Influence of Culture on Participation in Decision-Making Processes: A Comparative Study between Yemeni and English Universities and Firms

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Abstract

This research empirically examines the influence of cultural participation in decision-making. It discusses the effect of cultural dimensions on the patterns of decision-making between some selected Yemeni and English organizations.

In investigating this concern, 20 decisions in four matched Yemeni and English organizations representing widely different cultures are compared and then analyzed through using a comparative case study to examine whether cultural or organizational factors can explain patterns of participation in decision-making processes at the level of organizations studied in both Yemeni and English cultures. The influence of cultural dimensions on these organizations manifests in the way organizations stress the importance of participation in decision-making processes. Participation is examined through involvement and influence elements.

The findings show that there are two patterns of participation in decision-making processes. These two patterns demonstrate participation framework for organizational processes in the two Yemeni and English cultures. Thus, the main contribution of this study, other than searching in limited area of research, is to provide an empirical investigation concerning participation patterns in decision-making in relation to Yemeni and English universities and textiles organizations. The framework suggested provides empirical explanation for patterns of participation in decision-making within organizations at the same culture, and then compared across organizational decisions processes in both English and Yemeni culture. These patterns of participation, along with other related organizational factors are discussed in more detail in this study.

تأثير الثقافة على المشاركة في اتخاذ القرار: دراسة مقارنة على الجامعات والشركات اليمنية والانجليزية

الملخـص

هذا البحث يناقش من خلال اسلوب المقارنة تأثير ابعاد البيئة الثقافية والعوامل المتصلة بطبيعة المنظمة على المشاركة في صناعة القرارات الادارية في الجامعات والشركات الانتاجية اليمنية والانكليزية.

ولتحقيق هدف الدراسة، تم اختيار ودراسة 20 قرارا في اربع مؤسسات يمنية وانكليزية متماثلة من حيث النشاط والاهداف في كل من اليمن وإنكلترا بهدف اجراء الدراسة عليها والوصول الى نتائج محددة.

لإجراء الدراسة، تم استخدام منهج التحليل الوصفي من خلال اسلوب الدراسة المقارنة بين نماذج اتخاذ القرارات في المؤسسات المختارة للدراسة لمعرفة تأثير ابعاد البيئة الثقافية والعوامل المتعلقة بطبيعة نشاط المنظمة على المشاركة في اتخاذ القرارات من حيث درجة المشاركة وتأثير المشاركين على مراحل صناعة القرار واتخاذ القرار النهائي.

اظهرت نتائج الدراسة ان هناك نموذجين للمشاركة في صناعة القرارات تشترك فيهما كل من الجامعات والشركات الانتاجية اليمنية والانكليزية. النموذج الاول يظهر نمط المشاركة في الجامعات اليمنية والانكليزية حيث تكون درجة المشاركة مرتفعة من خلال فرق العمل واللجان المختصة في بناء وتطوير مراحل القرار وصولا الى اتخاذ القرار النهائي. تلك المشاركة العالية مرتبطة بتأثير عالي ايضا على مراحل صناعة القرار حتى اتخاذ القرار النهائي.

النموذج الثاني للمشاركة مرتبط بالشركات الانتاجية اليمنية والانكليزية حيث اظهرت النتائج درجة مشاركة منخفضة خلال مراحل القرار وتأثير محدود للمشاركين الذين يمارسون ادوارا تقنية ومحددة تاركين سلطة اتخاذ القرار النهائي لقيادة الشركة الذين يلعبون ادوارا رئيسية في صناعة البدائل المتاحة للقرار واتخاذ القرار النهائي.

تلك النتائج والنماذج المرتبطة بها تعكس تأثير عالي للعوامل المرتبطة بطبيعة نشاط واهداف المنظمة مقارنة بالدور المحدود لأبعاد البيئة الثقافية على تحديد درجة المشاركة في صناعة القرار والتأثير المرتبط بطبيعة المشاركين في الجامعات والشركات الانتاجية اليمنية والانكليزية. تلك العوامل والابعاد تم تناولها بالتفصيل في هذا البحث.

1   Introduction:

Since the early 1980's researchers from different disciplines have shown great interest toward studying culture in relation to its components. This recognition in turn outlines the crucial role of culture in conducting any studies. This is so because culture tends to reflect the notion of studies in which they are conducted.

Culture specifically has been studied to indicate its effects through people's values and behaviors toward the applications of management theories and practices cross-nations (Klukhohn and Strodtbeck 1961; Hofstede 1980, 1994 and 2001; Bird and Stevens 2003; & Matic 2008). According to these authors among many others in the field, research in the field of cross-cultural management basically examined culture under two general lines of inquiries. The first argue that culture matters, whereas the second studied the concept and indicate that culture is overruled by other conditions.

Culture and Management Cross-Nations:

Culture is an abstract term, yet can be discussed in terms of dimensions and components which the notion of culture is interpreted. It is a terms used by social scientists for the people's whole way of life. This includes arts, beliefs, customs, inventions, language, technology, and traditions. According to Kroeber and Kluckgon (1952), who was amongst the first who used this term, culture is defined under 164 separate definitions. These definitions are the inclusion of knowledge, belief, art, moral, customs and other capabilities acquired by man as a member of society. Then, culture is examined under so many investigations. For instance, Geertz (1973) refers to culture as an implicit feature of social life, whereas this terms is discussed as an explicit social construct (Mead 1994), and as socially constructed system of shared beliefs and values (Bright and Cooper 1994). A second view of culture is reflected by elements such as economy, policy, religion and family (Cuplan 1991). A third view discusses culture at a macro level of focus, which examines the relationship between culture and organization, and at a micro level of focus which investigates similarities and differences in attitudes of managers in different cultures (Smircich 1983).

2-1 Culture and Organizations:

Generally speaking, many studies have been carried out in different areas of management with great restrictions to their environment. Recently, however, more were detected to examine culture across-nations. Among those studies, are the crucial ones applied to the management field that is, what type of managerial practices is in one country and then in different countries

(House et. al., 2004; Bredillet et al., 2009; Hofstede 2010; Greckhamer 2011; Berger, 2014, among many others in the field).

Culture also is discussed as a pattern of shared behavior in an organization and decision making. According to Greckhamer (2011) and Berger (2014) culture is defined as a pattern of thinking and behavior, and belief, emotion, and expectation, which is shared by the individual members. These elements in turn, produce norms that shape the individuals and groups within organization. This view toward management has led to many investigations about the characteristics of management with respect to their immediate environments. Further, this thought was represented by scholars as cultural differences toward managerial practices. Among those scholars are: Kroeber and Kluckgohn (1952); Thompson (1967); Whitely and England (1977); Hickson and Lammers (1979); Hickson et al., (1981); Smricich (1983); Alder (1991); Whitley (1992, 1994); Hofstede (1980, 1984, 1994, 2001, and 2010); Hofstede and Bond (1984).

Yet one can examine culture with respect to management under two main schools of thoughts.

The first thought toward culture is looked at as the national culture, which reflects ways in which people organize their activities including those of organizational ones. These types of aspects have been investigated for a long time. According to Hofstede (1980, 1986, and 1994) culture is manifested by the symbols and values of certain society. Both symbols and values are learned and, then can be transferred from a generation to another and so do the differences in values dominant in certain culture or regions as compared to others. In his studies on IBM multinational company covering over 55 countries, Hofstede (1980, 1984, 1991, & 1994) developed a cultural dimensions model for cultural values which differ across cultures. These dimensions are: individualism-vs-collectivism, power distance, uncertainty avoidance, masculinity-vs-femininity, and long term of orientation. The notion of these dimensions indicates differences between different cultures. Thus, management would necessarily result in variation in managerial practices and patterns.

The second approach examines culture as a unit or character or on organization to represent the notion of culture in which people run organization (Williams 1981; Tayeb 1988; Pugh 1990, and Balight 1994). Among the devoted studies toward this thought, there is the "Aston studies" which have developed across-national methodology in examining what is meant by culture and its components. They argue that there is a stable relationship between organizational characteristics and their contextual variables across-societies.

The two views mentioned above theoretically assumed to have a great impact on decision-making processes in such a way as to reflect their cultures in which organizations operate. This

theoretical conclusion, therefore, assumes that patterns of participations in decision-making processes vary between Yemeni and English organizational decisions. This is so due to the differences that exist between Yemeni and English cultures.

2-2 Culture, Organization, and Decision-Making:

Culture is studied to find out similarities and differences in participation and in managerial practices as in general. These similarities and differences are reflected on people's behavior toward managerial processes. This view is outlined in many studies, among those one, Smirich (1983); Hickson et al., (1981); Hofstede (1980, 1984, 1991, 1994 and 2001). Under this view, culture is looked at as a major influential factor in constituting people's behavior toward managerial practices to the extent that each type of culture is reflected by those organizational behavior and values (Hofstede 1991, 1994 and 2001).

In this study, culture is examined through cultural dimensions, namly power distance, uncertainty avoidance, and individualism and their influence on decision-making, Hofstede (1994).

Based on cultural perspectives, Yemen among other Arab countries, is classified as a culture with high power distance, a great level of uncertainty avoidance, and more collectivism. Therefore, organizations would be characterized by centralized decision-making, and authoritarian managers, Mendenhall et al. (1995). Thus, subordinates expect to be told what to do in decision-making processes. This means people's participation would be less in decision-making processes (Hofstede 1991, and 2001).

If there is some degree of involvement in Yemeni culture, this would refer to the development and implementation stages. The reason is the belief that making a decision is constantly pushed upward in the organization. The cultural explanation is due to the power distance that exists between top-bottom management. Thus, people's participation in decision-making is minimized, with subordinates acting with defense and obedience in the formal hierarchy (Al-Faleh 1987). With respect to uncertainty avoidance, people in Yemeni organizations are threaten by ambiguity, and consequently, they avoid involving in any decision processes. Also, Yemeni organizations, as being a high collectivism culture, tend to emphasis the roles of group in decisions, actions and works (Hofstede, 1994).

English organizations, by contrast, would encourage people to participate in decision-making processes. This is so because English culture is associated with less power distance and lower level of uncertainty avoidance (Hofstede 1991, 1994 and 2001). Therefore, British organizations tend to incorporate rules and procedures which allow individuals to take initiatives, make decisions, and work on their own without continual reference to the collective, (Punnett and Ricks 1997).

With respect to individuality, people make decisions more quickly as compared to people in collective culture like in Yemen. The variation of cultural factors, however, reflect the patterns of participation in decision-making processes in Yemeni and English organizations.

2-3 Decision-Making Processes:

Decision-making processes can range, in the degree of formality and the level and number of people involved, from routine orders placed by an appropriate department to selecting alternatives by senior managers. The nature of decision-making often depends on a combination of significance of specific situations, in which decision all about in relation to its objectives. Also, the process of decision-making can be defined as a series of actions or operations leading to an end. This end is the solution of the problem, i.e., implementing the decision (Almarani 1993). Further, decision processes are discussed as a set of actions and dynamic factors that begin with identification of a stimulus factors with specific commitment to action (Hickson et. al., 1986; Cray et. al., 1991; Cohen et. al., 1972; Butler 1991; Gore et. al., 1992; & Mintzberg et. al., 1976).

2-4 Decision-Making and Participation:

Participation is discussed to examine people's involvement in decision-making processes, which may vary between organizations. The variation in decision-making with respect to Yemeni and English organizations is due to either cultural differences that exist between the two countries and/or alternatively because of differences in organizational factors. In either way, decision's variation and pattern are examined as to find out whether culture or organizational factors can explain patterns of participation in decision-making.

Participation is tested by people's involvement through decision-making processes. i. e., recognition (initiation), development, and making the choice (authorization), Simon, (1947) and Mintzberg et al. (1976). Participation is also discussed in terms of two consequences stages. First, involvement, which refers to the number of participants in the processes and their roles in providing ideas and thoughts in order to develop decision-making processes. Second, is influence, concerning the ability of participants in shaping both processes and outcomes (authorization).

3 The Research Problems:

Studying culture and its effects on management in different nations has shown increasing interests by many scholars. According to Hofstede (1980; 1990; 1991 and 2001) culture plays major rules in shaping patterns of management in such ways to reflect the nations they operate

with in. This view and interest toward studying culture is well addressed by Hofstede, as first well known for Cultural dimensions, which are being used, justify such management patterns across cultures. For example, Hofstede (1980; 1990; & 2010) conducted the well-known (IBM) study, which was based on some US organizations and their subsidies over 50 countries and developed his cultural dimensions to justify patterns of management across nations.

The research problem is studied by examining the question: to what extent can cultural dimensions and theories effect the types of decision-making processes in the four English-Yemeni organizations studied in this research.

In examining the research question, the main concern was to find out through empirical investigation the role of culture and/or organizational factors, which shape the patterns of organizational decision-making. Especially with respect to participation processes between Yemeni and English organizations selected in this study.

 To overcome these elements, this research is designed to achieve the objectives stated in the following section.

4 The Research Objectives:

By investigating the problems raised in this study, the focus, therefore, is to achieve the following objectives:

To discuss the effect of culture upon managerial practices, specifically on participation in decision-making processes with respect to the selected organizations;

Examine the patterns of participation related to both cultural dimensions and organizational characteristics;

To build up a theory concerning the impact of both culture and organizational factors toward management with a view to gain more understanding of management thinking and practice across-nations.

To develop a general module for participation in organizational decision-making processes based on the research findings and discussion in relation to Yemeni and English organizations studied.

To achieve the stated objectives, the study seeks to identify some variables in which the spirit of cultural and organizational factors at the micro-level of two pairs of organizations in both Yemen and England. These elements are discussed as the framework of cultural dimensions effecting patters of decision-making processes.

5 The Framework of Cultural and Organizational Decision-Making:

The framework outlines participation in decision-making in terms of two factors that is involvement and influence. It discusses participation as a function of cultural dimensions to test the extent to which power distance; uncertainty avoidance and individuality cultural dimensions can affect the patterns of participation. This is so to investigate whether cultural dimensions can explain the patterns of participation processes across the four organizations.

In examining the proposed cultural theoretical framework, the study aims to develop a general model in which the participation patterns in decision-making processes are explained.

<u>Cultured and Organizational Decision-Making</u>

Figure 1. The framework of the study

To examine the conceptual cultural framework, this research relies on qualitative analysis to provide comparative case studies between four organizations, two matched Yemeni and two English. A university and textile in each country were conducted.

6 The Research Methodology:

This research relies on qualitative and quantities analysis to provide comparative case studies between four Yemeni and English organizations, two pairs of related universities and textile organizations. While quantitative analysis is used to examine patterns of participation in decision-making, qualitative analysis focuses on justifying types of participations related to their organizations.

The overall research strategy used in this study combines the exploratory opportunities provided by a qualitative case study approach with the opportunities for comparison between organizations and decisions within organizations provided by the qualitative aspect of the study. The overall approach, therefore, is that of comparative case studies.

Qualitative approach is considered as an essential tool to explain factors and ways in which patterns of decision-making processes are explained. This approach is used in this study to generate detailed comparative studies related to patterns of participations in decision-making processes between the Yemeni and English organizations studied, as being the main concern of this research.

The research methodology is also, quantities method through using interviews to collect data and information needed to generate comparative case studies in the four Yemeni and English organizations.

Both qualitative and quantities methods were used in this study which enhances ways of reasoning by which the research problem is conceived and the research study is conducted. These ways, according to Burgess (1991), indicate the logic of acquiring insights, identifying decision topics, as well as a means of data collection, leading to findings which can be evaluated.

6-2 Research Design for the Comparison of Cases:

The research design of this study consists of two dimensions of culture and organization as to assess the impact of cultural dimensions (CD.s) upon decision-making processes. Hence, fairly simple two-to-two sampling matrix is used to provide a systematic way of selecting the organizations to be studied in a comparative case study approach.

The study design is used to ensure that we can examine the variation in decision-making processes with the variation in culture and organization. The two dimensions and their associated organizations are shown in figure (2).

Yemen England Culture Organization

Yemeni University	English University
Yemeni Textile	English Textile

Figure 2. The study design

6-3 The Process of Selecting Decisions

There was a wide range decisions in each organization, which then have been matched with other similar organizations in other cultures. Five decisions were selected in each organization matched, as far as possible, for topics. The four organizations and their associated decisions, which were selected, are shown in Table (1).

Table (1) Types of Organizations and Decisions Topics

Organizations	Types	Decisions Topics
Educational Institutions Yemeni University English University	**Public** **(Service)**	1- New Program/Branch 2- Senior Appointment 3- Computerization 4- Graduate (higher) Studies 5- New School/College
Textile Firms Yemeni Textile Company English Textile Company	**Private** **(Production)**	1- New Branch 2- Manager Appointment 3- New Technique Machines 4- Re-allocation Site 5- New Clients/Customers

The decisions shown in Table 1. were selected based on accessibility and functional equivalence across the four organizations in both Yemeni and English cultures as to generate practical investigation in which the patterns of decision-making processes in relation to their associated factors can be explained. According to Frey (1970), it is vital for researchers to understand the complete meaning of their operations as to match a related sample to study and to compare management practices in different cultures.

For the current research five key decisions in each organization in both Yemeni and English cultures were then selected, leading to a total of 20 decisions representing the sample of the study. These decisions were concerned with major events (i.e. critical incidents), which had a major effect on organizational strategies and objectives. The decisions were considered from the perspectives of senior managers within their organizations. Hence, the methodological strategy uses the decision episode, in the sense that decisions are taken as a sample of the life within an

organization and that by analyzing enough decisions it would be possible to build up a picture of the organization. This is then, enables an aggregation of data from decision level to organizational level.

6-4   The Process of Approaching Sample:

Subjects were approached by introduction letter, which explains the importance of the study and a request for participation. After receiving a positive interest, a telephone was made or alternatively a fax or email was sent to ensure the time and place for the interview. Following interview, a thank-you letter was sent to each participant in the field of the study.

6-5   Data collection

Data were collected by means of personal interviews with key managers guided by semi-structured questions. All interviews were taped-recorded and then transcribed. The information obtained generated much information about managerial practices more specifically decision-making processes and background. The decision-making processes as well as other related aspects were more oriented toward qualitative in nature. This is so importance in order to describe the patterns of participation in decision-making.

6-6   Research Data Analysis:

The techniques applied in this research involves a combination of quantitative and qualitative analyses of data at a decision level of analysis and, from this; a picture of a decision-making and managerial practices in each organization emerges. The influence of cultural and organizational characteristics can then be examined.

A simple form of analysis of variance, based on means for the variables, is used for comparison. Some interactions between the variables are also discussed. These variables are involvement and their influence, in decision-making; more specifically they were analyzed in terms of the three stages of decision-making processes, initiation, development and choice for final decisions.

The analysis therefore, , involves collective of data from smaller units of analysis to larger units, and in order to achieve this, it has been considered sufficient to use the principal statistic of the means, is justified on the basis of small number of decisions per organization. In addition, more qualitative data are also analyzed by using a case study approach. Both quantities and qualitative techniques were applied in order to provide comparative case studies based on content analysis. Content analysis is a method which uses a set of procedures to make valid inferences from text (Lewis-Beck, 1994). This contributes to building a conceptual framework by which the

variables were examined in relation to the selected sample of organizations and their associated decisions.

Having detailed the scope of the conceptual framework and research design, these elements were applied to build up a discussion of the case studies. The discussion is mainly focused on cultural and organizational dimensions and their implications in patterns of decision-making processes, both of which are discussed in in next section.

7 The Research Findings:

Findings are discussed as to examine the research question concerning the effect of cultural dimensions on patterns of participation in decision-making processes between the English and Yemeni organizations studied.

Participation in decision-making processes was examined in terms of involvement through decisions processes, and their influence in selecting the final decisions. While participation refers to the number of people involved through decisions processes by using the average means, influence was assessed by the participants ability in developing all decisions processes and selecting the final decisions by using (1-5) Likert Scales. According to Sekaran, (1998) the 1-5 Likert scales is a good method to differentiate between high-low Power of participants in shaping all decisions processes and their outcomes.

The number of people involved in all decisions processes, along with their influence, was calculated by using median approach. The median approach is considered to be among best methods for ranking the average value for each stage of the decision process (Silver, 1994; Black, 1994; Whitehead and whitehead, 1984; & Levin 1987). It is a useful technique as to compare patterns of participations in decision-making processes, since it reflects values of data in all decision-making processes and their related observations. The collected median for decision processes is shown in Table 2.

Table 2. Median calculation for participation in relation to influence

Organization	Decision	Part. 1	Part. 2	Part. 3	Inf. 1	Inf.2	Inf.3
English University	1-5	6	10	3*	4	4	5
English Textile	6-10	3	6	2**	5	3.5	5
Yemeni Textile	11-16	3	4	1**	5	3	5
Yemeni University	16-20	8	14	2*	4	4	5

Part.= refers to the actual number of participants in searching, developing, and selecting decisions, Inf.= reflects the ability of people in influencing decision-making processes using 5-point scales

*= refers to group participation in both English and Yemeni Universities.

**= refers to individual participation in both English and Yemeni firms.

Chart. 1 Median Findings across English and Yemeni Organizations
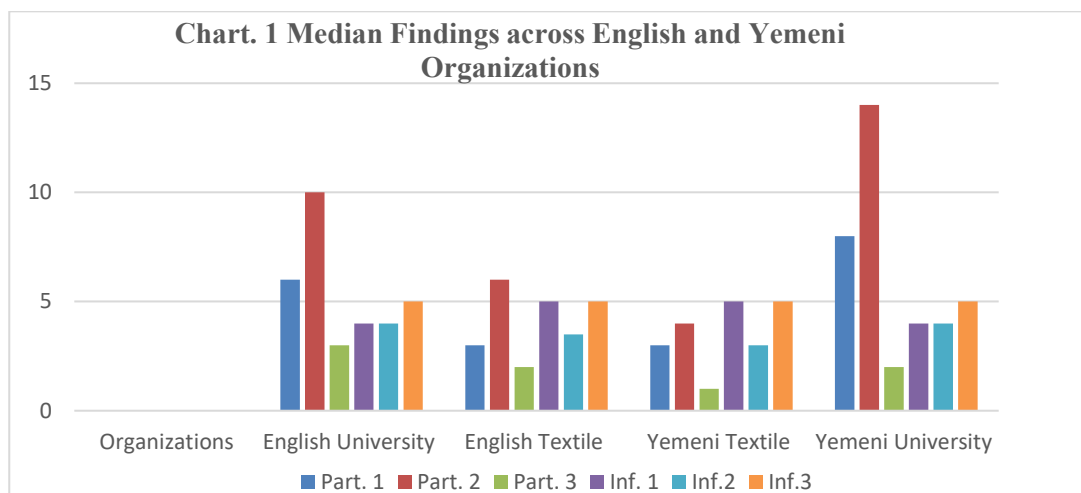
7-2 Culture and Participation in Yemeni and English Organizations:

In examining participation in decision-making processes, this research used the collected data and other related information about the decisions studied, as to generate a qualitative analysis in building and comparing patterns of participation and their stories in which all decisions processes were initiated, developed, and then authorized across the four English and Yemeni organizations.

7-3 Participation Patterns in English Organizational Decisions:

1- Participation in English University Decisions:

Findings of participation in English university decisions show that, the number of involvements increases through decision-making processes. The average number for people involved through decision-making processes ranges from (6-20). The number of participants during selecting process is also increased but by means of group teams and functional committees. These teams and committees range from 20-25 participants, referring to technical, functional and university council committees. Therefore, the findings of involvement in English university reflects a pattern of more participation through decisions processes, which can support cultural theory that English culture, with less power distance and lower level of uncertainty avoidance, would encourage more people to participate through decision-making processes.

2- Participation in English Textile Firm:

Findings in English textile firm show that, involvement ranges from (3-4) participants during initiating and developing stages of decisions processes, before decreases in selection process (2). This pattern of involvement in English textile reflects a lower participation in decision-making processes as compared to English university (i. e., 3-4 as compared to 6-10, respectively). This indicates that people are encouraged to participate in university organization more than in textile ones. Thus while findings of English university has been culturally supported, textile firm was not.

In comparing participants in English university and textile organizations, findings show that there are two stereotypes of participation. The first is the university pattern, which reflects more participants through decision processes. This pattern refers to group participation during initiating and developing processes and functional teams and committees during selecting decision processes.

The second pattern of participation is the textile firm one, which shows a pattern of moderately more individual participants during decisions processes, before it decreases in the selecting processes. These findings of participation patterns in relation to their influence are shown in Table 2.

7-3-2 Influence in Decision-Making in English Organizations:

1- Influence on English University:

Findings show that the ability of university participants tends to have more say in both processes and their outcomes more than those of textile ones. The degree of influence findings ranges from high (4) to extremely high (5) in the 5-points scales of importance. These degrees of importance were exercised by means of group influence upon decision-making processes. The degree of importance for all decisions is shown in the findings in Table 2.

2- Influence on English Textile Firm:

Findings show that there is a pattern of extremely high influence during initiating and selecting final decisions. This pattern is related to top managers who have the final say about decisions (i. e., 5 extremely high in initiating and selecting processes). Also, findings show moderate influence for participants (3.5) during developing stage, since participants are involved to develop limited designed tasks in certain stages of processes. Thus, people are involved to exercise their ability in directing decision processes but in association with limited and technical tasks, leaving the final decisions to be decided by those top managers who control the firm.

7-3-3 Influence on English University and Textile Firms Compared:

Comparing patterns of participation and their influence, the English university show more involvement in decisions processes than the case of textile firms in shaping decision processes and their outcomes. Findings show that there is a high participation in university who would play major roles during the decisions processes and their final outcomes. They exercised their rules by means of group of functional and hierarchal committees, whereas the pattern of influence in textile firm shows that participants play limited designed rules in processes, leaving the final decisions for top managers who have the power in deciding about the final decisions.

7-4 Participation in Yemeni University and Textile Firms:

1- Participation in Yemeni University:

Findings show a relative tendency of high involvement in university decisions more than the number of involvements in textile firm within Yemeni organizations. Findings indicate that the average of involvement ranges from (8-14) in the case of university decisions compared to (3-4) in the case of textile firm.

Participants in Yemeni university are involved to play important roles in shaping all decisions processes leading to selecting final decisions. They exercised their rules by means of group teams and functional committees.

2- Participation in Yemeni Textile Firm:

In examining patterns of participation in Yemeni textile decisions findings show that there is less participants during decision processes as compared to participants in the case of university decisions. The number of participants in the textile firm ranges from (3-4) during initiating and developing processes, respectively. They involved in the decision processes to play major roles but limited to technical tasks through decisions processes.

In comparing patterns of participation between Yemeni organizations, findings show patterns of high involvement in university decisions (8-14), as compared to less involvement in the case of textile ones (3-4). Findings also show that, while people are involved in university based on status of group teams and functional committees to play major roles in developing all decisions processes, participants in textile firm, by contrast, are involved based on their technical experience to develop technical tasks in limited stages of decisions processes.

7-5 Influence on Yemeni University and Textile Organizations:

1- Influence on Yemeni University:

Findings show a pattern of high to extremely high influence for participants in university decisions in shaping all decisions processes as well as their final decisions, (4, 4, and 5). That is to say, participants in university decisions are involved to play major and continuing rules through decision processes by means of group teams works and functional committees.

2- Influence on Yemeni Textile Firm:

Findings in Yemeni textile firm show a pattern of moderate influence for participants (3), since they are involved to perform designed and limited tasks, leaving the selecting final outcomes of decisions processes for top managers who play extremely high influence (5), in deciding about final decisions.

In comparing influence between Yemeni university and textile organizations, findings show high influence in selecting final decisions in both Yemeni university and textile organization, but the notion of influence is exercised by different means. While influence in university decisions was exercised by group influence, influence in the textile firm, by contrast, was exercised by different individuals. This conclusion is relatively similar to the story of English organizations, in which group influence is seen higher in university organization as compared to individual influence in textile firm situations.

7-6 Participation Patterns in English and Yemeni Organizations:

Participation was discussed in the last section in terms of people's involvements in relation to their influence played through decisions processes for each English and Yemeni organizations. The findings show that participation in university decisions tends to be higher than participation in textile ones in the two matched pairs of English and Yemeni organizations. The findings also indicate two patterns of influence. The first pattern is related to English and Yemeni universities influence, which relies on group team works and functional committees in shaping all decisions processes including decisions authorization.

The second pattern is the English and Yemeni textile firms influence, which relies on individuals' top managers who have the power to direct all decisions processes and select final decisions (see Table 2 for more details). These findings provide through empirical investigations an explanation for patterns of participation other than what cultural dimensions and their related theories suggested which raises the need for examining patterns of participations between the related English and Yemeni organizations in relation to their actual stories in which the types of participations in decisions processes can be explained.

In comparing participation patterns in English and Yemeni organizations, the findings shown earlier in table (2) were further calculated by using the average Median for all decisions in the four English and Yemeni organizations as to compare patterns of participation in all organizations. That is so as to make a comparative analysis for patterns of participation and their influence at the level of organization in both English and Yemeni cultures. The calculated means for findings are shown in Table (3).

Table 3. Median of Participation and influence in English and Yemeni organizations

Organizations	Participation Median	Influence Median
English University.	6.5	4
English Textile	3.5	5
Yemeni Textile	3	4.25
Yemeni University	9.5	4

Finding in Table (3) show that, participation in English university is higher than in the English textile firm (i.e., 6.5 and 3.5, respectively). These findings indicate that, while culture

tends to be reflected in the case of English university; yet cannot explain variation in participation between English university and textile organizations. Rather, the findings indicate two patterns of participation related to both organizations. The findings thus, provide different explanations for participation that cultural theories indicated. Rather, the overall findings show patterns of more involvement in university decisions, compared to pattern of less participation in the case of textile firms. These patterns of participations are relatively shared between the two matched pairs of English and Yemeni organizations. These patterns of participations, in practice, however, leave the concept of culture undeveloped (Smircich, 1983).

According to the findings shown in table 3, participants in university organizations in both English and Yemeni cultures tend to be higher (i.e., 6.5- 9.5) than the case of textile firms (i.e., 3-3.5). Findings also show a relative tendency of high influence across the four English and Yemeni organizations, (4 highly to extremely high 5), but the notion of influence is exercised differently. While influence in universities is shared among participants and exercised by means of group participations, influence in textile firms, by contrast, refers to individual top managers who have the final say in deciding about decisions.

Based on discussion of the overall findings, the research question to what extent can culture effect patterns of participation in decisions processes in the English and Yemeni organizations supports limited extent of culture on participation in decision-making processes. Rather, findings indicate two relative patterns in participations between the similar English and Yemeni organizations. That is to say, in examining the cultural dimensions and their effects upon management and more specifically, participation in decision making processes across the four Yemeni and English organizations examined in this study, the findings show less impact against the rules of culture on decision-making and organizations, as indicated by Hofstede's cultural dimensions and their related studies. This conclusion is supported by limitations raised against Hofstede's cultural dimensions and findings (Mendenhall et al., 1995; Matic 2008; & Ouellet et al., 2015), among many others. They indicate that not only Hofstede's cultural dimensions and findings are outdated, but also culture values are changing over times and thus, organizations can interact and retain individuals' value systems that fit into organizational culture (Mendenhall et al., 1995; Jones, 2010, & Robbins, 2011).

moreover, the findings of this research are supported by Whitely studies and their findings (1992 &1994). In his studies for business system, Whitely concluded that organizations with relative activities, and internal system of organization and management tend to constitute a

business system model that can be shared between organizations within related industries. This conclusion supports the current research findings that patterns of participations tend to be shared between related English and Yemeni universities and textile organizations.

These aspects along with other related elements are examined in this research under organizational factors as to provide empirical investigations and explanations in which patterns of decision-making processes in the related English and Yemeni organizations can be justified. These elements along with other related factors are discussed in the next section.

8- Organizational Factors and Participation in English and Yemeni Organizations:

The organizational factors in relation to participation patterns are examined under four main elements as follows:

1- Type of Structure: university is formed to provide general activities and programs for diverse needs and objectives, Therefore, the university tend to adopt an organic structure, which reflects minimum rules and procedures and distribution of authority between group teams and functional committees. Whereas textile firm is performed to provide technical tasks for achieving specific needs and objectives, and thus it tends to adopts a mechanical structure, which reflects detailed rules and procedures in performing its managerial practices, more specifically decision-making processes.

2- Rules of Involvement: people involved in textile firms tend to be more technical oriented and thus, instrumental tasked. This is so since textile firms perform their activities to serve a very determined need and customers (Mendehall et al., 1994). Therefore, experience was a key issue in deciding who should get involved. By contrast, involvement in university organizations is different. The rules were due to status and functional. In addition, if there are any rules, they are kept to minimum as possible because these limited rules can be changed through the decision development.

3- Standard Procedures, referring to the direction of processes which reflect whether people would follow specific procedures in involvement or not. These issues were so clear in the case of textile firms to the extent that compassion with universities cannot be made. In fact, standard procedures in the case of university organizations are felt to be initiated through the decisions development.

4- Formality was examined to the degree to which both rules and procedures of decision-making were explained and written down. Both issues are stressed in textile firms more than

those of university ones. In fact, people within textile firms tend to work with detailed written rules and procedures.

These organizational factors tend to explain variation in participation patterns between the four Yemeni and English organizations. These organizational factors relate the patterns of participation in decision-making to the types of activities, objectives, and structure, which can be shared between similar Yemeni and English universities and textile firms. These factors are summarized in Figure 3.

In comparing the overall quantities findings shown in Table 3, we can see a general tendency that there is a clear difference in the overall involvement between universities and textile firms although we see commonality in development stage (stage 2 of decision process) is the stage of whose involvement is the highest. According to the overall findings, involvement of individuals and units in decisions tends in general to be higher in the university than in the textile firm. This tendency is shared between the Yemeni and English organizations alike. The other pattern shows that involvement in stage 2 (i.e. development), is higher than in stage 1 and 3. This pattern also applies across the two related Yemeni and English universities and textile firms and the two cultures. Whereas there is a high involvement, the influence is distributed among those participants. This indicates that, influence is highly significant with less involvement (i. e., the case of textile firms). These patterns of involvement and influence are furthermore, discussed in relation to organizational factors, and outlined in Figure 3.
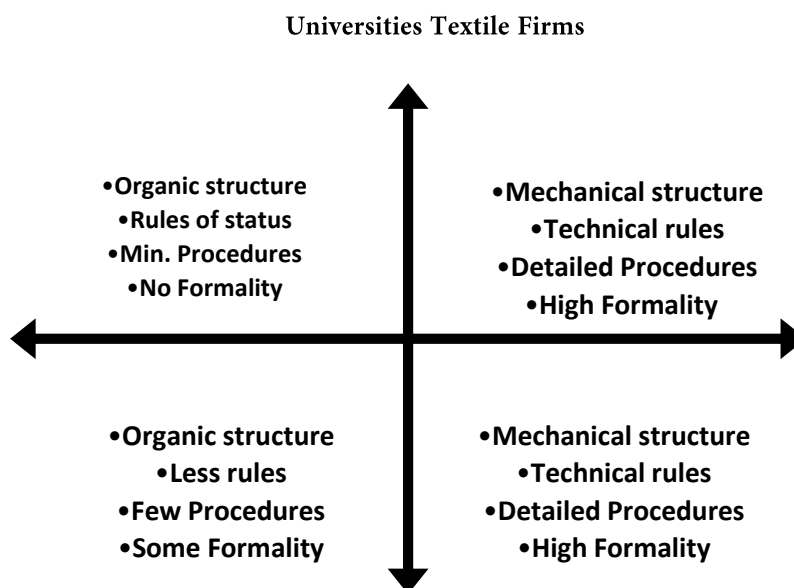
Universities Textile Firms

Figure 3. Participation in Decision-Making Model

5- In order to understand better the processes involved in decision-making, this means, for example, develop a picture of who involved for what reason, how influence is exerted, and any other aspect of processes which help illuminate the rather general patterns of decision-making observe from the quantities analysis. The aim here is to a more holistic picture of the decision processes in the four organizations studied. All of these elements along with other related aspects are examined in more details in the research discussion in the following section.

8- Research Discussion:

6- In the previous section, the quantitative findings examined patterns of participation in decision-making, indicating that there is a high involvement in universities as compared to less involvement in textile firms in both Yemeni and English cultures. These two patterns of participation are also, discussed in relation to organizational factors, which justify the types of participation related to their organizations.

7- In this section, qualitative approach was used to justify the quantitative findings and to generate a general picture for the decisions situations, in which patterns of decisions processes can be explained.

8-2 The University Decision-Making Processes:

8- The decision-making process in universities started with initiating decision opportunities and framework at the related functions. This is so, since universities perform their activities based on general rules, allowing group teams and functional committees to come up with a framework in which decisions opportunities can be developed through decisions processes. So, universities adopt an organic structure, which show minimum rules and procedures in performing all management practices including those of decision-making processes.

In building up decisions processes, universities rely to great extent on the related functions to assess the decision opportunities and then developed a process framework, which guides the decision process, leading to the selection of the final decision. In doing so, participants develop all decisions processes, based on their experience gained through related historical situations by means of group teams and functional committees.

In developing decisions processes, participation is formed at the functional level based on status of participants, who play major roles for all decision processes, and exercise their roles in

reaching a collective agreement upon decisions to be made. So, participants are involved and continue through all decision processes by means of group teams and committees.

Once participants are involved, they are delegated with a necessary authority in building up courses of actions, among which the final decision can be made. They exercise their influence by means of being members in group team works and functional committees to develop all decision-making processes, leading to the final outcomes of the concerned decisions (see Figure 3 for more details on organizational factors effecting pattern of universities decisions).

In authorization stage, there are two main processes. The First in the final decisions should be selected by both group and university council committees in collective form based on recommendations developed earlier in the processes. The second process refers to signature of top managers (i. e., Vice-Chancellor in the case of the university), for decision formality.

In conclusion, this pattern of university participation is looked through group work basis. The number of the group normally increases once decisions are developed. That is so, as to deal with uncertainties associated with decision under consideration. The roles of involved people may extend to reach authorization stage.

8-3 Participation in Textile Decisions Processes:

Participation in textile firm pattern, the story of the decisions processes are different from the university ones. In textile firms participants are involved in developing certain but limited and technical tasks. This is so since textile firms perform technical activities to meet very specific needs and customers. So firms of this type rely on technical rules and detailed procedures to determine who should be involve in decision processes, and what tasks to be performed. So in textile decisions, people are involved based on their experience to play certain technical tasks in decision processes.

According to participants in textile decisions, all decisions are initiated by those who have the formal authority in determining going ahead with the decisions or not from first instance. Whereas participants in developing decision processes are involved to play certain and designated tasks based on their experience, but their involvement is limited to certain stages of decisions processes.

In authorization, participants in textile decisions have limited roles in deciding about the final decisions. In fact, participants roles are limited to certain stages of decision processes, leaving the final decisions for managers at the top of the firm, who control all activities including

making decisions. This is so since power is located at the top level of the firm, including authorization of the final decisions.

In conclusion, in textile pattern of participation, people are involved based on their technical experience with the task being outlined. Those people normally participate in different stages depending on situations required. Once people get involved, they are expected to provide ideas and thoughts based on the situations concerned.

8-4 Influence in English and Yemeni Universities and Textile firms:

With respect to influence in textile firms, people's influence is indirectly reflected by their submitted alternatives from which the final decision is to be taken. Whereas in the case of university organizations, people's influence tend to be seen through the processes but within the format of group work. Under this way, people's influence includes both processes and authorization.

Authorization processes, differ from university organizations to textile firms. In university organizations, authorization processes includes two ways of exercise. First, committees have to agree upon recommended decisions. Once a decision is agreed, then decision should be passed for formal approval by top managers, i. e., Vice-Chancellor /President or their assistants.

Authorization process in textile firms, by contrast, is left for senior managers who have the final say in authorizing decisions. In either way, authorization processes are made at higher level of organization in order to ensure coordination with the overall organizational objectives.

In conclusion, the patterns of participation and influence discussed in this section in relation to their organizations, along with their decisions stories are summarized and shown in Figure 4.
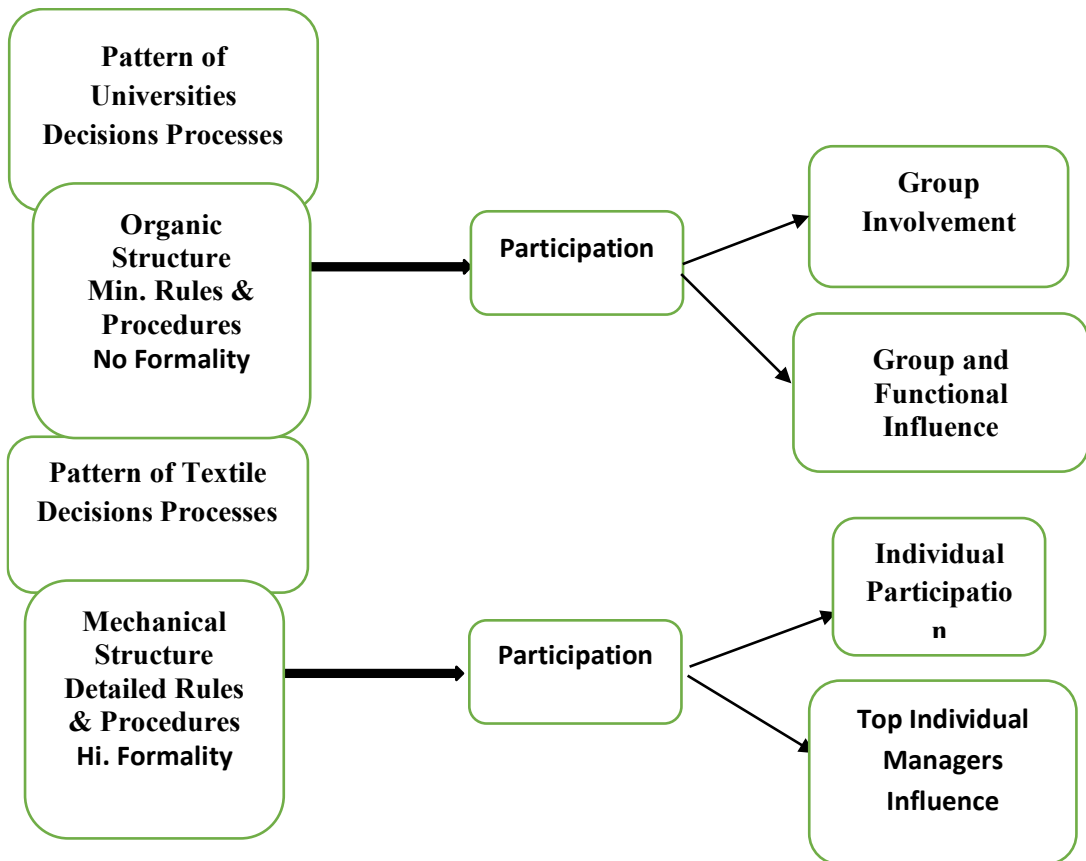
Figure 4 Patterns of Participation in English Yemeni Universities and Textile Firms

9 Conclusion:

Culture provides a general view of different societies including organizations in terms of both similarities and differences. This view has been examined in the extent to which the patterns of participation in both Yemeni and English organizations can be explained. The findings indicate that there are other technical and organizational factors, which constitute the patterns of people's behavior toward managerial practices, more specifically those of decision-making processes.

These factors, however, tend to be shared between similar organizations in both Yemeni and English cultures. It is believed that organizations with similar tasks in both English and Yemeni organizations tend to adopt a related structure which reflects similar rules and procedures in determining who should be involved in decisions processes, and thus, they share a related pattern of participation in decision-making processes. This conclusion is supported through empirical investigations. Therefore, patterns of participations tend to be relevant.

These patterns, however, do not necessarily reflect all detailed aspects of similarities between English and Yemeni organizations. Rather these patterns indicate general implications in which decision-making processes can be explained. Yet, some variation may exist between organizations within the same industry in the two countries. For instance, the number of Yemeni participants is higher than those of English ones. This variation is due to great uncertainties among other organizational factors, which are associated with Yemeni organizations. Another difference is due to the rule of involvement. While the rules of involvement in English textile firms are formatted through organizational job description, these aspects in Yemeni ones are based on managers' views, which can be changed from one time to another. These variations, which exist between English and Yemeni organizations, are due to factors such as economic, political development factors among other elements. All of these issues were not the concern of this study, and therefore, can be areas for future studies.

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