



JOURNAL OF MANAGEMENT AND CORPORATE SUSTAINABILITY
DEPARTMENT OF MANAGEMENT, FACULTY OF MANAGEMENT SCIENCES,
IMO STATE UNIVERSITY, OWERRI.
VOL. 4. NO.1 JANUARY 2026 / ISSN: 2616 - 1292

GLOBAL SOCIO-CULTURAL CHALLENGES ON ORGANIZATIONAL SUSTAINABILITY OF MULTINATIONAL CORPORATION (MNC) IN SOUTH-SOUTH, NIGERIA.

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Abstract

The study examined global socio-cultural challenges on organizational sustainability of multinational corporation (MNC) in South-South, Nigeria. The specific objectives are to assess the influence of socio-cultural developments on governance and explored the effect of national policy and regulations on corporate goals of multinational corporation (MNCs) in South-South, Nigeria. The research design used in the study was a survey design. The researcher adopted primary source of data. The total population of the study was eighty thousand seven hundred and twenty-four (8724) respondents from the selected study areas. The sample size of the study was five hundred and sixty-one (561) derived from Godden formula. Simple random sampling technique was used in this study. Pearson correlation coefficient and regression model were used to test the hypotheses of the study. A total of five hundred and sixty-one (561) copies of questionnaire was administered to the selected Multinational firms in South-South, Nigeria, during the collection of the administered questionnaire, forty-nine (49) copies questionnaires were wrongly filled, misplaced, void and discarded with a percentage rate of 8.6%, while the questionnaire retrieved was five hundred and twelve (512) with a percentage ratio of 91.4% that aided the study. The findings of the study stated that Socio-cultural developments does significantly influence governance of multinational corporation (MNCs) in South-South, Nigeria. National policy and regulations does significantly influence corporate goals of multinational corporation (MNCs) in South-South, Nigeria. The

study concluded that increasing mobility of firms in global markets, expansion of international joint ventures and strategic alliances, and the presence of global entrepreneurs in developing nations makes ethical market communication competence inevitable. The study recommended that socio cultural activities that could lead to such terror attacks; civil strife; and political coups must be reduced to prevent instability hindrances to global expansion of MNCs which leads to limited funding of projects in the country and discourage foreign investors.

Keywords: *Globalization, Global Socio-Cultural, Socio-Cultural Developments, National Policy and Regulations and Organizational Sustainability*

Introduction

Background of the Study

Globalization is seen as the process of increasing social and cultural interconnectedness, political interdependence and economic, financial and market integration (Eden & Lenway, 2021). Giddens (2020) note that globalization represent intensification of worldwide social relations which connects far-away localities in such a way that local occurrences are determined by events occurring many miles away and vice versa. It is a process of rapid economic, cultural, and institutional integration among countries. This integration and interconnectivity of world markets, businesses and economies have both negative and positive effect on the environment, on culture, on political system, on economic development and prosperity among human physical well-being in societies around the world. According to Collier and Dollar (2021) globalization it is seen as the growing integration of world economies. As a result, the definition of globalization challenges depends on the intent and on the coverage of its uses as authors concentrate on economic factor, human development, entrepreneurial activities, technological factor, cultural and social factors. Accordingly, the international monetary fund (2020), identified four fundamental factors of globalization and global challenges- capital and investment movements, trade and transaction, dissemination of knowledge and the migration and movement of people. These aspects interrelatedness and connectivity affect and are affected by political, economics socio-cultural, legal and natural factors and a very rough development with uneven distribution of its gains and losses among multinational cooperation operating in different nations (Onwuka & Eguavoen 2022).

No country or firm can grow in isolation. The wave of globalization has swept across every nation and has affected and is affected by economic, political, socio-cultural and environmental factors. While argument grows on the benefits of globalization, there are also the downside that globalization has brought about. Globalization has brought about breaking down of obstacles to trade and capital mobility, basic technological development and has brought about decline in communication and transport costs. However, the opportunities of the global system of interaction remain highly concentrated among the industrialized countries to the exclusion of the majority of developing nation such as Nigeria, and this indirectly affect operations and performances of multinational firms in the country. Therefore, it becomes a challenge to create an inclusive global market. However, with globalization, multinational firms in Nigeria often struggle to compete with firms from industrial developed countries. There have been arguments that firms in Nigeria need protection from free trade to be able to develop. However, this will seem to discourage seriousness, ingenuity, and creativity among business firms, thus making them remain less competitive with lower quality higher price products.

Paradox of free trade; since globalization enables workers to move more freely, it has made it very difficult for Nigeria firms to hold onto their best skilled workers, who are attracted by higher wages elsewhere thereby causing brain drain in some specialized field in the country, especially the medical and educational sectors. Riley (2022) notes that concern have been expressed by some that investment and jobs in advanced economies will drift away to developing countries. Without doubt, this will cause loss of job as multinational firms either left or shift their production to countries with lower unit labour cost. This however, will help to improve per capita income and general standard of living in the new operation base as the locals are given employment.

Statement of the Problem

In a broad term, MNCs have more difficulties socio-cultural and national policy regulations challenges than smaller corporations (Bissoondeal, 2023). Nevertheless, this is when MNCs should tackle socio-cultural and national policy changes under globalization to enhance their pace of recovery (Tiwasing, 2021). With the increasing integration of the global economy, globalization has brought a series of trade challenges to MNCs in developing countries. These challenges involve multiple aspects such as trade market access and trade deficits. This will have a profound impact on the sustainability of multinationals cooperation. Firstly, national policy regulation is one of the challenges that multinationals cooperation in developing countries like Nigeria often face in economic globalization.

Although globalization has opened up a broader international market, some countries still set trade barriers and blockade on country products, restricting their entry into markets to compete with their industries. Secondly, socio-cultural development among MNCs. Several multinational firms developed countries have occupied the majority of the market share with their high-end and mature technologies. This has further undermined the position of firms in developing countries in the global value chain, making it difficult to obtain a fair market share. Therefore, firms in Nigeria need to develop their industries according to their national conditions and continuously improve their technological level to adapt to fierce competition in globalization. The trade deficit is a significant trade challenge that exists within it.

When facing these trade challenges, MNCs can enhance their response capabilities through a series of measures. This includes strengthening international trade negotiations and promoting the establishment of more equitable international trade rules; Increasing the level of industrial technology and increasing the added value of products to enhance their position in the global value chain; Reducing dependence on a single market and product by diversifying trading partners and product structures; and strengthen the opening and competition of the domestic market, and improve the international competitiveness of enterprises.

In an increasingly globalized economy, multinational corporations (MNCs) operating in South-South Nigeria face significant challenges in maintaining organizational sustainability while globalization offers opportunities for socio-cultural and national policy regulations. It also presents complex challenges such as regulatory inconsistencies, environmental degradation, socio-cultural conflicts and economic volatility. These issues are compounded by the regions unique socio-political context infrastructural limitations and fluctuating policy framework. Despite the presence of numerous MNCs in sectors like oil, gas and manufacturing, many

struggled with aligning global operational standards with local realities, leading to disruptions in long term business sustainability. The problem necessitates a critical examination of how global socio-cultural challenges influences the sustainability of MNCs in South-South, Nigeria.

Objectives Of The Study

The main objective of the study is to examine global socio-cultural challenges on organizational sustainability of multinational corporation (MNC) in South-South, Nigeria. The specific objectives are to:

- i. assess the influence of socio-cultural developments on governance of multinational corporation (MNCs) in South-South, Nigeria.
- ii. explored the effect of national policy and regulations on corporate goals of multinational corporation (MNCs) in South-South, Nigeria.

Research Questions

- i. What is the influence of socio-cultural developments on governance of multinational corporation (MNCs) in South-South, Nigeria?
- ii. How is the effect of national policy and regulations on corporate goals of multinational corporation (MNCs) in South-South, Nigeria?

Research Hypotheses

Ho₁: Socio-cultural developments does not significantly influence governance of multinational corporation (MNCs) in South-South, Nigeria

Ho₂: National policy and regulations does not significantly influence corporate goals of multinational corporation (MNCs) in South-South, Nigeria.

REVIEW OF THE RELATED LITERATURE

Socio-Cultural on Performance

The socio-cultural factor of the business environment is one that is a combination of two concepts including social and culture, and neither has a universally accepted definition. The term social can simply refer to the ways people relate and interact while culture is the people's ways of life. Similarly, the combined term of the socio-cultural environment does not also have a generally accepted definition, but there are a few relevant definitions chosen for the purpose of this study. Akpor-Robaro (2012) presented the socio-cultural environment as referring primarily to the elements that affect people's behaviour, relationships, perception and way of life, including their survival and existence. The writer further added that it includes conditions, variables, and influences that shape the personality of the individual and potentially affect his/her attitude, disposition, behaviour, decisions and activities. Wetherly and Otter, (2011) defined this environmental factor as made up of collections of activities and relationships by which people engage in their personal and private lives.

Some of these collections include the population characteristics, ethnicity, beliefs, values, attitude, lifestyles and associates. Berger and Lebans, and Euske, (2016) defined it as a socially built reality in which individuals create a social framework for themselves and consequently develop it into an effective reality that shapes and influences their behavioural pattern. Adeleke, Oyeguna and Ogundele, (2003), like Akpor-Robaro (2012) disclosed some elements of this business environment to include the forms of behaviour, beliefs, lifestyles, values, attitudes as developed from cultural, religious, educational and social conditioning. Thus, some of these

elements of the sociocultural environment including beliefs, value systems, languages, and perceptions were adopted for this study in relation to the adopted performance variables of the selected small and medium enterprises (SMEs) in Kano State, Nigeria.

Government policies and Regulation on Performance

A policy is a set of guidelines adopted by an organization or political party to govern the scope of its activities; it is also a philosophy or set of guidelines used to make decisions. Government policies contain political acts, goals, and a set of principles to be followed by the government and political players in order to recognize public concerns and make public decisions for the country's progress. Because government policies have a control on organizational performance, government agencies have recently been implementing change by transforming public policies into actions and promoting the development of innovative capabilities within government agencies (Ahmad, & Liu, 2019). The concept of innovative and competitive management policies is being revisited as the difficulties facing public services become more complicated, and more adaptive and successful approaches such as public entrepreneurship policies are being replaced. It may be seen how a significant and relevant government policy might aid an organization's notion of public entrepreneurship in flourishing (Oreg, & Berson, 2017). The government's role is considered as enacting creative and aggressive public policies in order to satisfy new public service demands and foster entrepreneurial behavior in various government entities.

Globally, private and public organizations have constantly been challenged by different environmental forces, various business complexities, technological advancement, globalization, climate change, and shifting customer preferences that push them to relook at how they do business. Obtaining efficiency, productiveness and sustaining performance goals therefore has become a key concern to these organizations (Basalamah, 2017). Governments all over the globe are increasingly under pressure from their residents to show performance results from the resources collected in taxes, and to be accountable for the promises made in their political manifestos, development plans, electoral pledges and commitments. In addition, citizens demand for transparency on the impact of governments' interventions in improving its citizenry quality of life. Paradoxically, the governments' resource basket has not expanded in sequence with these demands which implies pressure to do more with less. In an era marked with rising demand to governments to provide quality services and flat revenues, it is critical to ensure optimal performance. Improved performance helps government to be excellent in provision of quality services to its citizens efficiently and effectively.

THEORETICAL REVIEW

Dependency theory by Raúl Prebisch and Hans Singer (1948)

In the 1970s, dependency theory was propounded as a structural - globalist view with particular reference to Latin America which also generally applies to all less developed countries (Michael, 1998). This theory suggests that the world system has been planned in such a way that core countries are made influential and wealthy while periphery countries remain impoverished, feeble and reliant on the core for security, investment and insight (Stevenson, 1994). The main focus of dependency theory was to explain the gap between the rich and the poor nations of the world. The theory holds the view that the rich nations are rich because the

poor nations are poor. It creates a worldview which suggests that the wealthy nations of the world need a peripheral group of poorer states in order to remain wealthy. Many of those who started as dependency theorists have come to be identified with world-system theory. The view of the dependency theorists suggests that the relationship which exists between the Northern core and the Southern periphery is far from being a relationship of mutual-interest cooperation". It means both the subordination of the latter to the former and the exploitation of the latter by the former. In support of this, Frank's version of dependency affirms that an unfair relationship exists between developed capitalist nations and the periphery (Shannon, 1996).

Empirical Review

Assess the influence of socio-cultural developments on governance

Johnson, George, Owoyemi, and Adegboye, (2024), conducted an empirical study on effects of socio-cultural realities on the Nigerian SMEs in Lagos State, Nigeria in order to identify the realities and the impacts of three socio-cultural variables including religion, attitudes and values on ten selected SMEs in five major districts of the state and the study revealed that SMEs are tied to the owners' culture, tradition and religion as shown by his/her orientations, values and personality. Maziku, Majenga, and Mashenene, (2014) did a descriptive assessment of the effects of socio-cultural variables on the performance of women SMEs at Dodoma urban and Chamwino districts in Tanzania and discovered that lack of women mobility, lack of necessary support for the women and ethnicity have negative effects on the performance of women SMEs. Consequently, the study concluded that the socio-cultural variables negatively impact on the performance of women SME owners.

Rotich, Cheruiyot, and Yegon, (2024), investigated the extent to which the socio-economic features of women influence the performance of their SMEs, collecting data from 60 randomly selected women SME owners in Kericho County, Kenya. Findings showed that the socioeconomic characteristics of these women SME owners are positive and significantly related to the performances of their organizations. The study further revealed that the literacy level is another important variable for consideration and performance. Akpor-Robaro, (2012) did a theoretical and evaluative analysis of the Nigerian society by studying the impact of the socio-cultural environment on entrepreneurial emergence, with particular focus on education, gender, poverty and value. The study discovered that socio-cultural variable significantly impact on entrepreneurial emergence positively or negatively.

Tambari, Chioma, and Ononogbo (2021) undertook a descriptive survey on implications of environmental factors on the productivity of selected SMEs in Rivers State and computed results from the data collated revealed that environmental variables particularly the economic and political factors impact on the productivity of SMEs than the socio-cultural factors. Consequently, the study recommended that SME owners should continuously monitor the business environment, align their strategies with prevailing situations and government should provide safety nets for these investors. It was discovered that beliefs are positively related to other socio-economic variables to a large extent and are instrumental to the economic growth of SMEs.

Explored the effect of national policy and regulations on corporate goals

Charity, (2021), carried out a study effect of government regulation on the relationship between strategy implementation imperatives and County Government performance in the central region, Kenya. Most organization's aim is to realize and uphold great performance. In order to achieve superior performance, organizations have enhanced strategy implementation process and concentrated efforts on strategy implementation imperatives. County governments in Kenya have fallen below expected performance due to challenges like high personnel emoluments, under-performance in own source revenue collection, low absorption of development allocation, high levels of pending bills, and weak budgetary controls. Government regulations are laws and rules prescribed by governments that effectively control the way a business can operate and defines the bounds of legal behavior this study sought to establish the moderating effect of government regulation in addressing the county government performance. Descriptive and explanatory research design were adopted. Structured electronic questionnaire was sent to 252 respondents in the five counties in central region of Kenya. Descriptive and inferential statistics were used for analysis and overall model tested at 95 % confidence level. Results showed that Government regulation has a strong moderating effect on the county government performance in the central region with a beta coefficient of 0.901 and p value of 0.001. Government regulations had an overall mean of 3.86 with a standard deviation of 0.739. Within government regulations, supporting policies sub variable had the highest mean score (3.89) with majority of the participants believing that government regulations have contributed to the performance of their county. The results also suggest that Government regulations has led to infrastructure development such as roads, telecommunication and power that promotes efficiency in the counties. The study concluded that government regulations had significant moderating effect on the relationship between strategy implementation imperatives and county government performance in Central region of Kenya. The study provides a conceptual framework which brings together key government regulation moderating effect on strategy implementation imperatives that affects performance of county governments in Central Region of Kenya.

Methodology

The research design used in the study was a survey design, where questionnaires was used to collect the data which enabled the research to describe the findings. The questionnaire was structured in a rating scale of 5-point Likert such as 5 (SA); 4 (A); 3 (UN); 2 (SD); 1 (D). The researcher adopted primary source of data to collect information from the respondents. The total population of the study was eighty thousand seven hundred and twenty-four (8724) respondents from the selected study areas. Therefore, the sample size of the study was five hundred and sixty-one (561). Simple random sampling technique was used in this study. Regression model was used to test the relationships between dependent and independent variables of the study. A total of five hundred and sixty-one (561) copies of questionnaire was administered to the selected Multinational firms in South-South, Nigeria, during the collection of the administered questionnaire, forty-nine (49) copies questionnaires were wrongly filled, misplaced, void and discarded with a percentage rate of 8.6%, while the questionnaire

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retrieved was five hundred and twelve (512) with a percentage ratio of 91.4% that aided the study.

Data Presentation

Table 1: Assess the influence of socio-cultural developments on governance of multinational of corporation (MNCs) in South-South, Nigeria.

RESPONSES	SA	A	UN	D	SD	TOTAL	MEAN	SD
Social institutions shape behavior and social order to improves governance	240	175	15	24	58	2051	4.0	.879
Cultural values and norms improve Changes in governance	278	141	9	56	28	2121	4.1	.845
Language and communication patterns improved commitment	265	159	58	10	20	2175	4.2	.870
Population dynamics (Demography) improves commitment	244	170	15	17	66	2045	4.0	.877
Technology and innovation improves commitment	220	183	20	45	44	2026	4.1	1.04
Cultural heritage and identity <i>enhance</i> commitment	224	195	30	58	5	2111	4.1	.885
Economic influences on culture <i>boost</i> commitment	300	146	8	48	10	2214	4.3	.752

Source: Field Survey, 2025

The table above revealed the influence of socio-cultural developments on governance of multinational of corporation (MNCs) in South-South, Nigeria. Majority of the respondents with the highest mean scores of 4.3, 4.2, 4.1, 4.1, 4.1, 4.0 and 4.0 strongly agreed that Social institutions shape behavior and social order to improves governance. Cultural values and norms improve Changes in governance. Language and communication patterns improved commitment. Population dynamics (Demography) improves commitment. Technology and innovation improves commitment. Cultural heritage and identity *enhance* commitment and Economic influences on culture *boost* commitment.

Table 2: Explored the effect of national policy and regulations on corporate goals of multinational corporation (MNCs) in South-South, Nigeria.

RESPONSES	SA	A	UN	D	SD	TOTAL	MEAN	SD
Policy goals and objectives of vision and mission of the policy to achieve corporate goals	250	180	-	44	38	2096	4.1	.845
Legal and regulatory framework on rights and obligations of stakeholders to boost corporate goals.	275	158	7	54	25	2161	4.2	.828
Institutional and administrative structure on roles and responsibilities of government bodies to promote	265	159	58	10	20	2175	4.2	.870

corporate goals.

Policy strategies and action plans on strategic initiatives to improve corporate goals.	244	170	15	17	66	2045	4.0	.877
Regulatory instruments and tools on monitoring and inspection tools to boost corporate goals	220	183	20	45	44	2026	4.0	1.04
Resource allocation and budgeting on human resource requirements to enhance corporate goals	224	195	30	58	5	2111	4.1	.885

Source; Field Survey, 2025

The table above showed the effect of national policy and regulations on corporate goals of multinational corporation (MNCs) in South-South, Nigeria. Majority of the respondents with the highest mean scores of 4.2, 4.2, 4.1, 4.1, 4.0 and 4.0 strongly agreed that policy goals and objectives of vision and mission of the policy to achieve corporate goals. Legal and regulatory framework on rights and obligations of stakeholders to boost corporate goals. Institutional and administrative structure on roles and responsibilities of government bodies to promote corporate goals. Policy strategies and action plans on strategic initiatives to improve corporate goals. Regulatory instruments and tools on monitoring and inspection tools to boost corporate goals and Resource allocation and budgeting on human resource requirements to enhance corporate goals.

Test of Hypotheses

Ho₁: Socio-cultural developments does not significantly influence governance of multinational corporation (MNCs) in South-South, Nigeria

Table 3: Regression analysis on socio-cultural developments on governance

Variable	Parameters	Coefficient	Std error	T – value	Sig
Constant	β_0	1.141	0.067	6.099	.000
SCD (X ₁)	β_1	0.748	0.015	4.161**	.002
R-Square		0.832			
Adjusted R – Square		0.830			
F – statistics		39.990***			

Source: Field Data, 2025

Table 3 showed the coefficients of socio-cultural developments on governance. The coefficient of multiple determination (R^2) was 0.830 which implies that 83.0% of the variations in dependents variable (Governance) were explained by changes in the independent variable (Socio-Cultural Developments) while 17.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

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The coefficient of socio-cultural developments was statistically significant and positively related to governance at 5 percent level (4.161**); with p-value = .001 < .05 significant level. Therefore, we reject null hypothesis and accept the alternative hypothesis that socio-cultural developments does significantly influence governance of multinational cooperation (MNCs) in South-South, Nigeria.

Ho₂: National policy and regulations does not significantly influence corporate goals of multinational corporation (MNCs) in South-South, Nigeria

Table 4: Regression analysis on national policy and regulations on corporate goals

Variable	Parameters	Coefficient	Std error	T – value	Sig
Constant	β_0	1.590	2.101	3.3405	.005
NPR (X_1)	β_1	1.887	0.078	0.1471**	.000
R-Square		0.850			
Adjusted R – Square		0.801			
F – statistics		25.008***			

Source: Field Data, 2025

Table 4 showed the coefficients of national policy and regulations on corporate goals. The coefficient of multiple determination (R^2) was 0.850 which implies that 85.0% of the variations in dependents (Corporate Goals) were explained by changes in the independent variable (National Policy and Regulations) while 15.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of national policy and regulations was statistically significant and positively related to corporate goals at 5 percent level (0.1471**); with p-value = .000 < .05 significant level. Therefore, we reject null hypothesis and accept the alternative hypothesis that National policy and regulations does significantly influence corporate goals of multinational cooperation (MNCs) in South-South, Nigeria.

Summary of Findings

- i. Socio-cultural developments does significantly influence governance of multinational corporation (MNCs) in South-South, Nigeria (4.161; p-value = .001 < .05 significant level). This implies that a unit increase on Socio-cultural developments leads to a unit increase on governance.
- ii. National policy and regulations does significantly influence corporate goals of multinational corporation (MNCs) in South-South, Nigeria (0.1471; p-value = .000 < .05 significant level). This implies that a unit National policy and regulations leads to a unit increase on corporate goals.

Conclusion

Globalization has increased the engagement to fill gaps among different parts of the world. The critical views on globalization are seemingly politicized, making the essential issues blurred. The study laid emphasis on what globalization entails and how it can be beneficial to all. The study indicated that socio-cultural developments, and national policy and regulations has a positive significant on organizational sustainability. Going forward unstable national policy system

discourages direct investment towards enhancing sustainable development of a nation. A national system that thrives on orderly and transparent transition of power in governance ensures the continuity of government services, including the maintenance of peace and order as preconditions for building a sound and stable environment for investments, however, it is on this premise that the study found out that national policy and regulations does significantly influence corporate goals of firms in Nigeria. Thus, increasing mobility of firms in global markets, expansion of international joint ventures and strategic alliances, and the presence of global entrepreneurs in developing nations makes ethical market communication competence inevitable.

Recommendations

- i. Socio cultural activities that could lead to such terror attacks; civil strife; and political coups must be reduced to prevent instability hindrances to global expansion of MNCs which leads to limited funding of projects in the country and discourage foreign investors.
- ii. National policies and regulations should be addressed through structured negotiations either with the support of the home nation or directly with the host nations.

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