



How can a global organisation address the challenges of maintaining a cohesive globalised approach across a diverse international organisation and ensure consistency in its global standardisation?

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Abstract

The aim of this dissertation is to conduct an in-depth examination aimed at understanding the complexities involved in standardizing operations within a global organisation. The primary objective is to identify and analyze the critical factors, challenges, and opportunities associated with achieving operational consistency in functional departments. This study will focus specifically on a global organisation concentrating on the Ireland business operations. Through this research, the aim is to develop actionable strategies and best practices that can facilitate the effective standardisation of processes, procedures, and practices, ultimately enhancing efficiency, coordination, and performance within the organisation's global framework. The outcomes can be rolled out to other geographical regions and departments.

The finding of this project suggests that global organisations focus on strategies relating to IT, communication, feedback, training, development, organisational culture and leadership traits. Another suggestion for organisations which was evident during the findings is adopting a global IT system for each region and branch. Understanding employee needs and adopting the strategies which are included in this study will help an organisation address the challenges of maintaining a cohesive globalized approach across a diverse international organisation and ensure consistency in its global standardisation.

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Glossary

Teams - Online chat / video call function allowing interviews to be conducted when participant is not available face to face.

The Matrix - System to input the monthly business review and operation stats that come from that contains, for example, volumes of cash processed, or number of services completed on a given day, number of missed services completed on a given day.

SOP's - Standard Operational Procedures

Trip Sheets - Sheet delivery drivers receive at the beginning of their shift, containing their delivery and collection services throughout their working day.

Runs - The trip to one customer, 30 runs per day can be 30 customer services per day.

CIT – Cash in Transit (means of delivery in the chosen company for this project).

Daily Huddles – Team communication meetings discussing daily plans and progress made throughout the day. Discussion of any errors or major projects to have completed within the day.

ERP Systems - Enterprise resource planning system

AI - Artificial Intelligence

Chapter 1 – Introduction

As of today, sustaining a globalized perspective across a global organisation is critical for long-term success in the globalized business environment. Although given the complexities of managing diversity in a global setting, this attempt is not without its difficulties. Moreover, it is critical to maintain consistency in global standardisation in order to optimize processes and ensure a successful overall running of operation. In order to investigate methods for meeting these obstacles and accomplishing successful standardisation in the face of organisational diversity, this study delves into academic findings and summarizes how this may be accomplished. The purpose of this paper is to answer the research question in hand and understand how to tackle the challenges of maintaining a cohesive globalized approach across a diverse international organisation. This research will be completed conducting seven interviews gathering real time data, which will then follow the conduction of a thematic analysis.

To begin the paper there will be a comprehensive literature review of all the relevant research that has been conducted on this topic, including examples of global businesses who have used different approaches. This is completed in order to gain a better understanding of the topics discussed in the research question and previous academic studies. Following from the literature review, the methodology section will discuss how this paper will tackle the research question and gather the relevant data. The findings of the data will be then analyzed using thematic analysis. Subsequently, a discussion and analysis will be done analyzing the key findings, incorporating the interpretations of data on how a global business faces these challenges. The paper will then conclude with the research limitations and any challenges encountered, following a conclusion and recommendation section. This research project is a pilot study which is focusing on cash organisation operations department based in Dublin, Ireland. The primary objective is to use employees who work within this department and explore their perspectives on the standardisation in the organisation. This will be done by asking them five separate interview questions designed to suit the title of the project. After completion and careful analyzation of the data outcomes from the interviews conducted, this pilot can be rolled out to other departments and geographical locations for this and other cash organisations. The findings of this research will help global organisations understand what is required to tackle the challenges related to standardisation and remaining coherence and consistency in their operations system. Overall, the aim is to find actionable strategies with the use of key themes found in thematic analysis.

Chapter 2 - Literature Review

What is standardisation?

Standardisation refers to organisations applying practices across their global business, in order to achieve consistency and good quality services, ensuring products and services are of a high standard, regarding quality and performance. Standardisation allows organisations to reduce costs, increase profitability, streamline processes and enhance performance. Customers whom the business carries out a service for receive the same seamless service regardless of where they are geographically located. This creates a sense of trust and building loyal connections around the globe, which is crucial for an organisation to become successful in global markets (Levitt, 1983). Standardisation is critical in operational settings as it helps streamline processes, reduces variability, and ensures a consistent quality of output. According to a recent study by Gkeredakis et al. (2022), standardisation in organisational processes can lead to significant improvements in efficiency and employee performance. This study emphasizes the importance of standardisation in creating a structured and predictable work environment, which is essential for operational success.

International standardisation is defined as an organisation creating set processes, procedures and products across their range of branches when ensuring they have consistency, efficiency and standard processes (Levitt, 1983). The importance of international standardisation lies under the desire to provide customers with the same seamless experience as other geographical locations. Each service will be identical regardless of where the branch is located. Studies have shown that international standardisation is essentially used for brand and company reputation, promoting market share and business growth (Kogut & Zander, 2003). Overall, global standardisation becomes a strategic requirement if an organisation is seeking a global presence or a competitive advantage.

Difficulties in Managing a Cohesive Globalized Approach

There are many sources which discuss the difficulties in maintaining a globalized approach within an organisation. Examples of those would include culture or diversity & inclusion which

can cause communication breakdowns, misunderstandings and several problem-solving approaches (Hofstede, 2011).

Maznevski et al. (2022), in a recent study, understands the benefits cultural diversity allows for new ideas and innovation, it also emphasizes the difficulties organisations can have in relation to communication challenges. This usually occurs when it is not managed by the business and their hierarchy. According to Maznevski it is essential to address any issues relating to diversity to avoid communication challenges which can hinder the effectiveness of an organisation.

It is found that organisations require active promotion of inclusivity, opening a channel for diverse opinions and voices to be heard (Thompson, 2023). Fostering a culture that is inclusive requires effective leadership which will further leverage diversity for the business goals and gain a competitive advantage.

Geographic dispersion also makes teamwork and planning more difficult since it can lead to teams being split across time zones, which makes instant communication and cooperation in real time a struggle (Gibson & Gibbs, 2018). In these instances, organisation's require adaptation to new methods of communication that are specific to local contexts, eliminating the complexity of decision making between localization and global standardisation (Soni & Pisani, 2018).

The balance of standardisation and localization today remains a huge challenge for business who are on a global scale. Soni & Pisani stress the importance of those organisations adapting to local communication to fit local businesses. This is essential to maintain global coherence whilst messages and communication language is relevant to the culture. Additionally, those who successfully blend local and global strategies, see positive changes in their performance within the diverse markets Kumar and Lee (2022).

Globalisation and its Implications for Organisations

Globalisation is known as the dependency that governs economies and cultures have on one another globally (Levitt, 1983). Organisation's who strive on their goals, seek competitive advantage, and hoping for a positive running of their operations in the outcome of this phenomenon. An organisation can operate in a more competitive light in the world of where marketplaces and businesses are more accessible. Businesses are required to adjust to demand and customer preferences, new technologies, cultural rules and regulations (Kogut & Zander,

2003). According to Gibson and Gibbs (2018), employees start to value their organisation when there is a sense of value and common purpose shown to them, this later works in the company's best interest when motivation levels increase, employees are more engaged and cooperate with one another. Allocating resources and simplifying processes within a company can be achieved with the aid of cohesiveness and consistency (Prahalad & Doz, 1987).

Diversity within International Organisations

Global and international organisation's tend to vary in terms of employees of cultural, linguistic and geographical backgrounds. This diversity can cause both opportunities and difficulties.

Decision making and problem solving can be improved within diverse teams by communications, listening to new ideas and fostering inclusion (Hofstede, 2011). However, it is known that cultural and linguistic obstacles, along with those who hold different work ethics can cause communication and teamwork delays. This is where an organisation needs to understand the diversity of their employees and to overcome this when managing diversity (Gibson & Gibbs, 2018). For companies, managing a diverse workforce in a globalized culture poses many issues. For example, different cultures might result in miscommunication, disputes, and misunderstandings (Hofstede, 2011). Differences in communication styles, cultural norms, and values can make it difficult for teams to work together effectively. Employees may find it challenging to communicate ideas and understand one another due to language barriers (Gibson & Gibbs, 2018).

Diversity plays an important role when it comes to consumer markets and the makeup of labor. Organisations that promote diversity tend to see improvements in employee satisfaction, problem solving and market attraction (Hunt et al., 2015).

Nonetheless, inclusion and cultural awareness is crucial when managing such a diverse team (Gupta & Govindarajan, 2016). Consumer markets can see a rise in the importance of diversity. According to Hunt et al. (2015), those companies who deem diversity and inclusion as a value and understand its importance can see improvements in their problem solving and capacity for creativity. It is fundamental that those companies have tactics for inclusion and call for cultural competency (Gupta & Govindarajan, 2016).

Advantages of Standardisation for Maintaining Consistency throughout different branches

In order to ensure there is efficiency and similarity, there is a requirement for standardisation to develop processes which are of a certain standard and methods throughout departments and regions (Levitt, 1983). Standardization is a guarantee that goods and services are of a certain level and comply with legal criteria, to aid the quality and control of an operations system (Rugman & Verbeke, 2017). Additionally, standardisation gives organisations an opportunity to gain advantage on economies of scale, in hope to boost profits and lower production costs (Kogut & Zander, 2003). Economies of scale occur when the cost per unit sold decreases when there is an increase in the production scale. For example, the motor company Toyota are heavily reliant on their parts and standardized processes, leading them to cut costs and improve their production efficiency (Liker, 2004). Furthermore, it increases brand reputation and revenue by offering customers a consistent service across the globe, increasing customer satisfaction (Prahalad & Doz, 1987).

Risks of Fragmentation and Inconsistency in International Organisations

Organisations who suffer with the performance and competition may be as a result of inconsistency and fragmentation. Methods used inconsistently may result in mistakes being made, employees facing redundancy due to positions becoming consolidated and wasteful company expenditures (Soni & Pisani, 2018). Redundancies and job losses begin to occur as global organisations begin to standardize their processes. Reducing the need for employees and manual labor as tasks previously would have been automated (Smith, 2022).

A rise of wasted expenditures can cause lack of profitability, furthermore employee collaboration and sharing of knowledge may also face interference when an operations department is dispersed, resulting in prevention of innovation, growth and learning within departments (Kogut & Zander, 2003).

Strategies Global Organisations can employ to Maintain Cohesion and Consistency

Global companies can employ numerous strategies to maintain cohesion and standardisation among different locations. First off, employees' activities are better aligned towards a common goal when the organisations values, mission, and objectives are clearly defined (Hitt et al., 2016). According to Helmat et al. (2007), putting in place standardized processes and procedures also guarantees consistency in operations and quality standards. The promotion of an open working environment encourages and motivates staff members to follow the policies and procedures the company sets in place (Gupta & Govindarajan, 2016). Additionally, employees tend to strengthen their expertise and abilities when given an opportunity for training and development regularly, which can further promote the cohesion and the overall success of the organisation (Bartlett & Ghoshal, 1992).

How Leadership Contributes to the Development of a Cohesive Culture

Fostering a cohesive culture is heavily reliant on effective leadership and standardisation. A powerful mission that motivates and encourages workers in many locations must be communicated by leaders (Hitt et al., 2016). They adopt a role of setting an example, by carrying out standardized tasks that are consistent with the expectations and values of the company (Gupta & Govindarajan, 2016). In addition, within an organisation, to build a sense of belonging for employees and team connection, supervisors and managers have the role of promoting honest communication and feedback (Bartlett & Ghoshal, 1992). According to Helmat et al. (2007), the offering of support, recognition and direction leaders give to their employees as a standardized processes, strengthens coherence and fosters consistency in the decision making within a workplace.

Technology and Digital Platforms Facilitating Coordination and Standardisation

Digital platforms along with other technology is essential when organisations are promoting standardisation and team cooperation. For instance, enterprise resource planning (ERP) systems are what makes it possible for organisations with multiple branch locations and departments to

communicate, data share and encourage standardized procedures between each other (Davenport, 1998). In this day in age, ERP systems are a lot more advanced in terms of what they can offer beyond the traditional data collating. Newly introducing AI (Artificial Intelligence) tools and advanced analytics. These tools are what push decisions and fluctuate processes, allowing branches who work with each other to communicate in a seamless effortless manner and achieve the same outcome with the use of this advanced technology (SAP Insights, 2023) ([SAP](#)) .

Cloud-based software is an aid for sharing of documents and project management, which will further improve efficiency in the workplace and teamwork on projects (Bughin et al., 2017). In addition, training and development programs can be supported by digital platforms which can allow employees access to learning materials with flexible time to learn from any location (Bughin et al., 2017). It is evident that organisations can overcome the challenges of location barriers when they are working together, and coherence can be created in their operations with the use of the correct technology tools.

Case Studies and Empirical Research

In order to ensure the correct methods are used for maintaining coherence and consistency in a global business it is important to investigate practical research and case studies. For example, Verweire and Berghe's (2017), collated a study on google and their organisational culture. They found that the success of Google can have a link to their emphasis on cross-functional teams, having a flat organisational structure, innovation and their strong company values. One value Google enforce is “Don’t be evil”.

Google’s commitment to its values, like “Don’t be evil,” is reinforced through standardized policies and practices that guide employee behavior and decision-making. This alignment of values across the organisation helps maintain a consistent and ethical corporate culture, which is crucial for long-term success.

Google operate a flat organisational structure in order to ensure open communication is promoted and there is no hierarchical barriers, fostering an open culture for communication.

Lewis, Harvey, and Murtagh (2017) carried out further research on IBM’s strategies, in which they put an emphasis on the company’s abilities when they are trying to balance local

adaptability and globalisation through technology and leadership. Their dual approach of awaiting local customization to reach local needs while maintaining globalized standards by the use of technology infrastructure. IBM use their strategy to introduce modern technology such as cloud, AI and data tools to enable options that can be used for a range of sectors. IBM Leadership team ensure they are fostering a positive workplace culture in terms of adaptability and creativity, helping them shift with changes in local marketplace dynamics whilst holding their strong global presence.

According to, Vignali's (2001) study on the global business McDonalds, where they underscore the importance of supplier relationships, employee training and education, agreements on franchises and standardized processes, which place a strong emphasis on their global development strategy. McDonalds is based in many locations globally and meticulously created a chain of stores that all contain high quality and consistency, building relationships with local suppliers ensuring their products are aligned with regional standards. The company heavily invests in their staff members' education and training, prioritizing that their employees are the face of their local stores and once they are fully trained, they can help maintain the quality and efficiency of the worldwide operations. Furthermore, the agreements made upon this franchise of strict guidelines to follow, guaranteeing that all franchisees follow the same principles and practices maintaining identical uniform stores. Due to this standardisation, it is clear to understand McDonald's can offer their local customers preferences by modifying items on their menus depending on the local and preferences in the region.

Emerging Trends in Global Organisational Management

There has been a significant shift in global organisational management which is influenced by emerging trends. One of those trends is the increased emphasis on digital transformation. This alone is having an effect on organisational processes and interactions, whilst approaching a reshape of business models (Bughin et al., 2017). In terms of process standardisation, digital transformation is what encourages organisations to focus on consistency and efficiency by standardizing processes and procedures across the global regions. Having done this, organisations require the adoption of uniform technology that can reflect integration seamlessly

and clear communication. Where organisations should be focusing on the value of ethical practices within their global operations there has been a trend of focus on corporate social responsibility (CSR) and sustainability (Kolk, 2016). Once an organisation transforms into a global presence, there is a push for them to gain a form of international standards, for example ISO. This is done to make sure organisations ethical practices are being maintained and across all their locations they have been contributing to consistent sustainability. In order for organisations to enhance their trust and accountability, it is crucial to gain standardized CSR reporting frameworks. This can also provide stakeholders with transparent knowledge on business sustainable practices. Additionally, it has been discovered that more organisations are identifying the importance of employee well being and mental health. This has a benefit to employers where they can then identify a broader understanding into the importance of a diverse workforce in areas of their business (Pfeffer, 2018). Furthermore, standardizing policies within the workplace in regard to well-being and mental health also creates a supportive environment, helping all employees understand they are entitled to the same level of care as all global employees. In order for organisations to gain occupational health and safety they need to adopt standards globally, for example, ISO 45001. This will ensure the approach in all locations is consistent to employee well being. Globalisation continues to increase competition as it expands, challenging organisations to focus on agility and responsiveness to global economic shifts and cultural change (Ghemawat, 2017). For agility to be achieved it is necessary to standardize processes enabling an organisation to quickly respond to shift in the economy.

While interconnections can create a sense of creativity, it demands attention around local laws and regulations (Rugman & Verbeke, 2017).

It is important to also consider cultural differences and local regulations while adopting standardisation, being cautious that localization is being balanced. Consumer markets can see a rise in the importance of diversity. According to Hunt et al. (2015), those companies who deem diversity and inclusion as a value and understand its importance can see improvements in their problem solving and capacity for creativity. It is fundamental that those companies have tactics for inclusion and call for cultural competency (Gupta & Govindarajan, 2016).

Obstacles and Possibilities for preserving Unity and Uniformity in Changing Environments

There are many opportunities and threats when an organisation seeks to maintain consistency and coherence in a global business. Within these organisations of a highly diverse workforce a culture clash and struggle to communicate are two problems that can be faced, causing miscommunication, conflict and a decrease in cohesion (Hofstede, 2011). Another difficulty that organisations can be challenged with is technology, leading to operational uniformity (Brynjolfsson & McAfee, 2014). The dynamic environment poses a range of opportunities and problems for maintaining consistency and coherence in multinational corporations. The possibility of regional differences in technology is another difficulty since it might lead to variations in operational effectiveness and uniformity (Brynjolfsson & McAfee, 2014).

Despite the difficulties there are advantages for maintaining consistency and coherence in a global organisation. Those include the use of communication platforms and collaboration tools which can tackle any cultural disparities and operating a more unified workplace culture (Maznevski and Chudoba (2000). Furthermore, the establishment of international guidelines to aid data and technology management can help improve the uniformity between departments and branches (Davenport, 1998).

Summary

The literature review has made an examination of what standardisation is and how to navigate challenges of coherence and consistency of globalized approach in an organisation. The review contained key challenges including communication barriers, cultural issues and time zone differences. A discussion was made on the needs for strategies in order to even out localization with standardisation. In summary, in order for a business to achieve coherence and consistency, it is vital that they tackle challenges of standardisation taking a view on their, communication barriers, local adaptability, new emerging technology and fostering an inclusive workforce. Once these challenges are balanced out, the company will see growth in their sustainability and overall success.

Chapter 3 – Research Question & Sub Questions

Main Research Question:

- “How can a global organisation address the challenges of maintaining a cohesive globalized approach across a diverse international organisation and ensure consistency in its global standardisation?”

Sub Research Questions:

- What are the primary challenges faced by managers in global organisations when striving to maintain consistency in globalized approaches across diverse international subsidiaries?
- How do managers perceive the impact of cultural diversity on the standardisation of processes and practices within their global organisations?
- How do leaders assess the effectiveness of communication channels and mechanisms in ensuring consistency and alignment across diverse international subsidiaries?
- What are the key factors that contribute to successful standardisation initiatives within global companies, using a cash organisation in Ireland as a pilot?
- What leadership approaches, change management strategies, and employee engagement tactics are employed by global organisations to drive the standardisation agenda within its Irish subsidiary?

Chapter 4 – Research Methodology

This research project employs qualitative approach, utilizing a thematic analysis of a cash organisation within Ireland. Thematic analysis is being used for this dissertation to identify themes and patterns in the qualitative data gathered Kiger, M. E., & Varpio, L. (2020). The method of thematic analysis chosen in this dissertation is ‘Braun & Clarke (2006)’, This method has become popular since 2012 and consists of a six-step framework. The aim of using this method is to identify issues related to the research question and propose possible solutions to tackle them. Giving global organisations a greater understanding of what employees The reason a quantitative method was not used for this study, is due to the data required to answer the research question. There was no requirement to find a hypothesis to be tested, this study requires opinion-based feedback with the use of interviews.

To conduct this study there were 7 interviews completed consisting of five questions each to explore the research topic and gather insights from the population. The 7 interviewees were carefully selected, ensuring they were employees within a cash organisation and sector for over five years. These populations each have an understanding of the operations system in the organisation, with roles ranging from an operations admin to the director of the business. The job titles, position and experience of the participants along with the interview questions are detailed in the appendices. To justify why this approach is being used,

Ethics

The conducting of the interviews was thorough and impartial. The names and personal information of the population will not be disclosed in the dissertation to respect their privacy. However, the sector that these interviewees operate in within the business will be mentioned in the research discussion as agreed. Each participant was issued a consent form to record the process of the interview. They have also been made aware that the recording will be retained for at least 5 years and if at any stage they would like to opt out, they have the power to do so. Additionally, they also formally agreed that the findings of their interviews would be used for the purposes of this research topic.

Braun & Clarke six step framework is one of the most popular forms of analyzing rich data and identifying issues in a qualitative study. This form of study requires useful results, which the author believes can be successful with a rigorous thematic analysis. Thematic analysis helps the researcher break down large pieces of data by diving it into themes and patterns, examining opinions and views from each participant. Allowing the author to handle the data with a very well-structured approach (Nowell, L. S.2017). Below contains a table of the six questions Braun & Clarke believe an author should use to tackle their study and summarize their research studies with successful solutions to the main research question.

Table 1. Braun & Clarke 6 steps for a Thematic Analysis

Step 1 – Familiarizing yourself with the data.
Step 2 – Generate initial codes.
Step 3 – Search For themes.
Step 4 – Review themes.
Step 5 – Define themes.
Step 6 - Write-up.

Kiger, M. E., & Varpio, L. (2020)

Each of the steps in (Table 1) will be discussed, identifying what is required to complete them in accordance to this dissertation project.

Step 1 - Familiarizing yourself with the Data

In qualitative study, the author must transcribe and review the interview recordings. This process enables the author to familiarize themselves with the data collected from the interview answers. It is also beneficial to listen to the recordings multiple times and take key notes of the data. This step is important to grasp a comprehensive understanding of what data is discussed by one or more populations during the interviews Kiger, M. E., & Varpio, L. (2020).

The transcribing of each interview allows for an insight into each participant's perspective, ideas and insights. When the author repeatedly listens to the recordings of the interviews or reviews the transcripts, nuances of responses can be captured rather than overlooked.

Step 2 – Generate Initial Codes

Once data is familiarized, it can then be gathered and coded into a systematic manner.

Depending on the questions asked in the interviews and the author's results on the data will be coded in different ways. The systematic pattern of this step will allow the author to remove any small chunks of information that are not relevant and gather the data that is deemed meaningful to the research topic. Initial coding of the interview data will be cross referenced from the research sub questions, which have been identified earlier within this paper. This will ensure the author is addressing the specific research question, capturing unique relevant information to support the research itself.

A deductive approach usually used in quantitative research project that initially has a theory which is then tested using specific methods. Once the theory is identified, a hypothesis is then created which follows data testing which can result in a confirmation of the hypothesis. This approach can be used when an author requires understanding of variable relationships (Bryman, 2016). Whereas an inductive approach often used in qualitative research starts with an observation which moves on to broader likely theories. This approach requires creating a hypothesis and developing a theory as the end goal.

The method ‘open-coding’ will be used by the author to narrow down the relevant information promising that the research will remain theoretical and not inductive Kiger, M. E., & Varpio, L. (2020).

Step 3 – Search for Themes

It has been stated by (Braun & Clarke) that there are no rules regarding how the data from samples is gathered and collated into themes. Themes are generated through the examination of data patterns and finding unique, relevant information about the research question. The relevant data captured is collated into each theme discovered which will further enhance the findings, by creating a channel of patterns broader than the data found Kiger, M. E., & Varpio, L. (2020).

Table 2. The themes listed in the table are what the author believes to be found under the research topic.

Theme 1.	Cultural diversity & inclusion.
Theme 2.	Communication differences.
Theme 3.	Strategic requirement.
Theme 4.	Providing support & recognition.
Theme 5.	Standardized processes & procedures.
Theme 6.	Training & development.
Theme 7.	Cloud based software.
Theme 8.	Enterprise resource planning (ERP) systems.

Step 4 – Review the Themes

Having completed steps 1-3, it is then crucial to summarize the themes and examine whether they are strong enough to conduct your research. Therefore, a range of questions play a role in the personal decision making process when the themes are prepared.

See below table containing those questions.

Table 3.

Question 1.	Do they make sense?
Question 2.	Is the correct data used to support themes?
Question 3.	Am I using too much to fit into one theme?
Question 4.	Can overlapping themes be sperate themes?
Question 5.	Can subthemes be created from one broad theme?
Question 6.	Are there more themes in the data?

Kiger, M. E., & Varpio, L. (2020).

Each theme collated in this study will be added to a table to understand the data and themes that match each other. Helping to identify if all six questions have been covered under each theme chosen.

In this dissertation, the themes are relevant to the research projects outcome, where the author is interested in the prevalence of the themes found from the population and how often they occur within the interviews. (Braun & Clarke 2006) discuss the ways in which this can be addressed by the author.

Step 5 – Define Themes

In step 5 of Braun & Clarkes 6 step framework, there is a focus on discovering what each theme means. This is also known as the ‘essence’ of a theme, figuring out what they are about. The idea of each theme must be articulated and how it fits well to the research question. When trying to define the themes in the transcripts there are steps involved, see table 4 below.

Table 4.

Reviewing collated data	Ensuring the theme reflects the essence of the theme accurately
Describing scope and focus	Description of what is included in the theme and excluded from the theme
Naming & elaborating themes	Giving the theme a name and description
Checking coherence	Ensuring the theme relate to the question & they are consistent

Step 6 – Writing up.

Having conducted full research of data and themes are defined, a write up will be disclosed, discussing the findings. The author can pinpoint key findings when comprehensive research of the data has been completed. These findings will help identify patterns of trends and correlations from the study. This stage is deemed to be crucial, as it is the stage of transforming new and raw data into the data which is used during the decision making process.

Additionally, once the data is understood from the samples, recommendations and potential solutions will be identified for the cash organisations to take on board when trying to standardize their organisation. This section of the framework serves strong solutions which can be implemented globally.

The thematic analysis will provide structured recommendations whilst guiding the research project based on the themes and patterns found. This framework can also identify what issues or challenges may be faced and how to tackle them head on as an organisation, with the offer of a holistic approach to standardisation (Saunders, Lewis, & Thornhill, 2019).

Chapter 5 – Finding & Analysis

This section of the study thoroughly discusses the findings from the research project and approach used. The aim of this research was to identify how a global organisation can standardize their operations using a pilot of Ireland operations which can then be rolled out to other geographical regions, once a fair analysis and conclusion is found. It is also crucial for this cash organisation whom the pilot is done on, to understand what challenges may be faced during the process and how to overcome those challenges. With the use of a thematic analysis and the completion of 7 interviews, giving the key themes to work off and examine in depth. Within this paper there will be 6 themes identified and discussed, leading towards a conclusion and solution for standardizing a global organisation.

Table 4. Key Themes discovered from Interviews.

Theme 1	IT Infrastructure
Theme 2	Communication & Feedback
Theme 3	Training & Development
Theme 4	Organisational Culture
Theme 5	Leadership

Theme 1 - IT Infrastructure

IT Infrastructure in a global organisation has a fundamental value in standardizing processes across all branches. Standardizing IT enables an organisation to work under the same technological systems and implement processes similarly, eliminating the need for several systems errors to be addressed and extensive training of those systems to IT department. This would contain one training program that all branches can learn together.

This section will examine the findings of how IT infrastructure can play an essential role in standardizing the Irish operations within a global organisation. It will also discuss challenges that may come with IT and how to overcome them with the use of strategies.

Challenges sustaining a unified IT Infrastructure come with their complications. One of those challenges to standardize IT in a global business is the diversity of different countries. Each country has their own regulations and availability to technology, which causes problems with integrating a unified structure. The participants noted the issues with IT systems being scattered and standard processes for uploading and reporting information can be messy.

Quote: “So, we have different standardisation between different branches. Everybody would have different ways of contacting and how we monitor the runs. Some people monitor them by looking at paper timesheets, some who make phone calls a lot of paperwork, so we have standardized the way we look after our trip sheets, what way we contact our crews, how we monitor their performance as well. It's all done with data, and all done in real time”

This finding signifies that there is an inconsistency in the crew's management. Each branch uses their own systems and processes which can cause communication to be fragmented and information to be missing. Some branches continue with traditional reporting using paperwork rather than holding all information in one place. To address this, it is essential for organisations to standardize processes and reporting onto systems.

Strategies for Standardizing IT Infrastructure

To standardize the IT infrastructure there are many strategies that can be adopted, those including having a global IT system, shared service centers and integrated data systems.

Those strategies best suit a global framework where all data, information and communications will be through an IT Global system.

Creating a global IT system consists of the selection of ERP (Enterprise Resource Planning) system that can help with the integration across all geographical branches. Global; IT systems are crucial for the global management of human resources, finance departments and operation teams. Implementing shared service models creates one system for all regions and departments to use as their IT technology system, streamlining processes and procedures, and creating a centralized IT function. Integrating data systems allows all data collected is accurate in real time with a flow for the business. Global organisations that rely on their data being accurate to understand percentages of service or other elements of calculation depending on their service, understanding how the organisation is performing from one global system. This allows the

organisation to compare regions and branches from the figures collated from one system rather than separate singular systems.

The findings from the interviews suggest that employees understand global services are required to aid the operations and globalize process and procedures.

Quote 1 Interviewee 4: “The systems would need to be standardized across all business functions. Currently the structure is singular, so it's based on a country rather than a global organisation. We would need globalize the functions, such as, for example, it should be a global function, centralized somewhere that has a shared services that all businesses use.” This interviewee has highlighted the current state of global services and that it is based on a country-by-country system, resulting in less standardisation and uniformity. Hoping for a more integrated approach, this insight understands the requirement for a more globalized approach when it comes to the systems in the organisation.

Quote 2 Interviewee 4: “So, we really need a global finance system. We're working on a global HR system. We need a global operations system, and that will then drive consistency in all regions and all parts of the business.” This interviewee is identifying the key areas where the organisation can focus on to maintain coherence and consistency.

The key findings of the interviews emphasize the fundamental value of IT and standardizing processes. When IT systems within an organisation are standardized, it becomes easy to fix problems, streamline processes, reduce software issues and reduce the need for separate training. That allows for a standard training programmed, which can be rolled out geographically to different branches fostering cohesion. However, there can be concerns and challenges around standardizing IT infrastructure and systems, including country regulations and availability of technology. Interviewees mentioned the inconsistency around the reporting procedure added to scattered systems which have limited access. One of the major challenges mentioned includes the various methods of communication, with some relying on paperwork, others reporting on systems. This fragmentation can lead to confusion and missing data. Overcoming these inconsistencies includes the standardisation of processes and reporting. Overall, the interview findings reveal that employees feel there is an extensive requirement of new IT systems that

globalize procedures. As stated by interviewee number 4, in order to drive the consistency in the organisation, systems must be centralized.

Theme 2 - Communication & Feedback

Having critically evaluated the interviews conducted by participants in a cash organisation, there is a clear dissatisfaction with the communication and the level of feedback given to them. Areas of complaint included clarity and transparency, frequency and consistency, and overall feedback given. In the view of the participants communication seems to be diluted as it travels from top management down through the organisation. The employees suggest improvements are required in order to reduce any uncertainty to them when relating to the business goals and any new changes being made. In reference to feedback, it has been stated by participants that they acknowledge there are systems in place for feedback to be given to them, although the collected data is either not acted on by management or not delivered effectively.

Communication

For an organisation to make sure there is evidence of global consistency and cohesion throughout their geographical locations, communication and feedback mechanisms are crucial (Skyline Group, 2023). For the organisation to achieve this they must have an open consistent channel which aligns with the goals they hope to achieve as a business, their values and of course, their standards. In this section the paper will explore how critical communication and feedback is to an organisation and how challenges can be addressed when an organisation is trying to maintain a cohesive globalized approach, within their local branches.

The Role of Communication

Any organisation with a goal of creating success and building a brand image will use effective communication as their backbone. When an organisation has a global presence and operates in different geographical locations with a cultural or geographical divide, clear and consistent communication helps prevent the divide and form a fair diverse environment, proven from a studied report by (Guggenberger, 2023). Bridging cultural or geographic divides is a major

problem for companies as it can cause misalignments and misunderstandings for employees. Strategies used for communication must be identified to suit specific cultural backgrounds and languages to confirm all employees in all locations are receiving the same clear message at all times. (Adler & Gundersen, 2008) conveys that diverse teams fully understand messages and tasks expected of them when communication is clear to their language barriers and cultural sensitivity, further enhancing cooperation and raises employee satisfaction. This highlights the importance of adopting clear communication in the workplace.

When asked the question of “What strategies or tactics does our company use to encourage coordination and communication across teams that are spread out globally or geographically”, the feedback varied when answered by higher management staff and employees. Those who report to global directly had a positive insight on how they communicate and believe their systems for communication are in fact efficient enough.

Interviewee 4 noted that, “we have a system. It's called the x matrix, and it's a global project management tool that is used for strategy deployment in the organisation. What that does is it allows everybody to input into the system their various different work streams, so that it can be seen at a global level, and it can create consistency that is then used for other projects”. This answer clearly demonstrates that this participant believes there is no huge requirement for changes to be made in their means of communication throughout the business with their colleagues. This interviewee would be in a director role of the business reporting globally into the organisation.

Similarly to that managerial response interviewee 7 stated “We have a policy where we communicate on different levels from a branch level, we have a huddle every day, three huddles every day”, adding to the fact that communication is not an issue in the department they are operating in. Both responses came from managerial positions, however, when reviewing the discussions with employees who don't hold a managerial position, the answers had a different outcome, encouraging a need for more communication measures.

For example, interviewee 4 had concerns about communicating change in the business “communications in regards change within the company, needs to be a bit more prioritized with the staff, because some staff don't hear the communication.” Indicating on their behalf that there is an issue with communication when it is being reported locally, not so much globally.

The results show that those who would tend to report directly to a global team see the systems they use as effective for communication along with those departments who adopt structured communication such as daily huddles. However, employee perspectives are very different where they raised concerns about how communication is measured and mentioning that at times employees miss important information updates. Clarifying that there is a noticeable perception gap evident and there may be a need for the business to review their communication streams and enhance these strategic geographically across branches.

The analysis of this topic suggests, communication measures for some may be good enough, although if significant improvements are not made to aid the opinion of other employees, a perceptual gap will remain, effecting the overall performance and framework of organisational communication.

Feedback

Feedback is essential when providing effective communication, encouraging staff members to voice opinions where they feel it is necessary. Implementing feedback mechanisms in the workplace fosters a cohesive culture and can easily identify and solve arising issues. Feedback plays a significant role in creating a sense of openness, belonging and equality in an organisation. Allowing employees to grow professionally and personally (Schioser, 2024)

As interviewee 3 states “Feedback from our managers as to what we should be doing and clear comprehensive conversations with our directors and managers more than once per year to gain a greater understanding of the company goals and values.” Underscoring the importance of feedback open communication to employees, personally. This participant seeks a greater understanding of the workplace visions and goals.

To regulate feedback, it is important for the organisation to establish standard procedures such as performance reviews whether they are mid year, end of year, or both, for all employees. Reviews allow a manager to provide employees with feedback on how they have been performing and enable the employee to issue feedback on areas they require support or change to remain satisfied in their role. Another method of feedback is issuing anonymous surveys where employees can highlight issues that need resolving. Interviewee 1, when asked about tactics we

use to communicate mentioned “the regular surveys that are sent out as well to the staff. So, there'd be multinational surveys that are sent out and our staff are encouraged to fill them in and give their feedback.” Which is a global tactic the company uses to understand issues and concerns annually throughout all branches.

Although participants were not specifically asked a question on feedback, it was a theme identified due to it being discussed at their end. Interviewee 6 mentioned - “Feedback in the operations team only became a new thing to focus on. This is something that could improve employee morale and allow for an open communication function between employees and managers. Once feedback is received and given between both channels, any concerns or issues are dealt with head on”. It is evident that although feedback was not a direct question to participants, they felt the need to discover this topic, it is an area of concern which needs to be addressed.

The literature found during this study discusses the importance of communication and how it plays a vital role in consistency and reaching goals. Additionally, similar to reviews, managers or supervisors can hold feedback sessions at the end of a day, week or month depending on the job role and the interaction levels. For example, an organisation may hold daily and weekly feedback sessions, depending on how the team operates. These feedback cycles allow for structured reporting and gathering important information across different areas of the business. Those included challenges with the operations, areas that can seek more improvement, unsatisfied employees and effective communication channels. One of the sources of interconnecting employees and resolving conflict is communication, therefore the overall effectiveness of the business can be harmed when hierarchy fails to communicate with their peers (Haroony and Malik, 2018). This encourages open feedback being collected through the use of robust mechanisms which can then facilitate decision making aiming at enhancing the overall performance of the business. According to a study conducted by Towers Watson, open communication channels that are incorporated by an organisation result in higher production, creating a culture of continuous improvement (Towers Watson., 2012).

Theme 3 - Training & Development

Training and development is how an organisation balances their consistency and coherence throughout their local and global branches. Various training programs, delivered both externally and internally, support this with the enhancement of employee knowledge and company standards. Sending staff members on a course or internally training them with an educator can help inculcate the values that the organisation promotes to their employees, customers and members of the public. This section explores the importance of training and development for standardisation in a global framework and offers recommendations from the findings.

Why does Global Standardisation require Training and Development?

As discovered during the research of this paper, (Bartlett & Ghoshal, 1992) indicates that training and development programs are designed to help employees enhance their skills to further improve organisational standards and goals. Effective training ensures employees are equipped with the skills necessary for their roles, allowing them to perform effectively.

Organisations set performance objectives they require their staff members to align with, which can be achieved by training them in standard company procedures and essential tasks Yukl, G. (2020). Employees understand the importance of training and desire to receive further continuous development. Interviewee 2 explained what they believe the company can do to further enhance coherence and consistency when adopting standardisation, “definitely working on the training and development of managers and supervisors, rolling out training and keeping us up to date with the importance of union agreements, company policy”. This highlights how the organisation can consider enhancing their managers and supervisors’ capabilities by introducing training programs and up to date agreements on union & company policy.

A key component of standardizing training and development programs is ensuring all staff members of an organisation are entitled to receive the same education opportunities as each other. These opportunities can include funding, grants, courses and any other training opportunities employees may be seeking, encouraging employees to pursue their own professional growth at the expense of the company's benefit. This is a long term investment for the company as it results in well-trained, skilled, dedicated employees. Each employee should be treated with equal opportunity to programs that can help them grow in the business. It found in

the literature that training programmed are deemed essential in order to standardize the training materials branch locations receive (Kogut & Zander, 2003; Bartlett & Ghoshal, 1992) .

When choosing educational programs for employees, it is important they contain enough information to cover the area learners are operating in. This will allow the employees to excel, identify new ideas and understand how to deal with different challenges. Further emphasized by Interviewee 2 – “there should be a standard set training course we go on to understand the business way of dealing with all managerial situations.” When an employee is in a management position, they may be required to attend courses in management, supervising, health and safety, manual handling, fire warden and people management. These courses help the manager understand different aspects of their role and the essential health and safety regulations they need to follow. Identifying areas where staff members may require further development is crucial. Relating back to previously discussed literature from Vignali's (2001), global organisation such as McDonald's, prioritize employee training and development as part of their standardisation goals and global tactics.

Furthermore, other areas of education and development are in-house programs. Global organisations often standardize their operations by offering in house mandatory training for all employees. An example of this would be manual handling and basic safety knowledge courses. These are typically provided to employees prior to their commencement of employment. In house programs are particularly beneficial to niche organisations as training programs can be tailored to their specific field of service, allowing employees to fully understand scenarios and strategies for addressing issues. Interviewee 5 “Training and development on management situations was given to us in house a few months ago. This really benefited members of the operations team, understanding scenarios globally and how they should be tackled. More programs like this would be extremely helpful to the team.” In house training should be uniformly delivered to all global employees to create a flow of consistent understanding on procedures and solutions. This standardisation enables businesses to streamline processes as all employees manage them the same way. Overall, standardizing training and development helps to enhance the company's values and beliefs, complimenting operational excellence. Research from Deloitte in early 2023 measured that organisations who standardize their training programs

across branches see a result of 218% income rise per staff member (Leveraging Learning Analytics for Business Impact 2023).

The importance of Continuous Development

Continuous development is adapted to continue the improvement of employee knowledge, enhancing work performance and contributing to the competitiveness of an organisation. This approach involves regular training programs to improve employee skills and keep them updated with new processes, technology advancements and workplace requirements. Examples of ongoing training programs include manual handling courses, people management courses, inhouse training programs every 6 months that cover new changes in the business.

Standardization efforts significantly improve when employees engage in lifelong learning programs, such as webinars, e-learning classes, off site workshops and achieve college credits. By promoting a culture of continuous improvement, organisations can expect that their staff members are confident and capable of meeting evolving business goals and demands.

Particularly important for organisations seeking competitive advantage over their sister companies. According to Westerman, Bonnet, and McAfee (2014) learning and development plays a big role in competitive advantage, especially in emerging markets.

The interviews highlighted the critical importance of ongoing development. Given the numerous changes in industries over the last few years, one of the interviewees mentioned that opportunities for continuous learning and development should be made available to employees, to keep them up to date with those industry changes. Interviewee 1 – “Probably to strengthen the training and development programs as well to ensure all employees are equipped with the same level of knowledge and skills going forward again, across the board. ... continuous improvement also.”

This finding underscores the necessity for organisations to support ongoing improvement and aiding training and education programs for their staff. Not only does this approach boost employee morale it also assists competitive advantage.

Overall Training and development play a huge role in measuring cohesion and consistency in the organisation. Standardizing training and development in a global organisation, understanding the

importance of continuous development, tackling challenges around training & development, leveraging technology and developing global training teams are elements that an organisation can use to address the challenges of maintaining a cohesive globalized approach. Within these interviews, the participants shared insights and opinions that they require advanced training and development on a global level, to interact with their global peers and understand what is expected of them as a team to achieve global standardisation. Furthermore, it is in the participants' interest to understand global processes and how other countries / branches run their operations system. The investment an organisation gives to their employees training and the development of their skills, allows for sustaining global excellence and standardisation.

Theme 4 - Organisational Culture

Organisational culture is significant in terms of shaping the performance, behaviors and attitudes of employees that work for a global business. In order to drive consistency within the organisation, a strong cohesive culture must be present. Promoting a cohesive culture can also improve employee engagement and may guarantee employees' performance is in line with the goals and values set by the company's hierarchy. This section will explore the role of organisational culture and how a business can address the challenges that come with it in regard to global standardisation. It will also explore the insights of the interviewees, discussing the findings from the interviews, providing recommendations for creating a positive, unified culture in a global business with local enterprises.

The Importance of a Cohesive Organisational Culture

A cohesive organisational culture establishes a standard and consistent approach across all geographical branches of the organisation. A cohesive culture not only emphasizes the values and beliefs of the business, but also provides employees with a guide on how they make decisions. Furthermore, culture serves the people of the business a sense of belonging along with an understanding of company standards and how to effectively maintain them.

When asked, “what part does organisation culture play, in your opinion, in maintaining coherence and consistency regarding standardisation through our organisation in Ireland?”

Interviewee 3 responded - “So I think the communication, as I said, so it makes everybody feel included and I think a lot more needs to be done on that, and a focus on just individual areas that everyone needs to hear what's happening within the business.”

Clarifying that when a set of common values are communicated across a diverse international organisation, a cohesive culture will be easy to achieve. Employees will resonate with these values, understanding that the business has a vision and mission reflecting their expected behavior from their employees. It has been identified by (Schein 2010) that employees can be guided by a core set of values, which will further allow them to match their actions with the organisational objectives.

Interviewee 4 mentioned the importance of a unified culture rather than a singular operated culture to suit a specific region. “Culture would need to be driven from the top in relation to the changes that are proposed to globalize the business. The current culture is very much based on a single operation, but as the changes progressed, such as having shared service centers set up, the culture would grow with it”. Highlighting the fact that there may be a requirement of shared services to allow for other regions to assist countries with their operations e.g. customer service. By doing this, each country receives the exact same service and Ireland operations can abide by global approaches.

The role of Leadership in Shaping Culture

A big part of how employees behave is down to their leaders. Leaders are responsible for modelling the behavior of their employees, reminding them of the company core values ensure they complement their decisions and performance within their departments. Leaders are those whom employees seek inspiration and motivation from, resulting in a positive culture allowing those employees to support company goals and the tasks required of them.

It is important for leaders to set a good example for their teams by modelling to them what is expected when it comes to their behavior. This begins with initially acting accordingly as they would expect others to and reflecting on their behavior to align with the organisational values. Leaders who act the same way they require their team to act, will find a positive outcome in performance, creating a ripple effect through the business (Kotter 2012), seeing a huge impact on the culture being adopted.

Interviewee 1 expressed concern around leadership and culture, recognizing that organisational culture and helping the department team can create an environment where standardisation can be adopted and embraced by employees. “It’s leadership and role model set the tone for staff it leads to; they’re demonstrating good leadership skills and that means you're able to commit to standards and are leading by example of staff will see that you're prepared to put a work and that you're asking them to put as well.... By fostering a culture that values quality and communication and employee involvement, continuous improvement, it can create an environment where standardisation is not only acceptable, but also embraced by staff.” Whereby a clear understanding of the importance of leadership, setting an example to their team members, showing you are prepared to help them with the goals the entire department has been set to achieve, is discussed.

Organisational culture is key to maintain consistency and cohesion in global standardisation. The findings from the interviews gave an insight into what a global organisation really needs to focus on when they are addressing cultural differences and challenges. Challenges related to culture can be easily modified with the adoption of the strategies discussed. The main elements of creating a culture that supports global operations is strong leaders, diversity and inclusion, strong company values and implementing strategies to improve the culture.

Theme 5 - Leadership

The cornerstone of any organisation, whether it being local or global, is their leaders. Leadership has more significance with global organisations due to the expectation of the business they must harmonize such as diverse cultures and practices. Having a role of leading teams, driving performance and fostering cohesion and consistency within the organisation. This section discusses what the impact is for leaders on standardisation, the interviewee responses and insights along with strategies to adopt for the help with challenges around leadership.

The Role of Leadership in Global Standardisation

Being a leader in a global context requires attention to the operations on a day to day basis, at a higher level than it would a local business. This entails monitoring the performance ensuring all processes are standardized and meeting global requirements. Leaders are deemed valuable in

fostering unity, following local practices and monitoring cultural differences. In order to do so, leaders must help employees by motivating and inspiring them with a well articulated vision creating a sense of purpose and direction to the employees (Kotter (2012)).

The findings of the interviews emphasized the need for their leadership to discuss changes being made and having a clear open form of communication with employees.

Interview quote - “To me, it will be that the leadership would be kind of to drive the change within the company and deliver any communications that needs to go down to the staff so that needs to be a lot more understanding and open to everyone is aware of what's happening”. This signifies that the leaders in the organisation should take an active role in leading their employee.

Leadership Styles and their Influence on Standardisation

To achieve consistency in an organisation, an effective leadership style must be adopted, but depending on the chosen style, the organisation can be impacted in different ways.

Transformational Leadership

This leadership style consists of creating an environment where employees feel motivated and inspired by their leader to exceed their goals and expectations. These leaders have a focus which is the changes being made, long term company goals set and innovation. They ensure employees understand what is fully expected of them whilst driving standardisation in the departments they operate in. Once they succeed with this, they have created an atmosphere for their team to feel committed and trusting to their leader, this is crucial when trying to maintain global standards (Bass and Avolio (1994)).

Transactional Leadership

This style of leadership is adopted to encourage compliance with the standards the organisation sets for their staff members. This involves a clear structure, rewards and penalties to promote standardisation. In order for transactional leadership to get its full use in motivating the workplace, it may need to be complemented with transformational leadership elements.

It has been found that interviewees acknowledge the work done by leaders to have a smooth running of the organisation, although their insights and thoughts, although there was also concern on communication from leaders in the business and what needs improvement.

Quote: “I believe we play a huge role in the culture here, with good communication, resolving conflicts to the best manor, treating everyone fair and equal, and ensuring there is a positive culture all around the business. I do think we could work on updating the staff with business ideas and new decisions being implemented before they do. This can ensure our employees understand they are part of the team” The findings from this interview answer compliments the incorporation for transactional and transformational leadership to be adopted to ensure all elements of employee management is being covered.

Desired Leadership Qualities

The findings of the interviews outline desires for leadership change. The most common key areas found in the changes required by employees are clear vision, empathy, communication and adaptability.

Clear vision is what provides the workforce with direction and sense of purpose, without this the team will lose motivation and struggle to work together on common business goals. According to (Kouzes, J. M., & Posner, B. Z. 2017), ‘inspiring a vision’ as a leader is one of the five main leadership practices, emphasizing studies made on this practice can help make positive changes in employee engagement and performance.

Empathy is how leaders connect with others and understand their feelings. Leaders who demonstrate this trait can gain the trust in employees and further improve their abilities.

Goleman, D. (1995) stresses that empathy is a people skill, and it is significant when leading a team, understanding the needs and wants of the team and how to navigate around them.

In order for leaders to create a vision, they ensure effective communication. Issuing feedback to their team and communication the expectations for the business, when leaders have good communication skills, conflict can be resolved promptly, teams build trust, and a transparent culture is fostered. A study by (Clampitt, P. G. 2005), found that leaders in organisations who

communicate with passion to their workforce, with consistent messages passed on, result in a low staff turnover rate. The example given in the global organisation FedEx.

Adaptability is vital in this day and age, with a fast-paced environment and constant changes in business environments, leaders must be able to change to new conditions and adjust to the challenges received during them. Additionally, they must be able to support the organisations people when adapting to newness and handling complex changes.

Chapter 6 – Discussion on The Analysis

Having conducted an examination of the themes identified during the investigation of the interviews, the discussion chapter will focus on how a global organisation can address the findings. This section will jump into what strategies and tactics can be implemented to do tackle those challenges identified in the findings. The research question of how a global organisation can face challenges of coherence and cohesion while standardizing the business serves as a foundation for the strategic discussion. The overall emphasis of this discussion will be to understand the actionable solutions global organisations can uncover to ensure there is alignment in the coherence and consistency within the business, while standardizing local branches. By identifying and discussing these strategies, organisations should be then able to find guidance and balance their global standardisation with local adaptation.

The 5 key themes discovered from a thematic analysis are It Infrastructure, communication & feedback, training & development, organisational culture and leadership. Each theme was found due to the mentioning of concerns or patterns by participants who were interviewed based on 7 questions asked. The discussion chapter will discuss each theme that was analyzed covering all areas of potential improvement.

Strategies for Standardizing IT Infrastructure

The findings show that there is a gap between IT systems and ERP systems causing branches to face a challenge of maintaining standardized processes of reporting and monitoring. To ensure consistency across an organisation on a global level, it is important to note that standardizing IT Infrastructure is vital. One approach that can be effective in the case of the findings is adopting a global IT system and enterprise resource planning solutions. Creating a unified platform that all elements of the business can use, creating a standard process for the human resource team, finance, operations, customer service and any other areas of the business. Facilitating data in real time and reducing waited time. Creating a platform like this can reduce many errors being made in the organisation, accelerating decision making. From the feedback, the worry of real time data being scrambled into different means of communication or reporting can all be done away with once a unified system is implemented.

Another strategy for standardizing the form of reporting is creating a shared service centre. A shared service center can allow for reporting to become international with other operatives in the organisation from other branches, ensuring constant communication and standardized outcome from others. This creates a sense of understanding for all branches, following the direction of those in a shared service center and each process uniformly applied.

Lastly, to eliminate concerns of a singular structure in a global organisation, the integration of data systems can be applied, ensuring that infrastructure is standardized, and data management is cohesive. This strategy would involve creating a central data system that each branch has access to, creating consistency and consolidation from many sources. A well coordinated data plan can support the quality of data input along with the fact that single source data is uploaded from one exact employee. These tactics hugely support the access of data serving the basis for operational excellence within the business.

Analysis of Participant Feedback on IT Systems

The feedback shows the discrepancies between the current standardisation of IT and the desired state. The participants revealed their insight to the current IT systems used and how they would much prefer a unified platform to be enforced. The IT systems are currently fragmented across each branch and each country uses their own system according to where they are in the world. These inconsistencies cause errors in reporting delays and accuracy in the data submitted.

The feedback suggests an IT system that is consistent with global standards is desired by this exact region. Integrating this system allows all regions and branches to understand standard processes and upload relevant information accordingly. This standardisation can see huge improvements in efficiency when it comes to business processes, global requirements and quality of data, collaborating regions together creating a unified workforce.

Enhancing Communication Mechanisms

A method to navigate around this challenge is standardizing protocols that relate to communication. It is important when the business hierarchy depends on information being communicated accordingly and appropriately. This involves informing members of staff about the protocols, guidelines and channels of communication required of them. Additionally, it

includes discussing the appropriate times and frequencies for various types of communication. By using tools such as newsletters, email threads, global calls, town hall meetings and face to face interactions, communication can become seamless, effortless and standardized in the business. When asked about communication, participants incorporated the lack of feedback into their answers, this raised concerns about the communication between them and the feedback they should be receiving.

For example, informing employees of global communication standards ensures everyone understands the same rules and aligns with objectives and procedures of the business.

Participants that were interviewed expressed a desire for open communication channels along with regulated and structured communication. Establishing protocols can ensure the desires of employees are fulfilled.

Enhancing Feedback Mechanisms

According to the responses gathered, it became evident that employees found a lack of feedback from their managers. These participants desire regular feedback sessions to understand fully what is expected of them, as well as being able to share their opinions with their management team. During the literature, it was noted that constructive feedback allows for improving individual performance level, the culture and a sense of value across the organisation.

Practices that can be used to regulate feedback cycles can include employee surveys, performance reviews, Feedback software systems for managers and follow up plans. Employee surveys were mentioned in the findings, stating that they are submitted annually on a global level. These surveys can be tailored to suit a specific region with data being given to the directors of those countries. This way they can acknowledge insights about culture and areas for improvement. Performance reviews are popular, usually completed annually and mid year. These are both beneficial to a manager and employees. Offering an opportunity for both parties to discuss any feedback required. Feedback systems involve the utilization of software to collect feedback and reported opinions, tracking trends and holding necessary employee's insights. Follow ups and action plans complement the above strategies, demonstrating to employees that the organisation is committed to developing ideas based on the feedback they have received, planning to make changes. The use of these tools can enhance an organisation culture, showing

employees change will be implemented based on analyzed feedback. Driving continuous improvement and keeping employees satisfied.

The importance of Training & Development for Standardisation

Training and development was a key theme found in the findings of the interviews. The outcome to the findings suggests that employees are eager to complete excess training and continuously develop their knowledge and skills. Further training allows staff members to meet company goals and objectives while fulfilling their effective duties as stated perviously Bartlett & Ghoshal (1992). Following the findings, this section will discover the strategies that can be used to improve training and development to satisfy staff members in their professional development goals. Training and development is required in order to gain skilled, educated employees. Employees receive initial on the job training to cover their basic knowledge. Additionally, training can allow for those employees to excel what they have already been thought and use this to grow in the business they are in. Training and development courses are a benefit to an organisation, especially when all regions have standard training and additional training. This allows for standardisation of what all employees are thought to understand over their service time in the business.

Strategies that can Enhance Training and Development

Training and development are required to strengthen cohesion and consistency in the business. Strategies and tactics can be used by an organisation to enhance the training and development needs of their staff members. Those include in house training programs, aid further development courses and goal setting.

In house training programs are beneficial to global organisation. From the findings participants acknowledge the in-house training course they completed and the benefit of it to the knowledge in their department. These in house training programs require standardisation across all regions to ensure each branch is receiving the same training. In house training can cut costs and ensures employees are clued into the standard processes required of them in the context of the business operations.

Organisations at times have the ability to aid educational programs for their employees. These educational program findings often come with a clause to remain working within the organisation for some time after successfully completing the program. If the program results in a failure the clause would be to refund the organisation the funds given. This incentive allows the business to know who is determined to upskill and add value to the business, whilst it allows for the employee to receive a grant for programs they desire to complete. It results in a win-win situation for both.

Goal setting helps progress on a personal level and a professional level. Driving the accomplishments and business aims in the workplace. Goal setting is what helps employees regain motivation with clear, attainable and measurable goals (Grace Smith, 2024). Goal setting can be inputting directly with a manager on an intelligent software system at the beginning of the year. This allows managers to review the goals set by the employee mid-year to see where they are with them, and at the end of the year to know if they have been successfully completed. Furthermore, this encourages the manager to give feedback based on performance and goals achieved, driving the employee to success. Goal setting helps an organisation measure performance and keep employees on track with their very important tasks. The use of SMART goal submission can be of benefit to the organisation, this means that employees submit a goal that must be specific, measurable, achievable, relevant and time bound. Once the goal consists of all five elements it requires good attention from the employee.

Overall, the three strategies mentioned are efficient in terms of addressing employee concerns with communication and feedback. If all three strategies cannot be adopted, one of them can ensure that employees understand their expected duties and receive feedback regularly on business updates and performance reviews.

Challenges Maintaining a Strong Unified Organisation Culture

In order for employees to achieve the company's goals in regard to their visions and values, a strong organisation culture is required. During the findings when the interviews were split into themes, culture became a theme due to the participants discussions. There was worry in relation to a singular culture, rather than a unified culture across all branches and geographical locations. This raised sparked concern and suggested necessary change within the cultural operations.

Interviewees stated that leaders are responsible for the state of culture in an organisation, where employees lead by example. Additionally, the evidence shows discussion of desired inclusion, allowing employees to embrace the culture. Global organisations face challenges maintaining a unified culture due to geographical differences, these strategies can be addressed with the use of effective measures and strategies.

Strategies to Tackle Challenges of Organisation Culture

Similarly, to integrating organisation culture, implementing a cohesive organisational culture requires strategic approaches that complement the values and behaviors in the branches of a global organisation. One strategy that will be discussed as an example is recognizing and celebrating cultural diversity.

This strategy is put in place when a business is eager to improve the sense of inclusiveness for their employees in the workplace. To achieve this, the business can hold events and recognition programs, along with emphasizing the contributions made from employees of diverse backgrounds. To compliment the literature found from (Gibson & Gibbs, 2018) honoring cultural diversity can strengthen the commitment the organisation is willing to make to increase inclusivity.

Within the interviews there was a finding from a participant who expressed the importance of cultural diversity in the organisation. Mentioning the benefit of reward programs and recognition from leaders. This underscores the requirement for the implementation of strategies to promote cultural diversity.

Encouraging Transparency

Transparent communication fosters trust among staff members. In achieving this, an organisation promotes an environment where employees can share insights and confidently express their feelings and opinions. If it is a case of employees feeling fear expressing their views, they may lack the drive to work towards the business goals, feeling excluded from decision making processes. Achieving transparency and openness requires the leaders of the organisation to standardize sharing real time company updates and involving staff in what decisions are being made.

There are several global organisations who are recognized for their commitment to transparent communication practices. An example is the global organisation Google. Google hold meetings every Friday and have labelled them as TGIF Meetings, meaning ‘Thank god it’s Friday’, where they share updates on any new company projects, updates and plans. This is an opportunity for employees in the meeting to ask any questions on their concerns and provide their personal feedback Stross, R., 2008. Another organisation that offers transparent communication practices is the social media company Buffer. This business offers their employees detailed information of their revenue and finance, including salaries, complimenting their ‘openness’ value to their employees and the public. Sharing their financial health situation and fostering a very high level of trust.

Cultural Integration

Integrating various organisational cultures can become challenging. This needs careful consideration to make sure culture is aligned and consistent. To create a single culture that supports the goals of the organisation, it is essential to integrate company core values and create a culture that is unified. In order to effectively integrate cultures, it is important to choose strategies that will support this. Out of the many strategies to choose from, three of these consist of cultural assessment and alignment, communication and engagement and leadership / role modeling. Each of these strategies will be explored briefly to understand how to tackle culture integration and achieve global standardisation while maintaining cohesion.

Cultural assessment and alignment consist of conducting an in depth assessment of the culture in two different regions in order to find differences in behaviors and practices. This can help the organisation create a plan on changes required and the cultural dynamics. According to the study of (Marks and Mirvis 2011) when seeking conflicts in culture and an opportunity for cultural integration, cultural due diligence is essential.

Communication and engagement require transparent communication with teams when trying to manage integration of culture. Informing employees of the process on integration and listening to their concerns will give them a sense of belonging. Involving them in the cultural changes is beneficial to the business, knowing what the employees seek.

Leadership and role modeling is vital when leaders are trying to guide the culture. Cultural changes need to be promoted by leaders, while they manage new resistance to changes.

Leadership

The recent interviews conducted resulted in the finding that leadership in the organisation is weak in terms of communication and inclusiveness. Employees hold an expectation for the leaders they have in an organisation, which helps them follow their ways. The findings distinguish that those employee desire their leaders to communicate when change is occurring, help make them part of the team including them in business activities and decisions. This section will shed light on how the business can encourage leaders to fill these desires.

Communicating Change

Employees expressed in their interviews that they could like transparent communication from their leaders. Leader must use communication skills to make an impact within the organisation. At times leaders can expect messages to be communicated through emails, which at times may not be the case for subordinates. It is a leaders position to know their people, including their ability to communicate and implement all of the leadership communication attributes visible below in Figure 3 Rizvi, I. A., & Popli, S. (2021).

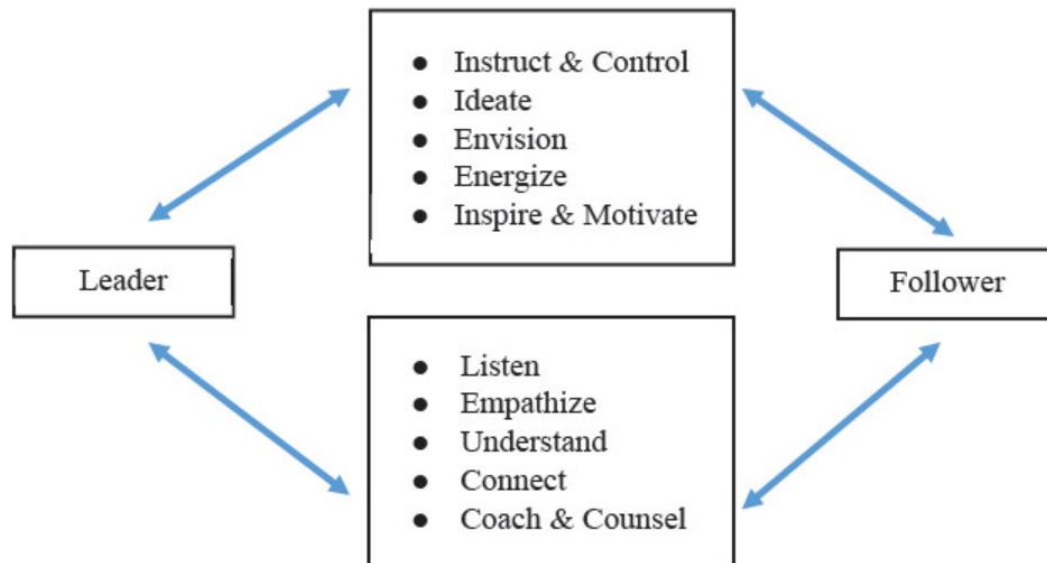


Figure 3

Leadership Actions

Communicating change reduced stress and worry and stress when they are expecting future company updates. This is why it is important to be transparent and honest with the workplace (Baynton, 2016). A strategy that can be used when communicating change with subordinates involves setting ongoing expectations. Informing employees that changes can be expected in the workplace regarding their skills, technology or tasks can help them trust change is on the way. This should be communicated to the staff members during training sessions, initial induction or during employee – employer conversations (Rebecca Zucker and Dina Denham Smith, 2022). The findings as previously discussed involve employees wanting to be more involved and part of the team. In order for this to happen leaders must include them in the decisions being made that may have an impact on the organisation's success. Management teams may stem away from the idea of involving the team in the decision making process due to an opinion clash, however benefits of team inclusion include, increased engagement, surfacing employer blind spots and enabling collaboration (Landry, 2020).

Chapter 7 – Conclusion

Limitations

While this project was based on the outcome of interviewee opinions and insights to the interview questions, there are of course limitations that can be considered. The main limitation to this project included sample size, bias and issues which are unspoken of. Issues which are unspoken of are the issues that employees know are occurring within a business and they are not spoken about by them or hierarchy.

Sample size being a limitation for qualitative research is due to the number of interviews conducted. This means the findings and analysis were due to the number of interviews conducted and insights received. Although this can limit the outcome of this study, this means of gathering data under the Braun and Clarke six step framework, that as an individual project this method can still point indication of future direction (Boddy, 2016). This limitation was managed by a good cross section of participants used from different areas of the business. There can be bias challenges during investigating a qualitative project in terms of interviews conducted. The interviewer can be deemed as a threat, their opinion if given to the interviewee can jeopardize the findings from them in their answers. It is important that the researcher does not discuss their opinion of the study to the interviewee to reduce a bias result (Ronald J. Chenail, 2011). Another limitation to this study is the unspoken of. Due to the participants being from the same organisation, their answers can wander around what they believe they can speak of and what they don't feel comfortable discussing. Creating uncertainty about the findings and answers to their questions, reducing the level of response from certain employees. This limitation was managed by asking sub questions at times where open answers were received, to close them depending on the area of business the participant works in. Similar to this limitation, the Hawthorne effect is when participants opinion or behavior changes due to the subject of the study, can also limit the study outcome and harm the credibility of answers (Hansson, 2006). This effect can make participants feel pressure to answer in a certain direction, in terms of researcher expectations or social desirability (McCambridge, 2014). This limitation was managed by doing a pilot interview and noting that there is a need to remind participants of their confidentiality and keeping questions open-ended, that there is no right or wrong way to answer the questions.

The methodology that was used for this study was the Braun & Clarke six step framework. Considering this was the means of study, there are separate limitations due to this framework being used. The lack of literature created on thematic analysis can cause confusion on how this analysis is conducted. The flexibility of thematic analysis can also lead the interview to inconsistent flow and an issue of coherence when themes are being chosen (Nowell, L. S. 2017). These limitations force the author to make use of their knowledge and experience when coding for themes. Including a conduction of the minutes and recordings to fully understand which themes are the strongest.

The research project was conducted during a given timeframe causing a slight limit on time for research. The timeframe of this project help the author decide to conduct 7 interviewees, analyzing the findings of their opinions, which may cause a bias due to the small sample size. Given the availability of h participants for this research, it did not impact the validity of the data found.

The chosen participants of this research were deemed to be realizable and complimented the research question to ensure the outcome was credible. Each interviewee was from a section of a global organisation of significant value to their department, chosen with relation to the research topic. During the interview, the participants were given a full understanding of the project, their consent to record the meeting and the opportunity to opt out. After each recording, the interview was written up in minutes and given to the interviewee to review and their highlighted answers for the project was shown to them. This gave them the opportunity to ask why their outcome was being used as a finding and how it relates to a theme discovered.

Conclusion

In conclusion having pointed out the limitation to this project, the main understanding is whether the research question itself has an answer. When the findings, analysis and limitations are collated it is understood that the answer to the question “How can a global organisation address the challenges of maintaining a cohesive globalized approach across a diverse international organisation and ensure consistency in its global standardisation?” is listed in the literature, findings and analysis section.

The use of Braun and Clarke six step framework allowed for the interviews to be coded and put into themes. Sensing a steppingstone for organisations to follow when facing challenges from any of the themes found. This study examined an in-depth thematic analysis on what these challenges may be and how they can be approached.

Although global organisations note their challenges, at times they don’t know how to tackle them or what the best strategies to use might be. During the paper there were examples of other global organisations using strategies to help maintain coherence and consistency during their standardisation process. This research creates a balance between how to effectively standardize processes while maintaining localization of a branch. Providing a rich insight into the challenges faced by leaders creating a standardized global business.

Summary Table

Title
How can a global organisation address the challenges of maintaining a cohesive globalized approach across a diverse international organisation and ensure consistency in its global standardisation?
Research Aim
Examine how a global organisation can tackle the challenges of maintaining cohesiveness and consistency in global standardisation, while being part of a global organisation?
Findings
5 themes found in relation to challenges within a global organisation in relation to questions asked based on the research question. Employees are seeking more communication, updated IT infrastructure, consistent feedback, more training & development and a change in culture.
Conclusion
Strategies and tactics have been discussed in the analysis section, which helps global organisations going forward to understand ways of tackling challenges.

Advice Found from The Research

This study was conducted based on the struggle of a global organisation standardizing their processes in their branches. Operating in over 116 countries worldwide, this organisation was seeking strategies to adopt into the business in order to standardize processes and procedures while maintaining consistency and coherence. This difficulty gave the author an opportunity to use this field of research, which can further aid other global organisations facing the same issue. The interviews conducted during this research involved participants from this organisation who initially sprung the idea of this study topic. This created real time feedback and evidence of an organisation facing this problem presently.

With this study being a pilot for a global organisation, some tips that can help them achieve their standardized processes came from the data found during the interviews and the analysis of that data. Two of the main issues composed in relation to the themes was IT Instruction and feedback & communication. This organisation can adapt a global IT System which is spread out globally and implemented to all regions. Furthermore, it would be in their best interest to adapt the communication and feedback mechanisms mentioned in the analysis.

Global organisations need to understand what their employees are seeking in terms of standardizing the business before they make changes. One of the most important things a business requires to do is to communicate that change will happen and for the staff to expect this. This was mentioned previously in the discussion, where it was found that it helps employees settle their stress levels when change occurs and feel fosters a sense of inclusion (Baynton, 2016).

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Appendices

Appendix 1

Interview Questions

The interview questions below were chosen to explore the topic and gather relevant data to understand how to tackle the research question. After each question was answered, it would smoothly move to the less question. At times, where there was extended relevance to an answer a sub question would be asked in the interview relating to the answer given. The interviews conducted lasted between 15-20 minutes each.

Q1	What major obstacles does our organisation need to overcome, in your opinion, in order to maintain consistency in standardisation?
Q2	What part does organisational culture play, in your opinion, in maintaining coherence and consistency regarding standardisation throughout our organisation in Ireland.
Q3	What part, in your view, does leadership play in maintaining consistency in operations and fostering a cohesive organisational culture?
Q4	What strategies or tactics does our company use to encourage coordination and communication across teams that are spread out globally?
Q5	Currently, how do you navigate challenges around standardisation with an example of a strategy you have applied to situations to ensure there has been consistency in processes & procedures?
Q6	In the future, what plans or projects do you think our company should focus on in order to improve global standards, consistency, and cohesiveness further?

Appendix 2

Participant Experience

Interviewee 1 – Section manager operations of a cash organisation in Dublin Ireland. Currently responsible for managing 120 cash delivery drivers in a broad Dublin operations team.

Interviewee 2 – Operations Admin, with responsibility of assisting the Dublin operations managers and managing queries relating to payroll, holiday, sickness, trip sheets and other queries of 120 Dublin cash delivery drivers.

Interviewee 3 – HR Manager of a cash organisation in Ireland, currently responsible for 4 branches of employees. Looking after all claims, employee related issues, conflicts, payroll and health & safety.

Interviewee 4 - HR Director of a cash organisation in Ireland, currently responsible for 4 branches and a HR / Finance team in the Irish business. Monitors all employees, company culture, training, development & employee well being.

Interviewee 5 – Head of Operations in Dublin cash organisation. Monitoring all operational issues, budgets, headcounts, the full running of the operations of 120 Drivers. Overall looking for new ways to ensure the business is running smoothly while cutting any irrelevant costs.

Interviewee 6 – Operations service manager in a cash organisation, with responsibility of Dublin operations team, 120 drivers, service efficiency, customer relationships and monitoring of staff. Overall, the leader of 10 Dublin section managers who help run the operations system.

Interviewee 7 – Managing Director of a global cash organisation with responsibility of the Irish business and the running of all areas in the organisation. The managing director has 4 directors directly reporting to him with business reports, strategic plans, financial management and operational efficiency.