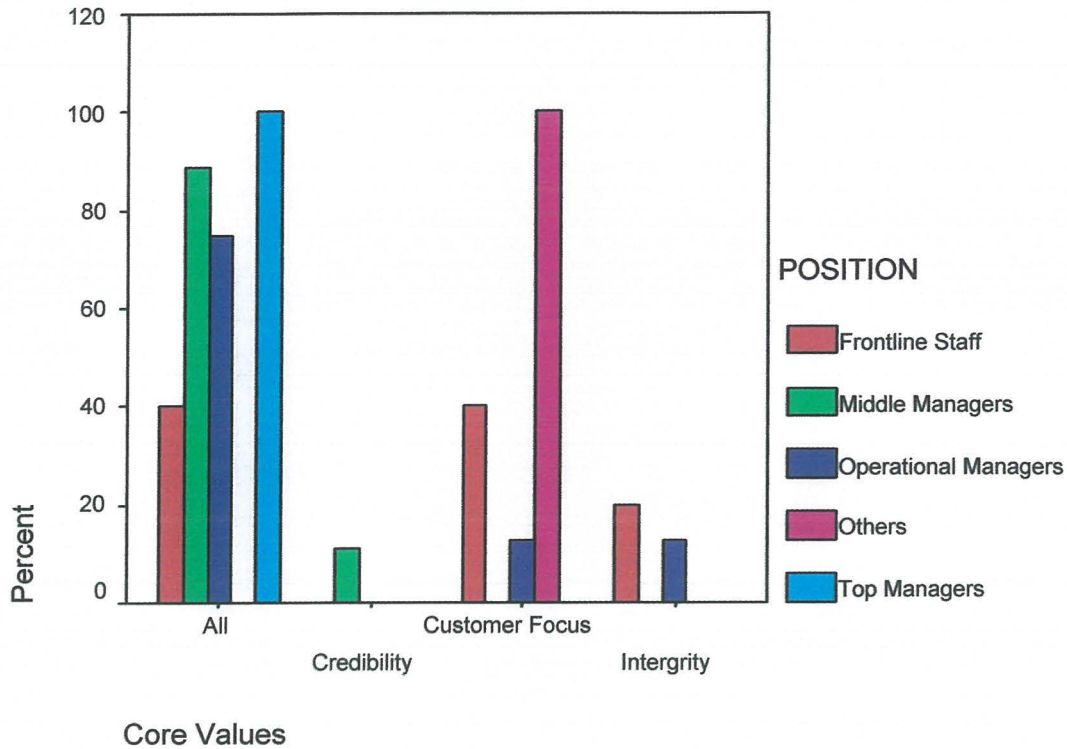


Figure 4.6: Core Values by Position

The cluster graph (figure 4.6) shows that 40% of the Frontline staff said that all the core values are adopted by Zain, 40% of them said Customer focus is adopted and 20% said Integrity. 100% of top manager believe all the core values are adopted by Zain, while 100% of others believe it was just customer focus that was adopted by Zain. 90% of middle managers said all the values are adopted and 10% said Credibility is the one.

4.4 OBJECTIVE TWO: TO IDENTIFY THE DEPT OF KNOWLEDGE ON THE CORE VALUES BY ZAIN EMPLOYEES

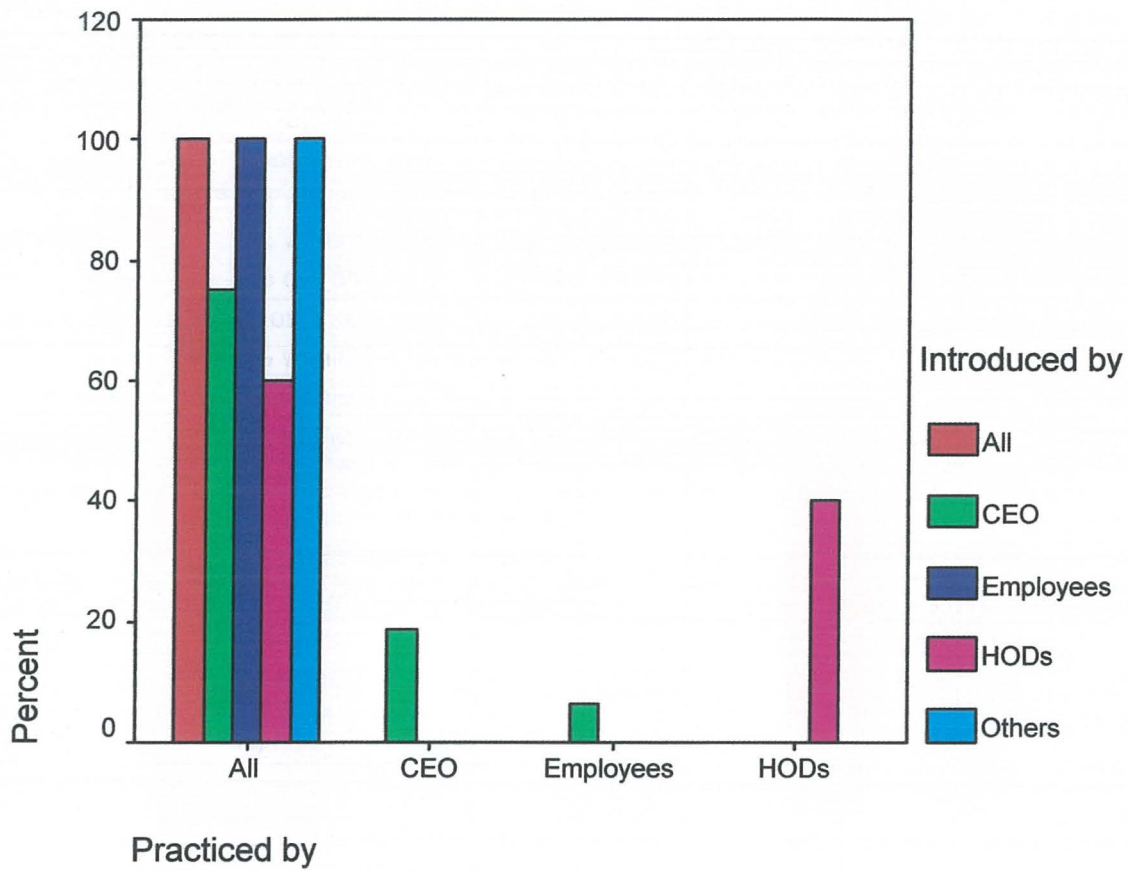


Figure 4.7: Core values practiced by Introducers

It is revealed by the cluster graph (figure 4.7) that the entire respondent who believed that core values should be introduced by all (100%), the employees (100%) and others (100%), all believed that the same core values should be practiced by all.

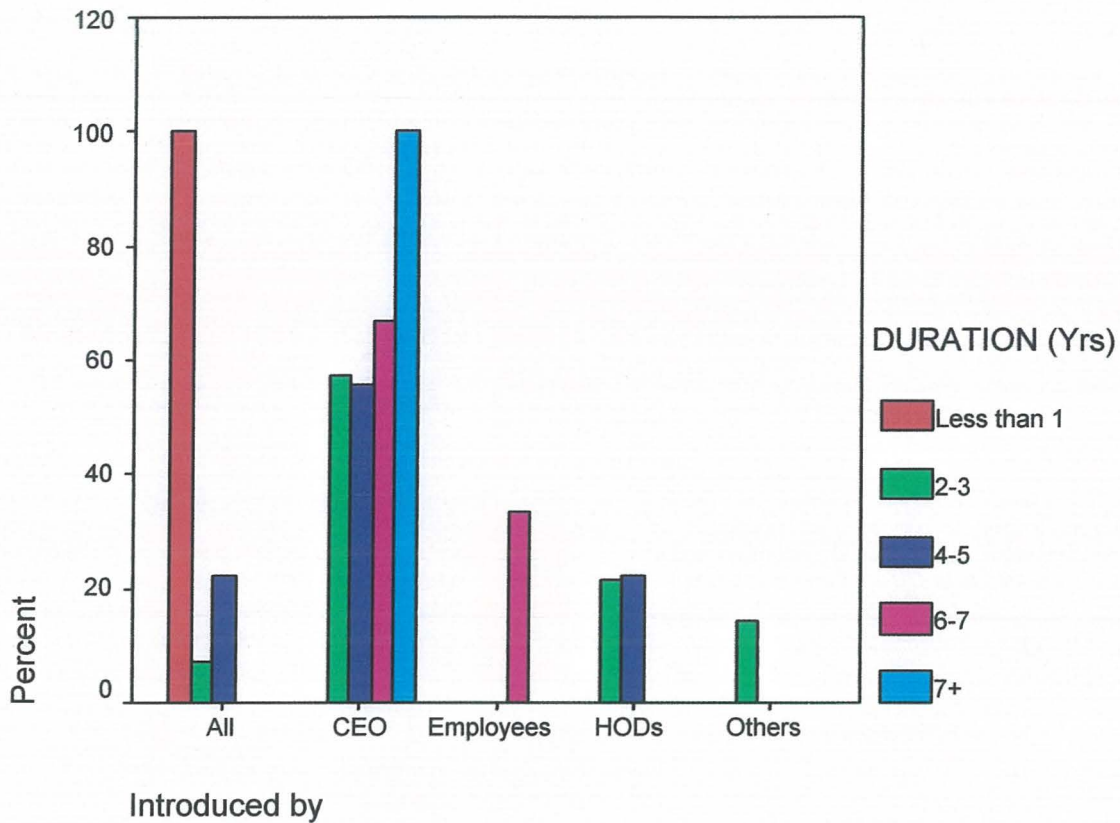


Figure 4. 8: Core Values introduced by Duration of employment

Figure 4.8 shows that a 100% of respondents who have been in the organization for less than 1 year believe that core values were introduced by all (CEO, HODs, Employees and Others), similarly all the people who have been in the organization for 7 or more years believe that the core values are introduced by the CEO.

Table 4.5: Cross tabulation of Position by Practice of Core Values

POSITION * PRACTICE Crosstabulation

		Are the core values practised by:				Total
		All	CEO	Employees	HODs	
POSITION Frontline staff	Count	3	1	1		5
	% within POSITION	60.0%	20.0%	20.0%		100.0%
	% within PRACTICE	13.6%	33.3%	100.0%		17.9%
	% of Total	10.7%	3.6%	3.6%		17.9%
Middle Managers	Count	6	2		1	9
	% within POSITION	66.7%	22.2%		11.1%	100.0%
	% within PRACTICE	27.3%	66.7%		50.0%	32.1%
	% of Total	21.4%	7.1%		3.6%	32.1%
Operation Managers	Count	7			1	8
	% within POSITION	87.5%			12.5%	100.0%
	% within PRACTICE	31.8%			50.0%	28.6%
	% of Total	25.0%			3.6%	28.6%
Others	Count	2				2
	% within POSITION	100.0%				100.0%
	% within PRACTICE	9.1%				7.1%
	% of Total	7.1%				7.1%
Top Managers	Count	4				4
	% within POSITION	100.0%				100.0%
	% within PRACTICE	18.2%				14.3%
	% of Total	14.3%				14.3%
Total	Count	22	3	1	2	28
	% within POSITION	78.6%	10.7%	3.6%	7.1%	100.0%
	% within PRACTICE	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	78.6%	10.7%	3.6%	7.1%	100.0%

Table 4.5 reveals that 87.5% of all operations manager believe that the values are practiced by all (CEO, employees, HODs), 66.7% of Middle managers, 60% of frontline staff and 100% of both top managers and other agree with this same view. This makes a total of 22 respondents which is 78.6% of all respondents.

The cross tabulation (table 4.5) reveals that 85.7% of all people who believed Zain practices all the core values (Credibility, customer focus, and integrity), believe the core values are introduced by the CEO and are to be practiced by all staff members.

Table 4.7: Cross tabulation of Position and display of core values

POSITION * DISPLAY Crosstabulation

			How important is it for leaders to display the core values?			Total
			Fairly	Very	Extremely	
POSITION	Frontline staff	Count		3	2	5
		% within POSITION		60.0%	40.0%	100.0%
		% within DISPLAY		20.0%	16.7%	17.9%
		% of Total		10.7%	7.1%	17.9%
	Middle Managers	Count		4	5	9
		% within POSITION		44.4%	55.6%	100.0%
		% within DISPLAY		26.7%	41.7%	32.1%
		% of Total		14.3%	17.9%	32.1%
	Operation Managers	Count	1	5	2	8
		% within POSITION	12.5%	62.5%	25.0%	100.0%
		% within DISPLAY	100.0%	33.3%	16.7%	28.6%
		% of Total	3.6%	17.9%	7.1%	28.6%
Others	Count		1	1	2	
	% within POSITION		50.0%	50.0%	100.0%	
	% within DISPLAY		6.7%	8.3%	7.1%	
	% of Total		3.6%	3.6%	7.1%	
Top Managers	Count		2	2	4	
	% within POSITION		50.0%	50.0%	100.0%	
	% within DISPLAY		13.3%	16.7%	14.3%	
	% of Total		7.1%	7.1%	14.3%	
Total	Count	1	15	12	28	
	% within POSITION	3.6%	53.6%	42.9%	100.0%	
	% within DISPLAY	100.0%	100.0%	100.0%	100.0%	
	% of Total	3.6%	53.6%	42.9%	100.0%	

The cross tabulation (table 4.7) shows that 50% and above of all respondents believe it is very important (53.6%) or extremely important (42.9%) that the organization leaders display core values themselves. Only one respondent considered it fairly important (3.6%).

Table 4.8: Cross tabulation of Role, competitiveness and display of core values

ROLE * COMPETIT * DISPLAY Crosstabulation

Displaying Values				Rate the competitiveness of Zain			Total
				1st	2nd	3rd	
Fairly	Role of Values on Competitiveness	Fairly	Count			1	1
			% within ROLE			100.0%	100.0%
			% within COMPETIT			100.0%	100.0%
			% of Total			100.0%	100.0%
Total			Count			1	1
			% within ROLE			100.0%	100.0%
			% within COMPETIT			100.0%	100.0%
			% of Total			100.0%	100.0%
Very	Role of Values on Competitiveness	Fairly	Count	2	3	1	6
			% within ROLE	33.3%	50.0%	16.7%	100.0%
			% within COMPETIT	25.0%	60.0%	50.0%	40.0%
			% of Total	13.3%	20.0%	6.7%	40.0%
		Very	Count	4	1		5
			% within ROLE	80.0%	20.0%		100.0%
			% within COMPETIT	50.0%	20.0%		33.3%
			% of Total	26.7%	6.7%		33.3%
		Extremely	Count	2	1		3
			% within ROLE	66.7%	33.3%		100.0%
			% within COMPETIT	25.0%	20.0%		20.0%
			% of Total	13.3%	6.7%		20.0%
		No idea	Count			1	1
			% within ROLE			100.0%	100.0%
			% within COMPETIT			50.0%	6.7%
			% of Total			6.7%	6.7%
Total			Count	8	5	2	15
			% within ROLE	53.3%	33.3%	13.3%	100.0%
			% within COMPETIT	100.0%	100.0%	100.0%	100.0%
			% of Total	53.3%	33.3%	13.3%	100.0%
Extremely	Role of Values on Competitiveness	Fairly	Count	2			2
			% within ROLE	100.0%			100.0%
			% within COMPETIT	22.2%			16.7%
			% of Total	16.7%			16.7%
		Very	Count	5	3		8
			% within ROLE	62.5%	37.5%		100.0%
			% within COMPETIT	55.6%	100.0%		66.7%
			% of Total	41.7%	25.0%		66.7%
		Extremely	Count	2			2
			% within ROLE	100.0%			100.0%
			% within COMPETIT	22.2%			16.7%
			% of Total	16.7%			16.7%
Total			Count	9	3		12
			% within ROLE	75.0%	25.0%		100.0%
			% within COMPETIT	100.0%	100.0%		100.0%
			% of Total	75.0%	25.0%		100.0%

Table 4.8 reveals that 41.7% of respondent, who feel it is very important for organization leaders to display core values, believe core values play a very important role in competitiveness and ranked their organization 1st in competitiveness.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0. INTRODUCTION

This chapter comprises of discussion, recommendation and conclusion by the researcher in regard to the findings. It also entails a conclusion to the whole research report as compiled by the researcher.

5.1. DISCUSSION

This research was embarked on to explore the strategic influence of core values on Multinational Corporation's competitiveness, with a special emphasis on Zain Uganda. To answer this question, the following three objectives were established:

1. To identify the core values adopted by Zain Uganda. By realizing this objective the research was able to identify the existence of core values in the organization. It was evident, according to my research that a majority of Zain Uganda's employees believe the organization adopted Integrity, Customer focus and Credibility as its core values and not just one of them, but all. This to some extent agrees with Heathfield (2008), who emphasizes that the characteristics of each individual in the organization will contribute to its core values. Unlike Goldsmith and Morgan (2004), the roles of leaders were fairly empathized, but not to the extent they claimed.
2. To identify the depth of knowledge on the core values by Zain employees. By realizing this objective the researcher developed a deeper understanding of the concept of core values, hence the basis on which its role on competitiveness can be identified. It is evident that all most of the employees of Zain believe that the core values of the organization were introduced by all and are to be practiced by all.
3. To evaluate the role the Core Values play in Zain Uganda's competitiveness. By realizing this objective the researcher was able to identify the fact that core values do play a role in Multinational Corporation's competitiveness. The research revealed that in all Zain employees believe that their core values played a 'very important' role in

their competitiveness. This agrees with Woolnough (2008), who emphasized the role of core values in making companies more effective and profitable.

5.2. CONCLUSION

Several conclusions can be dedicated, but as per the research question was to find out the strategic influence of core values on multinational companies' competitiveness using Zain Uganda as a case study. It is evident that core values has strategic role on Zain Uganda's competitiveness, hence we can conclude that the strategic influence of core values on Multinational Companies in a positive one, since it does enhance competitiveness.

The second conclusion drawn is the fact that within case study organization, the newer employees are not as familiar with the core values of the organizations, which could be a possible problem in the future. But the employees who have been on the organization do have a strong understanding of the organizations core values and its formation and adoption.

The final conclusion drawn is the fact that the research was able to identify that the main core values of Zain Uganda to be: Integrity, Customer focus and Credibility

5.3. RECOMMENDATION

It is the recommendation of the researcher that some more effort should be investing into inducting newer employees at Zain in order to enable them understand the core values of the organizations and better help them identify the specific core values that matter to Zain.

In order to better understand the true nature of core values on the strategic tools for competitiveness in multinational corporations it is the recommendation that farther research be conducted, using more multinationals, instead of one as in this study.

Another interesting area would be 'Identifying the role of cultural diversity and its influence on Multinational Corporations' competitiveness'.

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**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road, Kansanga * PO BOX 20000 Kampala, Uganda
Tel: +256 (0) 41 – 266 813 * Fax: +256 (0) 41 – 501 974
E-mail: admin@kiu.ac.ug * Website: http://www.kiu.ac.ug

**OFFICE OF THE DEAN
SCHOOL OF BUSINESS AND MANAGEMENT**

Date: 20th August, 2008

THE HUMAN RESOURCE MANAGER,
ZAIN UGANDA.

Dear Sir/Madam,

RE: KATOTO BULONZA REG.NO.BIB/9581/52/DF

This is to confirm and inform you that the above referenced, is a bonafide student of Kampala International University pursuing a Bachelor of International Business Administration programme in the School of Business and Management of the University.

Her title of the Research project is “THE STRATEGIC INFLUENCE OF CORE VALUES ON MULTINATIONAL COMPANY” A CASE STUDY OF ZAIN UGANDA.

As part of her studies (research work) she has to collect relevant information through questionnaires, interviews and reading materials from your place.

In this regard, I request that you kindly assist her by supplying/furnish her with the required information and data she might need for her research project and also by filling up the questionnaire.

Any assistance rendered to her in this regard will be highly appreciated.

Yours Sincerely,

**MR. MUSANA MICHAEL
AG. DEAN**

APPENDIX. C

BUDGET

ITEMS	AMOUNT (U,shs)
Stationery : -Papers -Pens	50,000/=
Transports	100,000/=
Phone calls	100,000/=
Internet Usage	30,000/=
Typing and printing	50,000/=
Miscellaneous	20,000/=
TOTAL	350,000/=