Negotiating with Global Managers and Entrepreneurs in sub-Saharan Africa - Nigeria: An Analysis of Nonverbal Behavior in Intercultural Business Communication

Ephraim A. Okoro, Ph.D.
Howard University

Christine R. Day, Ph.D.
Eastern Michigan University

Abstract

This study provides a critical analysis of nonverbal behavior in intercultural communication between Nigerians and Non-Nigerians during business transactions. Findings from survey of more than one hundred respondents (Nigerian business men and women) residing in Nigeria and in the United States over a period of eight months (2011–2012) were interpreted and analyzed. Specific nonverbal communication variables of the study included silence, non-verbal feedback, facial expressions, voice volume, gestures, and eye contact. The survey comprised of demographics and open-ended questions, and was pilot-tested by a sample of business people of multiple ethnicity and gender. Using survey and face-to-face interviews, this research expands research on specific behaviors of Nigerian non-verbal communication in the larger African context. It identifies unique nonverbal symbols essential for effective business negotiation in Nigeria, and provides appropriate culture-specific recommendations for communicating cross-culturally and nonverbally with Nigerians during interpersonal communication and group negotiations. Finally, the study stresses the significance of enculturation in Nigeria by identifying adjustment strategies associated with nonverbal behavior in cross-cultural business negotiations.

Negotiating with Global Managers and Entrepreneurs in sub-Saharan Africa - Nigeria: An Analysis of Nonverbal Behavior in Intercultural Business Communication

Nigeria: Linguistic and Territorial Complexity

Nigeria is composed of more than 250 ethnic groups that divide the country both linguistically and territorially. The most populous and politically influential are the: Hausa and Fulani 29%, Yoruba 21%, Igbo 18%, Ijaw 10%, Kanuri 4%, Ibibio 3.5% (Katz, 2011; The World Bank, 1989). The major tribes in the country (Hausa-Fulani, Yoruba, and Igbo) have their own distinct culture, language, and communication patterns (Phillips, 2002), and they also have a peculiar way of negotiating with non-Nigerians in business transactions and relationships (Izukwu, 1989, Ndulu, 2007; Nnadozie, 1998). While the Igbo tribe is more business inclined, the Hausa-Fulani tribe is more politically influential because of their population and early involvement with the country's political process. The Hausa-Fulani tribes are mainly Muslim, traditional-oriented, and have less Western education than other ethnic groups in the country. Evidently, the Igbo and Yoruba tribes embraced the Western culture early in their development, and they are more Western-oriented and sophisticated in lifestyle and general business orientation. As Onwuejeogwu (1995) explained, the lifestyle of these tribes could be traced to their exposure and relationship with Western societies over the years, which account for the structure of their verbal and nonverbal communication patterns. In terms of religious belief, the Igbo are mainly Christians and the Yoruba consist of Christians and Muslims.

As past and present studies indicate (Uka, 1966; Achebe, 1983; Phillips, 2002) Igbo and Yoruba tribes engage in global business at different levels, but the Igbo dominate business and entrepreneurial transactions and activities in Nigeria. Many international business-people deal largely with the Igbo tribe because they are more entrepreneurial, competitive, and risking-taking. Furthermore, their nonverbal communication pattern is less complicated, because it is encompasses and demonstrates their relationship with people from other parts of the world.

Geographically, Nigeria is classified into two major temperature zones – the tropical and rainforest area, which stretches from the coast to about 9 degrees latitude north, and a savannah zone, which covers the rest of the country. Nigeria has a land area of 923,768 square kilometers, situated fully within the tropical zone. The population of the country is estimated at 130 million people, and the gross domestic product (GDP) per capita is US $300 per person. Agricultural products are available in each zone, but the bulk of agricultural products and production is in the Northern parts of the country. While the mineral wealth of the country, such as petroleum, coal, marble, limestone, salt, etc. are largely available in the rainforest area, tin, limestone, gold, platinum, barite, iron, and steel are found in the southern part of the country. The concept of federalism in Nigeria is the product of the interdependence of the North and the South because of the location of natural resources, seaports, and agricultural products. Indeed, the interdependence structure of Nigerian tribes reinforces the importance of the unity in the country.

Research Objective

A considerable portion of business communication is non-verbal, and international business communication adds another layer of complexity and challenge. With the globalization of economies over the past two decades, there has been an increasing surge in

Nigeria for strategic business and economic opportunities. As the country attracts global entrepreneurs for joint ventures, strategic business alliances, and investors from different parts of the world, this research is designed to investigate the extent to which Nigerian business people adapt their non-verbal communication style when conducting business with non-Nigerians as well as with other Nigerians. Given the surge in African markets, especially in Nigeria, the findings of this study provide appropriate information for intercultural and nonverbal communication with Nigerian business people engaged in global or multinational business operations.

Literature Review

A number of intercultural business scholars have noted the impact of non-verbal communication in the wake of global business relationships, especially in the developing nations of Africa where body language and other non-verbal symbols play significant roles in human and business interactions. In their intercultural communication study, Okoro and Cardon (2010) stressed the challenges faced in global business negotiations as a result of nonverbal exchange and the ambiguity associated with misinterpretation of culture-specific nonverbal messages and lack of clarity resulting from mixed messages. It was noted that in recent times, a number of business transactions and negotiations with non-Nigerian partners failed to materialize because of misunderstanding or poor interpretation of non-verbal messages. Poyatos (1983) advocated that what gives verbal language total meaning is if "those verbal expressions are accompanied by a great number of facial, manual and bodily gestures, gaze activities, manner, postures, postural shifts and stills, which constitute kinesics (p. 129). Poyatos (1983) continued, pointing out that what people say (language), "how they say it (paralanguages) ... and how they say it kinesically that conveys a number of intended or unintended messages" (p. 133).

As Chaney & Martin (2011, 2014) and Reynolds & Valentine (2004) emphasized, the expanding scope of international business in the twenty-first century places greater emphasis on cross-cultural communication in business, cross-cultural communication technique, effective cross cultural communication, and nonverbal exchange in international business relationships.

A number of communication scholars and practitioners (Moran, Harris, & Stripp, 1991; Nnadozie, 1998; Trompenaars, 1993) agree that nonverbal communication is human behavior, other than spoken or written messages, that creates or represents meaning. These nonverbal messages, but not limited to, include facial expressions, body movements, eye contacts, gestures. Popularly described as human interactions without speaking or uttering a word, nonverbal communication is complicated by intercultural differences. Since nonverbal communication is culture-specific; and most times, it is used to supplement verbal communication it becomes exceedingly difficult to understand nonverbal messages across cultures. For example, the importance of eye contact in business communication cannot be over-emphasized. Studies conducted over the past decades clearly demonstrate that eyes play a significant role in both verbal and non-verbal messaging. Chaney & Martin (2011, 2014) noted that eye contact is of critical importance when communicating with Americans, but this level of importance is not applicable in Africa, especially Nigeria, where it may be considered impolite to maintain eye contact in the course of verbal communication.

Study Methods

This study was designed as an exploratory investigation to obtain information about the extent to which Nigerian business executives, global managers, and entrepreneurs adapt their non-verbal signs in business communication in the course of business transactions with non-Nigerian business people as with other Nigerian business people.

The researchers conducted structured one-on-one interviews with Nigerian business people as well as with several people who work with Nigerians. All of the business people interviewed were employed full time in different types of business organizations in Nigeria. Detailed and specific information obtained from these interviews, coupled with information glued from related literature regarding non-verbal communication in business exchanges (Okoro & Cardon, 2010; Varner & Beamer, 2011; Victor, 1992) were used to design the survey items. Specific interview questions focused on a comparison of the extent to which Nigerian business people adjusted their communication style when interacting with other Nigerian and non-Nigerian business people. Other interview questions included the use of silence, non-verbal feedback, facial expressions, voice volume, eye contact, gestures, and touch in communication between Nigerian business people and their non-Nigerian business counterparts. Demographic data and open-ended questions were developed and used to identify categories of people involved in global businesses with Nigerians. Prior to distribution, the survey was pilot-tested by a sample of business people of multiple ethnicity and gender in Nigeria. This sample population provided useful feedback and as a result the survey instrument was adjusted accordingly.

Surveys for the research were administered via hardcopy were distributed and collected over a period of three months (April – July) in Nigeria and in the United States. A total of two hundred and fifty (250) surveys were distributed in two locations: the Nigerian Embassy in Washington, D.C., and Abuja, Nigeria, 150 and 100 surveys respectively. Participants were limited to Nigerian business people residing in the United States and those living in their home country of Nigeria. Those surveyed included Nigerians working for private, not-for-profit, and governmental organizations involved in international or global business. This included independent Nigerian entrepreneurs (small business people).

- Nigerian Embassy in Washington, DC: Surveys were distributed at the Nigerian Embassy in Washington, D.C. to Nigerian business people residing in the Washington Metropolitan Area, and to Nigerian business entrepreneurs, importers, and exporters who came to the Embassy from other parts of the United States for business meetings, and for national or international business conferences. Non-Nigerian business associates or partners were not allowed to participate in the surveys.

- Nigerian Federal Capital, Abuja: Many private and public organizations are located in Abuja, Nigeria's federal capital where much international business transactions take place. Surveys were sent through a professor at a local University in Nigeria to distribute to people involved in global businesses. This survey included Nigerians who interact with foreign business partners either in Nigeria or abroad. Additional surveys were sent through a research colleague in Nigeria.

Questions

Participants were presented with questions covering such specific topics as use of silence, nodding of the head, facial expression, regulation of volume, speech rate, and individual's personal space/distance. Each time, participants were asked to what extent they adjusted the non-verbal behavior when holding a business conversation with other Nigerian or non-Nigerian business people.

The questions were presented in pairs. The first question would ask about a concept as it related to a non-verbal concept as it related to business conversations with other Nigerian business people. An identical question would ask about the same concept as it related to business conversations with non-Nigerian business people. The questions were constructed around a statistical percentage with a calibrating verbal descriptor. Participants were offered a multiple choice option of:

a) 0%   (never)
b) 1-24%   (seldom)
c) 25-49%   (Occasionally)
d) 50-74%   (Frequently)
e) 75%-100%   (Almost Always).

Participants

The sample size included Nigerians working in any form of global business in parts of the United States (n=100) and Nigeria (n=150). One hundred and six participants responded, providing a 42% response rate. All responses are reported in aggregated percentages. A total of sixty (60) surveys were received from Nigeria, and forty-six (46) surveys were collected through the Nigerian Embassy in Washington, D.C.

Respondents were closely apportioned by gender, with 55% male and 45% female. The age of the respondents was distributed as 11% in the 30-39 years old age range, and 44% in the 40 to 49 years range, 42% in the 50-59 years range, and 3% as 60+ years age range. Participants had lived in Nigeria for varying lengths of time. Four percent of the respondents had never lived in Nigeria (showing as zero years). Another 7% had lived there for 1-3 years, a small percentage (2%) lived here 4-6 and an additional 2% lived there 7-9 years. Many respondents, 27%, lived in Nigeria for 10-15 years; the majority of the respondents, 59%, lived there for 16+ years. Some survey participants (24%) had not ever lived outside of Nigeria; 43% lived outside of Nigeria for 1-3 years; 18% lived outside 4-6 years; 2% reported living outside of Nigeria for 7-10 years; 2% reported living outside for 10-15 years, and 11% reported living outside of Nigeria 16+ years.

Surveys indicated that 29% worked for a for profit organization; 44% worked for a not-for-profit; and 27% were associated with the government. When asked to report the size of the organization employing the participants, they answered as follows: 10% were associated with an organization that employed 1-50 people; 9% reported 50-100 people; 29% reported 100-200 people; 41.9% reported 200-500 people; and 10% reported more than 500 people.

When respondents were asked to name the countries of origin of people with whom they did (or had done) business, they named 20 specific countries from five different continents, including Africa, North America, South America, Asia, and Europe. A distinguishing

factor regarding this research is that data were collected from two different samples. One sample population was from North America and the other sample population included Nigerians currently residing in Nigeria.

Verification

The basis of this survey is information that is "self-reported." In order to verify the results of the survey, a research colleague with specific expertise in Nigerian non-verbal behavior confirmed the results of the data collection. This data was verified by testing the research against more than 100 observed conservations between Nigerian and non-Nigerian business communicators. During these conversations, formal records were made of the observations. This verification occurred after the collection of the results so that the findings would not be negatively impacted.

Results/Findings:

The results reveal several important trends which business communicators would want to be aware of. Engagement in non-verbal communication adjustments will potentially enhance the effectiveness of business transactions and may address potential treats prior to occurrence.

Participants were asked an introductory question regarding the extent that they balanced verbal and non-verbal communication when communicating with other Nigerian or non-Nigerian business people. Answers/responses range as listed below:

- mostly verbal (80-90% verbal and 10-20% non-verbal);
- somewhat more verbal (60-80% verbal and 20-40% non-verbal);
- half and half (50% verbal and 50% non-verbal);
- somewhat more non-verbal (20-40% verbal and 60-80% non-verbal) and
- mostly non-verbal (10-20% verbal and 80-90% non-verbal).

Approximately half of the respondents reported the balance of verbal and non-verbal was at least 50% or more non-verbal (including half and half, somewhat more non-verbal, and mostly non-verbal) when communicating with other Nigerian and non-Nigerian business people.

Oculesics

The survey questioned participants on oculesics, specifically eye contact and mutual gaze (Victor, 1992, p. 205). Results showed a noticeable variance in the use of direct eye contact and a brief gaze when comparing business conversations with other Nigerian and non-Nigerian business people. Thirty-nine percent (39%) reported seldom using eye contact when holding business conversations/negotiations with other Nigerians (additional 16% occasionally and 24% frequently), as opposed to only 17% used eye contact when holding business conversations with other non-Nigerians (additional 26% occasionally and 34% frequently). Approximately the same number of participants reported never (about 9%) and almost always (13%) using oculesics.

Proxemics

Survey participants were asked about the extent to which they use proxemics, such as specifically adjusting the physical distance between people. A quarter of the respondents (25%)

reported that they never adjust personal space with other Nigerian business people, as compared to 9% who reported never adjusting when meeting with non-Nigerian business people. Approximately 26% adjusted space frequently or almost always when meeting with other Nigerian business people, versus 46% who frequently or almost always adjusted with non-Nigerians. These results verified that significant percentage of Nigerians frequently adjust space when communicating with non-Nigerians.

Paralanguage

Participants were asked about the extent to which they regulated volume, such as feeling comfortable using a loud volume. When communicating with other Nigerian business people, 22% of the respondents indicated that they frequently or almost always did. Respondents doubled the number (44%) by indicating that they frequently or almost always regulated volume when communicating with non-Nigerians.

When asked about the extent to which respondents regulated their speech rate, such as talking slower than normal, 29% of those communicating with other Nigerian business people frequently or almost always did. A more significant number, 42%, frequently or almost always did when communicating with other non-Nigerians. Many respondents reported never regulating their speech rate when communicating with other Nigerian or non-Nigerian business people (18% and 16% respectively).

Silence

When participants were asked about the extent to which they used silence in a respectful way, close percentages were scored in occasionally and frequently range of the Nigerian and non-Nigerian business conversations (44% and 40% respectively). An identical answer (12%) appeared in the "almost always" range for both types.

Kinesics

Participants were asked about adjustments related to kinesics, specifically a nod of the head, gestures, slight touch, and extensive touch. Common patterns emerged in the use of non-verbal feedback, such as a nod of the head in agreement. Over half 51% of respondents used the nod frequently or almost always when communicating with other Nigerian business people, and 50% did with non-Nigerians. This pattern also became evident regarding the extent to which participants demonstrated negative or dissatisfactory emotions through facial expression, such as anger, sadness, frustration, or disappointment. A similar number of respondents never display negative emotions when communicating with other Nigerian or non-Nigerians (27% and 28% respectively). A close number of respondents "seldom or occasionally" did (51% and 54% respectively).

The extent to which participants adjusted their use of slight touch, such as touching others on the arm to build trust and convey warmth, also tracked this pattern. About 25% of respondents adjusted occasionally (23% for Nigerians, and 25% for non-Nigerians). Also, adjusting "never or seldom" for business communications with other Nigerians was reported by 52% of respondents; the same adjustment was at 46% for non-Nigerian respondents.

When questioned about extensive touch, such as embracing others, respondents indicated that they frequently or almost always adjusted 18% of the time with Nigerian business people and 37% of the time with non-Nigerians. Thirty-one percent of the respondents indicated that they never adjusted extensive touch with other Nigerian business people, and 25% of the respondents never adjust with non-Nigerians.

The use of gestures presented a different pattern. Only 21% of respondents indicated that they frequently or almost always adjusted their use of gestures with other Nigerian business people, whereas 46% adjusted frequently or almost always with non-Nigerians.

Control of Non-verbal Messages

Participants/respondents were asked about the extent to which they have experienced an unsuccessful attempt to control non-verbal messages, for example, gestures and facial expressions, when their actual feelings were the direct opposite of what was being said. Forty-four percent (44%) answered that they had never or seldom experienced this when having a business conversation or negotiation with other Nigerian business people. Thirty-two (32%) of the respondents indicated that they had never or seldom experienced this with non-Nigerian business people. The contrast became evident when 39% of the respondent answered that they had experienced an unsuccessful attempt to control non-verbal messages occasionally or frequently with other Nigerians versus 60% (sixty) with non-Nigerians.

Avoiding Gesture Mistakes

When participants/respondents were asked how they learned to avoid gesture mistakes in business negotiation or conversations, they listed eight generic types: workshops (34%), mentors (24%), books (15%), business associates (15%), friends (3%), a classroom course (3%), a client, specifically a sarcastic client (3%), and the Internet (3%).

Discussion and Recommendations

The findings of this study strongly indicate that non-business business executives or global managers interested in negotiating with Nigerians should make a conscious effort to study and understand Nigeria's culture-specific nonverbal communication symbols and cues for effective, productive, and successful negotiation outcome. Recent and related literature (Chaney & Martin, 2014; Katz, 2011; Moran & Stripp, 1993) used for this study clearly indicate that a lack of understanding of Nigeria's nonverbal patterns frustrated business negotiations with Nigerian business executives in the past, and a good number of businesses located in some areas of Nigeria left the country as a result of unproductive business negotiations and cross-cultural communication. Evidently, global managers and corporate executives who negotiated contracts with Nigerian business people over the years were dissatisfied with negotiation process, frustrated with mixed messages, and grossly disappointed with a seemingly ambiguous or confusing response, which led to the failure of their negotiations. Globalization of markets seems to have favored the Nigerian society with the surge of Chinese, Americans, and British businesses in the country. While the Nigerian marketplace has been attractive to many global business entrepreneurs and corporations, communication and negotiation with Nigerians should not be taken for granted or underestimated.

With the growing trend of multinational business ventures and strategic alliances, it is important that global managers and corporate business leaders competing overseas, especially in the sub-Saharan region, should devote adequate time and effort to understand nonverbal modes of communicating Nigerians in order to avoid misinterpretation of messages and reactions. For example, eye contact should not be expected during business negotiation, and a high or loud tone the course of negotiation process is not an indication of anger, hostility, or frustration; rather, it is an emphasis on a negotiating term or condition.

Any attempt or an interest to establish business relationship with Nigerians or in Nigeria requires a sound understanding and interpretation of non-verbal language, effective

interpersonal and group exchange, and an open-minded negotiation strategy. For example, a cross-cultural global business analysis, Chaney & Martin (2011, 2014), Moran & Moran (2011), and Trompenaars (1993) stressed that Nigerian business people are engaging individuals, skillful in negotiating contracts, interested in win-win negotiation, persistent on clarity of negotiation terms, and interactive in group communication.

Due to the nature of Nigerians as individualistic and independent in their business orientations, negotiations in the country is a competitive process as everyone persistently strives to achieve his or her negotiating objectives. Furthermore, business negotiation with Nigerian partners usually involves bargaining because many business people in the country acquired or learned bargaining skills very early in their lives. Of critical importance during negotiation is the need to recognize someone's age and professional status because age is highly respected and considered an indication of wisdom and responsibility in dealing with others. As a result, older Nigerian business people are well-respected and acknowledged because of their wealth of business experience and knowledge gained over the years of domestic and international business operations and relationships. Other significant factors to keep in mind when negotiating with business partners in Nigeria are their educational credentials and professional positions. While the country has a lot of respect for females in the business environment, male business people and entrepreneurs seem to dominate international business engagements and they are more prominent and are treated differently in some business-related transactions.

Reynolds & Valentine (2011) and Chaney & Martin (2014) consistently maintained that establishing a personal relationship is a significant element and accounts for the success of business negotiations with Nigerians and with other nations in the sub-Saharan region. As negotiation has expanded in scope involving cross-cultural communication skills, there is a serious need to appreciate the role of nonverbal behavior in achieving a desirable win-win negotiation result. Under normal circumstances, business negotiation with Nigeria business people takes a long time to complete because of specificity of terms and conditions needed to conclude a deal; therefore, the question of timeframe during negotiation is usually not important as long as the negotiation is mutually and satisfactorily completed. Moran et al. (2011) added that professional appearance/attire or "being well-dressed" during negotiations makes good impression and enhances the evaluation made of individuals in a negotiation meeting. Indeed, an impressive professional appearance contributes immensely to the success of a negotiation as it indicates both courtesy and respect to the negotiating process. It is also noted that at the end of a successful negotiation with Nigerian business partners, a contract confirming a negotiation is usually flexible and could be either verbal or written. This flexibility in the nature of business contracts is the main reason trust and commitment is considered a critical factor in negotiating with Nigerians. Both oral and written communications are accepted as valid commitment in business negotiations.

Due to the growing trend of globalization of businesses and markets and the interdependence of business partners around the globe, this study recommends a strong emphasis on the study of nonverbal signs in global cross-cultural communication. International business operation is expanding by leaps and bounds and the establishment of subsidiaries in different parts of world and cultures is a critical measure of business success. Therefore, cross-cultural business skills as well as nonverbal communication proficiency cannot be over-

emphasized in today's competitive multinational business competition. Chaney & Martin (2014), Okoro & Cardon (2010), and other cross-cultural studies substantiated the role of nonverbal language in intercultural business negotiation and communication.

References

Achebe, C. (1983). *The trouble with Nigeria*. Great Britain: Cos and Wyman Limited.

Cardon, P., & Okoro, E. (2010, December). A Meta-Analysis of the Cultural Propositions about Conflict Management Styles in Face Negotiation Theory. *The Journal of Rhetoric, Professional Communication and Globalization (JRPCG), 1* (1), 35 – 59.

Chaney, L.H., & Martin, J.S. (2014). *Intercultural business Communication* (6th Edition). New York, NY: Pearson Publishing.

Chaney, L. H. & Martin, J. S (2011). Intercultural business communication (5th Edition). New York, NY: Pearson Publishing.

Izukwu, J. O. (1989). *Nigeria: The case for a better society*. Enugu, Nigeria: Fourth Dimension Publishing.

Katz, L. (2011). Negotiating international business in Nigeria. *Journal of Applied Business and Economics, 12*(3).

Mazrui, A.A. (1972). *Cultural engineering and nation-building in East Africa*. Evanston, IL: Northwestern University Press.

Moran, R.T., Harris, P.R., & Moran, S.V. (2011). *Managing cultural differences* (8th ed.). Burlington, MA: Butterworth-Heinemann.

Moran, P., Harris, P., & Stripp, W. (1993). *Developing the global organization: Strategies for human resources professionals.* Houston, TX: Gulf Publishing Company

Ndulu, B. J. (2007). *Challenges of African growth: Opportunities, constraints, and strategic directions.* Washington, DC: The World Bank.

Nnadozie, E. A. (1998). *African culture and American Business in Africa: How to strategically manage cultural differences in African Business*. Kirksville, MO: Afrimax, Inc.

Olofin, S. (1989). Obstacles to African development. In D. Salvatore (Ed.) *African development prospects: A policy modeling approach.* New York: Taylor & Francis Publishers.

Onwuejeogwu, M.A. (1995). Development in Africa: Common cultural values central for effective managerial and administrative training programs – A paper presented at a regional seminar on cultural dimensions and appropriate and effective management in Africa, Makerere University: Kampala, Uganda.

Poyatos, F. (1983). Language and nonverbal systems in the structure of face-to-face interaction. *Language and Communication, 3*(2), 129-140.

Phillips, Jr., C.S. (2002) Nigerian bureaucracy after thirteen years of military rule. In A.A. Akinsanya & G. J. Idang (Eds.), *Nigerian government and politics (1979-1983* (pp.155-176). Ibadan, Nigeria: Isonyin Press.

Reynolds, S., & Valentine, D. (2004). *Guide to cross-cultural communication. Prentice Hall Series in Advanced Business Communication.* Upper Saddle River, NJ: Pearson Publishing.

Trompenaars, F. (1993). Riding the waves of culture: Understanding diversity in global business. Burr, Ridge, IL: Irwin Professional Publishing.

Uka, N. (1966). Growing up in Nigerian Culture. Ibadan: Institute of Education, Ibadan: University of Ibadan Press.

Uko, N. (1988). Indigenous Igede Religion. In R. Nicholls (Ed.) Igede Gedegede (pp 26-44).

Washington, DC: Howard University Press.

Varner, I., & Beamer, L. (2011). *Intercultural communication in the global workplace* (5th ed.).
New York: McGraw-Hill.

Victor, D. A. (1992). *International business communication*. New York: Harper   Collins.

The World Bank (1989). *Sub-Saharan Africa: From crisis to sustainable growth. A long-term perspective study*. Washington, DC: The World Bank.