The Impact of Cultural Diversity on Project Management in an International Organization
Case Study: Rizzani De Eccher

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تأثير التنوع الثقافي على إدارة المشاريع في منظمة دولية
دراسة حالة: ريزاني دي إيتشر

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[2.1] مدرسة الدراسات العليا التجارية (الجزائر)

Abstract:

The rise of the economic world has been achieved by this globalization. Also, it has witnessed a dramatic increase in multinational transactions and cooperation, which have made the emergence of what is called cross-cultural business or the multicultural business. International projects are among the manifestations of globalization, where cultural diversity has a major impact on staff because they have distinct perceptions. This is a big challenge for both managers and employees, they have to adapt with multiculturalism, and build a successful multicultural team carrying out a new style of management which is intercultural management. Our research has been emphasized through a case study within the Italian firm Rizzani De Eccher located in Algeria, where multiculturalism exists. Our study has targeted the project of the penetrating highway in a multicultural context of Algerians and Italians. We have adopted an empirical approach which consists to analyze data with statistical tools mainly by a questionnaire trough a representative sample of the entire population of the company. According to the results of the study, it is beneficial for a project to have individuals from many nationalities working on it since it allows for a new dynamic of invention, improved working methods, and the transfer of skills.

Keywords: Globalization; Cross-cultural business; International projects; Cultural diversity; Intercultural management

JEL Classification Codes: M14 ; F23 ; F60 ; C12

ملخص:

لقد تم تحقيق صعود العالم الاقتصادي من خلال هذه العولمة. كما أنها شهدت زيادة كبيرة في المعاملات والتعاونات متعددة الجنسيات، مما أدى إلى ظهور ما يسمى بالأعمال التجارية متعددة الثقافات أو الأعمال متعددة الثقافات. تعد المشاريع الدولية من بين مظاهر العولمة ، حيث يكون للتنوع الثقافي تأثير كبير على الموظفين لأن لديهم تصورات مختلفة. يعد هذا تحديًا كبيرًا لكل من المديرين والموظفين، وعليهم التكيف مع التعددية الثقافية ، وبناء فريق ناجح متعدد الثقافات ينفذ أسلوبًا جديدًا للإدارة وهو الإدارة بين الثقافات. تم التأكيد على بحثنا من خلال دراسة حالة داخل شركة Rizzani De Eccher الإيطالية الموجودة في الجزائر ، حيث يوجد التعددية الثقافية. استهدفت دراستنا مشروع الطريق السريع المخترق في سياق متعدد الثقافات للجزائريين والإيطاليين. لقد اعتمدنا نهجًا تجريبيًا يتكون من تحليل البيانات باستخدام الأدوات الإحصائية بشكل أساسي من خلال استبيان من خلال عينة تمثيلية لجميع سكان الشركة. يمكننا أن نستنتج عندما يكون الموظفون من جنسيات مختلفة في إطار مشروع دولي ، يكون ذلك مفيدًا للمشروع لأنهم يسمحون بخلق ديناميكية جديدة للابتكار وتحسين أساليب العمل ونقل الكفاءات.

الكلمات المفتاحية: العولمة؛ الأعمال بين الثقافات ؛ مشاريع دولية ؛ التنوع الثقافي ؛ الإدارة بين الثقافات

الترميز الاقتصادى (JEL): C12 ; F60 ; F23 ; M14 .

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I- Introduction :

In our era, the high technology made a radical upheaval which is the consequence of the fierce competition during the two world wars. This sophisticated technology causes the dramatic increase in transactions and cooperation over the world wide and that opens space to firms to endeavor international projects, where the cultural diversity is a main constraint which must be taken into consideration (Heagney, 2011).

Managing an international project is more complicated to manage than a national one because employees have different backgrounds, cultures and nationalities and that carry to the project several thoughts, ideas, opinions and perceptions. Within this context of cross-cultural environment, both managers and workers find themselves in a circle of ambiguity and confusion about how they should behave with each other under all this diversity, so scholars as Geert HOFSTEDE (Hofstede, Hofstede, & Minkov, 2010) decided to make surveys trying to find the relationship between cultural diversity and management in order to avoid all this anxiety and guarantee the achievement of desired goals.

Our survey is devoted to have a thorough view about the impact of cultural diversity on management, in particular within a project. In fact, the cross-cultural business is a current topic and it has been chosen because of its importance and originality, as well as we have a big tendency towards this subject because by nature we are inspired by new things and always we have the desire to learn new cultures and live new experiences in order to develop our skills and acquire competences. In order to fulfill our wondering to enrich our knowledge, we are going to answer the following main question: ***How cultural diversity may impact the project management style within this cross-cultural environment?***

To respond this problematic, firstly, we need to answer the following interrogations:

1. How we can analyze the concept of culture?
2. Do employees who belong to the same culture have same perception about project management?
3. What is an intercultural management, and its impact on the appropriateness perception and the cohesion of tasks?

To answer the pervious problematic, we started from the following hypotheses:

H1: Cultures cause the existence of nation's diversity

H2: Cross-cultural environment impacts project management style.

H3: The multiculturalism is an asset to international project.

H4: Multiculturalism affects negatively the performance of multicultural team.

The methodology in this research is based on a literature search to illustrate theoretical concepts related to the culture, the project management and the influence of cultural diversity on project management. Our study has been conducted within the Italian firm Rizzani De Eccher (RDE) which works on a project of the penetrating highway in a multicultural context of Algerians and Italians which is a conductive environment for our survey. The current project is the construction of the motorway RN77, which starts from DJEN DJEN port to the East-West highway at El Eulma, passing through Jijel, Mila and Setif over a total length of 110 Km. This project started in March 2014, for an estimated deadline of 36 months, and an estimated budget of 23 billion equivalents Dinar. This project is carried out by a group: ADA (Algérienne des Autoroutes) is the contracting authority while RDE is the leader Rizzani De Eccher (Italian): Pole of Jijel, ETRHB (Algerian): Pole Setif,

SAPTA (Algerian): Artwork, and MAPA (Turkish): Tunnel construction. To confirm or refute the hypotheses above, we have adopted an empirical approach which consists to analyze data with statistical tools; the data has been collected through a quantitative study by making a questionnaire with a representative sample of the entire population of the company. After the survey, questionnaires were collected and we used the EXCEL software to treat and analyze the results.

1. Factors managing cross-cultural settings in projects

The primary factors that affect the management of globalized projects are: (Dinsmore & Cabanis-Brewin, 2014)

❖ **Functional redundancy:** means the reproduction or intersection of some functions or activities. This may be necessary because of contractual agreements involving technology transfer requiring "national counterparts." Language or the organizational complexity of the project may also be responsible for creating functional redundancy. Special attention is called for, therefore, in managing the project functions of human resources and communications.

❖ **Political elements in international projects:** are afflicted with numerous unspecified. Apart from variations in international politics, project professionals are fronted with the distinctions of local politics, which frequently set important barriers in the road of achieving project success. With regards to classic project management, this signifies strengthen the communications function so as to insure that each strategically and politically affiliated engagements are suitably dispatched and interpreted. (Dinsmore & Cabanis-Brewin, 2014)

❖ **The expatriate manner of living:** concerns the habits and desires of those teams who are moved to a host country. This inserts the way of thinking and the physical and psychological requirements of those persons momentarily living in a different place with distinct customs, manners and styles of life. When the dissimilarities are considerable, this means doing exceptional arrangement for a group of human beings who would alternatively reject to transfer to the site, or, if relocated on a short-lived basis, would last deeply unenthusiastic during their stay. The basic project management elements associated to the expatriate way of living embrace contacts, exchange of ideas, conversations, human resources, and provision. Personal security problems may impact the going and coming of family members and expatriates. (Dinsmore & Cabanis-Brewin, 2014)

❖ **Culture and language:** Consist of the method of written, spoken, and additional social kinds of interaction. Incorporated in culture and language are the forms of codification and de-codification of faiths, convictions, ideas, values and reflections standard to specific persons. In this direction every distinction of communications turns into an exceptional significance. Religion has also to be taken into account.

❖ **Other risk elements:** Can contain individual risks like local diseases, deficient medical care and abduction. Political disturbance, coups d'état, local insurgencies and terrorism are as well crucial risk elements to be weighed in several contexts. Quick motions in economic conditions and political, or unusual local weather or geosciences, are as well possible apprehensions. (Dinsmore & Cabanis-Brewin, 2014)

❖ **Supply issues:** include all the agreement, acquisition, and logistical trials that have to be confronted on the project. As an example, a number of railroad projects has to employ the current railway itself while the main type of transportation for provisions.

❖ **Local legislation and laws:** influence the technique business is accomplished on international projects. They may still involve individual practices for instance renouncing from drinking alcoholic beverages in Muslim countries).

2. Cultural shock

Operating in a brand-new culture may develop a diversity of results, like: Disorientation about what to do, Frustration and Apprehension. All of these are conceivable results to culture shock, the shock we go through when we are faced with the foreign and the unknown. (Marx, 2001) Many persons consider culture shock like a brief and pointed, disorientating adventure in a foreign site. Some see that its impacts may be a lot profound and more extended if it is not dealt with success. On average, managers in Elizabeth MARX study accomplished culture shock symptoms can state for about seven to ten weeks. (Marx, 2001)

The culture shock cycle has the following four phases of adaptation (see Figure 1):

– The first stage is the honeymoon phase: You begin your international mission with a feeling of excitement. The new and the original are welcomed. Initially it is entertaining not to comprehend or be understood. Soon a way of frustration starts to settle in. (Jhoansen, 2009)

– The second stage is the hostility and irritability phase: Your first interest is drained, and you start to observe that dissimilarities are marvelous than you first pictured. You turn into a frustrated person by your incapacity to get things done as you are familiar with. You start to lose self-assurance in your aptitudes to communicate and work efficiently in the unidentical culture. (Jhoansen, 2009)

– The third stage is Gradual adjustment phase: You start to get through your sense of isolation and figure out how to get things done in the new culture. You receive a newly viewpoint of what is conceivable and win back confidence in your capability to work in the culture.

– The fourth stage Adaptation phase: You bounce back from your ability of psychological disorientation and start to operate, perform and communicate in the new culture. (Jhoansen, 2009)

Figure (1) shows the adaptation phases and the mood changes involved. The first stage always involves excitement, euphoria and optimism (the honeymoon). The second stage the appearance of confusion, anxiety and frustration which are the symptoms of culture shock after that is the recovering from dispersion and anxiety of culture shock, finally is the orientation through readjustment.

3. Benefits of various cultures in project management

It is pretty normal for project managers to confront some challenging tasks when supervising a multicultural group. There are expected to be obstacles and misunderstandings through multiple levels. Nevertheless, instead of observing this as an issue, project managers may consider it as a value and positive impulsing factor of their project. Here some of the essential benefits of various cultures in project management: (Portfolio, 2017)

➢ **Access to a bigger market:** Cultural diversity may in fact increase to the business value of a firm and project. We are living in a considerable nation where every company is trying to sell their commodities in a global market. Smart firms are progressively finding out that a multicultural group could facilitate a brand or firm to flourish in a global market. One of the principal reasons for this is that a distinct group could assist you gets into an extended marketplace. (Portfolio, 2017)

- ➢ **Improved decision making:** Project managers who have operated with multicultural groups relay that they accomplished greater decision making while operating with persons from different experiences. It is normal for human beings from common backgrounds to impersonate one another's ideas, reflections and points of view. This heads to a limit view and can restrain development in a project. On the other side, a diversity of distinct notions from persons affiliated to unidentical cultures could assist a manager take a scarcely new and unusual road and fulfill objectives more effectively. (Portfolio, 2017)

- ➢ **Managing a cross-cultural group adds to the ability of the project manager:** When a project manager is consigned the responsibility of managing a multicultural group, she or he is expected to consume few moment investigating on various cultures and communicating with managers who have earlier dealt with comparable projects. This is a tremendous learning practice for the project manager. Managers can still experience specified coaching to intensify their cultural consciousness so that they may gain full advantages out of dealing with a cross-cultural group. They will as well assimilate about practices to decrease troubles in any project. This learning, coaching, practice and undergo will increase to the functions of the project manager and give him a probable prospect for managing eventual large-scale projects. (Portfolio, 2017)

There are multiple formal and informal factors which affect international project management. Cultural diversity cause a cultural shock for the expatriates, and this is a normal phenomenon, we pass through it when we confront a new culture to adjustment. (Korkondilas, 2019) Managing international project is a challenge for each manager, because of the complexity of the environment, also because it's opened its doors to the virtual world which help to increase mutually the percentage of misunderstanding and conflicts where the manager must manifest his skills and competence in leading the team. Aside of the dark side of cultural diversity there is the bright side where the cultural diversity manifests itself as a positive factor which is strongly involved in achieving the result successfully.

II– Methods and Materials:

In order to study the multiculturalism in an international company, we've taken a project as an example in an Italian organization called Rizzani De Eccher (RDE) in the city of Jijel (Algeria). The current project is the construction of the motorway RN77, which starts from DJEN DJEN port to the East-West highway at El Eulma, passing through Jijel, Mila and Setif over a total length of 110 km. This project started in March 2014, for an estimated deadline of 36 months, and an estimated budget of 23 billion equivalents Dinar. It is carried out by a group: ADA (Algérienne des Autoroutes) is the contracting authority while RDE is the leader.

Rizzani De Eccher (Italian): Pole of Jijel

ETRHB (Algerian): Pole Setif

SAPTA (Algerian): Artwork

MAPA (Turkish): Tunnel construction

According to the Algerian regulations the shares of a foreign company must not exceed 49%, in this case Rizzani has 48% and the ADA is the owner (see Tables 1 & 2). In addition to artwork, viaducts and tunnels there are: 12 interchanges, 03 areas of services, 01 rest area.

The importance of this project is directly related to the port of DJEN DJEN which has a very important situation (10 Km from the capital of the wilaya of Jijel, 350 Km of the East of Algiers, 900

Km of Hassi Messaoud). Simultaneous with motorway project RN77, development and extension works in the port are underway in order to reach the maximum activity, this work is done in agreement with the Emirati Group DPWORD and the Algerian government, signed in May 2009. Also the BELLARA steel complex 40 Km from the port which is also a project in progress of realization with the cooperation of Qatar. From these we understand the requirement of this project and its role on the Algerian economy.

For our research we've mainly used the quantitative research and take the questionnaire as a tool of data collection to which it has been spread to 120 employees of the company Rizzani De Eccher (RDE) both Algerians and Foreigners, but we finally got 100 answers which are analyzed using EXCEL software. The study has been conducted during in the year of 2018.

III- Results and discussion :

After analyzing the results of the quantitative study through the questionnaire using Excel software, we may expose the following results:

1. Analyzing the culture's notion

Academic definition of culture which belongs to HOFSTEDE, scholar in anthropology: « *Culture is the mental program of human spirit that allows distinguishing the member of another category. It is the conditioning that we share with the other members of the same group.* » (Management, 2019)

According to the Figure (2) almost the entire sample agreed with HOFSTEDE's definition of culture with a percentage of 99%, which means they agreed that the culture is a mental program which allows distinguishing people from foreign groups.

As for the Figure (3), the layers of culture were embodied by HOFSTEDE in the following onion model, from the deeper component of culture to the surface component. Based on this figure, we may see on Figure (4) that 92% of the sample agrees with the order of culture's layers as in onion model, where the deeper layer is the values followed by rituals, then heroes and lastly the symbols in the surface, while 8% of questioned population disagrees with the order of the components of culture as in the onion model. Although of these differences, the values haven't moved by both Algerians and Italians from its place, while the rest of the components have switched between the rest of the onion layers.

The six dimension of culture (HOFSTEDE) shown in Figure (5), on one hand, as we can see the dimension of masculinity vs. femininity has an average of 70.01% which is the highest average among the other averages of the other evaluated dimensions by the sample. This indicates that the Algerian society is a masculine society.

On the other hand, the dimension of individualism vs. collectivism has an average of 53.13% which is the lowest average. This last indicates that the Algerian society is a moderate society between individualism and collectivism, as well as it is a moderate society between pragmatic and normative with an average of 53.56%.

Both of power distance index and indulgence vs. restraint have a higher average of 55.54% and 56.49% relatively to the previous dimensions and this indicates that the Algerian society has a tendency toward the hierarchy and the restraint.

Uncertainty avoidance index has an average of 66.28% which means uncertainty is unwelcomed in the Algerian society.

2. Project management and the impact of culture diversity

By means we'll expose now the results of our study in order to analyze the project management and the impact of culture diversity.

Firstly, the suffering from Cultural Shock as we can see on Figure (6) that 81% from questioned employees are suffering from a cultural shock, while 19% didn't. Although they had confronted new persons from foreign countries with different backgrounds, we can link the exposure to cultural shock to personal factors and the rate of knowledge of foreigners' backgrounds.

Secondly, the necessary time to adapt with multiculturalism as shown in Figure (7), we note that 17.28% of the surveyed population took less than seven weeks to adapt with cultural diversity, and the majority needed a period of 7 weeks to 10 weeks with a percentage of 54.32% and the rest of the group with the percentage of 28.40% required more than 10 weeks. All this illustrates that adaptation from cultural shock in order to work quietly could require several weeks.

Thirdly, the degree of the impact of cultural diversity on project management areas as shown in Figure (8), we notice a quite variation in the degrees of multiculturalism impact on the nine project management areas within the framework of the realization of the motorway Jijel-El Eulma. Where the cultural diversity has the lowest impact on risk management of the project (69% very weak and weak), following by scope management with a percentage of 53% very weak and weak, and the rest of the project management areas have more than 50% strong and very strong degrees of cultural impact, where the higher impact belongs to quality management (69%) following successively by communication management, procurement management, human resources management, cost management, integration management and lastly time management (66%, 62%, 60%, 59%, 58%,53% strong and very strong impact), without forgetting that each management area have a percentage of all degrees of the impact on the project because of cultural diversity, as well as any person has his own perception although they belong to the same culture.

Fourthly, the multicultural team strengths, we notice on Figure (9) that the asset of Improvement of working methods and transfer skills (19.38%), Creating a common culture of the enterprise (18.03%), Better understanding of other cultures (17.62%) and Dynamism of creation and innovation are the most chosen (16.74%), also some other assets have been mentioned. This explains that cross-cultural team contributes to improving the company's performance.

Fifthly, the multicultural team obstacles, we notice on Figure (10) that the language communication problem, different methods of working and cooperation, and how to manage the execution of tasks over time are the main obstacles with an average percentage of 15%, following by management style and lack of accompaniment for human resources with the same percentage of 11.36%. The rest obstacles have been chosen; also some employees mentioned their own constraint. This explains that multicultural team could face many constraints because of the existence of several perceptions.

Sixthly, the effectiveness of the project life-cycle phases, we notice on Figure (11) that the surveyed population has voted the planning phase as the most important (33%) succeeded by execution phase (27%), then monitoring phase (22%), and finally initiating (18%) as the less important phase according to our survey, while we notice the totally absence of cloture phase. The reasons of choosing one phase from project life cycle as the most important are varied even for the same choice. From the above analysis we conclude that the international project of the realization of

the highway Jijel-El Eulma had a special intention in the planning phase, and now they are focusing on the actual phase which is the execution phase.

Our research aimed to analyze the impact of cultural diversity between the Algerians and Italians on management style of the project of the motorway Jijel-El Eulma. Based on HOFSTEDE's studies (Hofstede, Hofstede, & Minkov, 2010), we made a comparison of the six dimensions of culture between Algerian and Italian culture shown in the Figure (12).

The gaps shown in the Figure (12) illustrate the impact of the integration of both cultures on projects management areas within the realization of the international project of the penetrating highway Jijel-El Eulma, where our study support this illustration, and here some provided informations from this survey:

- The staff of Rizzani De Eccher on the project of the motorway Jijel-El Eulma has several elements such as sex, age, socio-professional category, nationality and seniority, which affect the culture and the level of the carried culture. As a result of these varieties, the employees found themselves working in a multinational and multicultural environment. This cross-cultural environment made it international which requires special collaboration of the multicultural team.

- Among Algerian and Italian human resources of the company Rizzani De Eccher, 81% reciprocally had suffered a cultural shock, and majority of them 57.52% needed a considerable period from 7 to 10 weeks to integrate with foreigners, from this point we detected that the variation between the components of culture (values, rituals, heroes, symbols) are the origin of cultural differences between Algerians and Italians which are the source of the impact on the adopted management style within the framework of the realization of the motorway Jijel-El Eulma project.

- Cultural diversity has influences on all nine areas of project management unevenly. According to our case quality management is the head (69%) among the rest areas of project management in terms of the degree of the impact of cultural diversity; from this reality we can affirm its influences on all others areas of project management and obviously the proceeds of realizing the motorway.

- Within the firm Rizzani De Eccher, the staff creates a common culture, as well as they acquire new things from each other, especially in terms of improvement of working methods and transfer of competences.

- The multicultural team confronts some obstacles, mainly language communication problem and different methods of working and cooperation, as well as how to manage the execution of tasks over time, although the pervious constraint, the team overcome all of them by the creation of common culture and the adaptation of intercultural management.

The collaboration of cross-cultural team must be taken into consideration, because carrying different cultures means that its component from the deeper one to the surface one have direct influences on staff' behaviors, and dealing with expatriates creates a cultural shock which require several attitudes in order to adapt within the new multinational environment and guarantee a higher performance as: (Velo, 2012)

The adoption of intercultural management; creating a common culture; reinforcing the team spirit and establishing the links of confidence; reading about the cultures of collaborators to get a clear idea; listening, respect and openness; improving the level of communication and coordination; take into consideration the variable of culture and generation; the accompaniment for human resources; working under a common goal without discrimination of culture; reciprocal transfer of technology; conserving modesty; the acceptance of others (tolerance); recognizing mistakes; breaking down barriers; and getting rid the intolerance.

IV- Conclusion:

This study aimed to explain the management of an international project in a multinational environment; it seeks to examine the existence of a link between cultural diversity and management style. It involves the understanding of the concept of culture, its components and its different dimensions, also having knowledge about the project and project management to finally be able to detect practically the factors that influence the realization of an international project and answer the fundamental question of our research.

➢ The empirical research of HOFESTEDE illustrates the six dimensions of culture, where the gaps between each dimension between nations' culture explain the origin of cultural diversity and the appearance of nations, also we can explain the experience of cultural shock by this gaps of cultures' dimensions, in this point we confirm the first hypothesis: cultures cause the existence of nations' diversity.

➢ The realization of a project in cross-cultural environment creates more dimensions that must be taken into consideration, because this diversity brings several perceptions, which cause different concentrations on the phases of project life-cycle, as well as on different priorities among the nine areas of project management. (Thomsett, 2009) All this make us confirm the second hypothesis: cross-cultural diversity environment impacts project management style.

➢ When the staff is from different nationalities and gathered under an international project, they bring variety of ideas, opinions and experiences, which are beneficial to the project because they allow creating a new dynamism of innovation, improving working methods and transfer competences as well as adopting a common culture. All of this shows the multicultural team as an asset, that's why, the third hypothesis: multicultural team is an asset to international projects is confirmed.

➢ Any multicultural team may face obstacles, but it's not a big deal to pass these constraints, they just require adopting the intercultural management as a style of management not just to pass obstacles but also to improve the performance of multinational team, so we deny the last hypothesis: multicultural team affect negatively the performance of multicultural team.

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Appendices:

Table 1: Artwork and viaducts

Superior passages	Number (u)	19
	Linear (m)	1048 ml
Inferior passages	Number (u)	16
	Linear (m)	771 ml
Viaducts	Number (u)	54
	Linear (m)	14 800
Total	**Number (u)**	**89**
	Linear (m)	**14 800 ml**

Source: Made by our own through documents of the company

Table 2: Tunnel

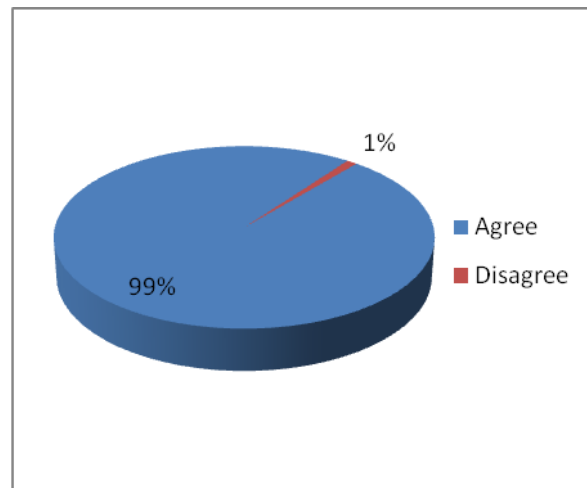| Tunnel	Direction	Length (m)
Tube 1 (m)	DJEN DJEN	1850
Tube 2 (m)	EL EULMA	1850
Total (m)		**3700**

Source: Made by our own through documents of the company

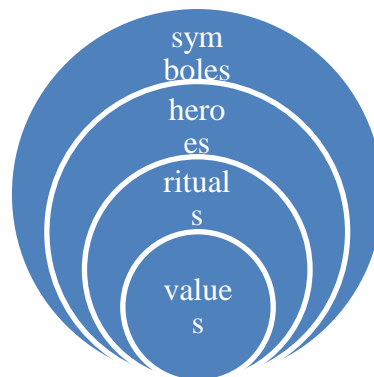**Figure 1: Stages of adaptation**
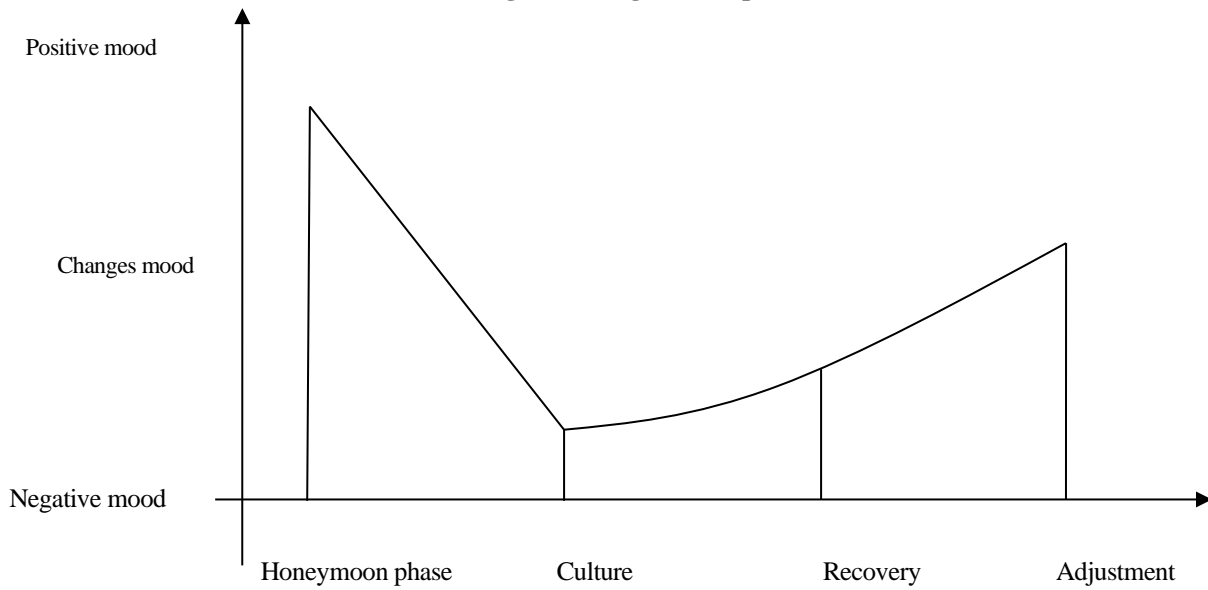
Source: (Marx, 2001), p.9.

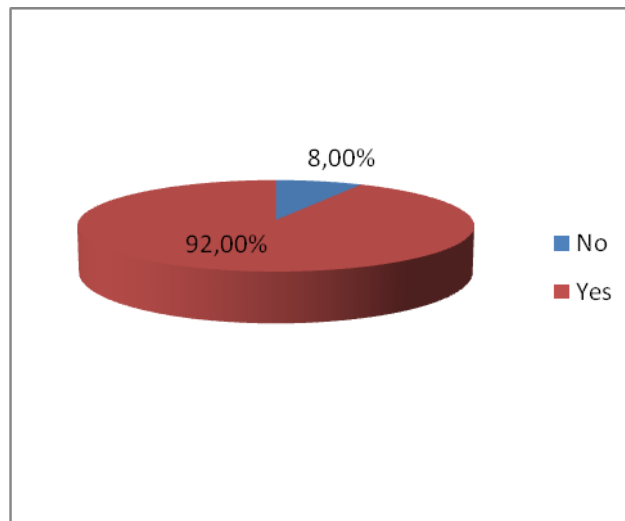**Figure 2: The perception of HOFSTEDE's definition**

Source: Made by our own using Excel

Figure 3: The Onion Model


Source: (Hofstede, Hofstede, & Minkov, 2010), p, 7-9.

Figure 4: The perception of the Onion Model
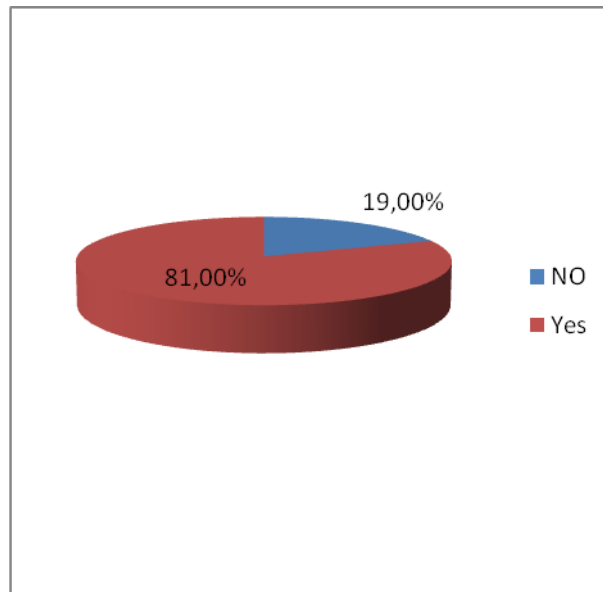

Source: Made by our own using Excel

Figure 5: The average of dimensions in the Algerian Society

Dimension of culture	Average (%)
Power Distance Index (PDI)	55.54
Individualism Versus Collectivism (IDV)	53.13
Masculinity versus Femininity (MAS)	70.01
Uncertainty Avoidance Index (UAI)	66.28
Pragmatic Versus Normative (PRA)	53.56
Indulgence Versus Restraint (IVR)	56.49
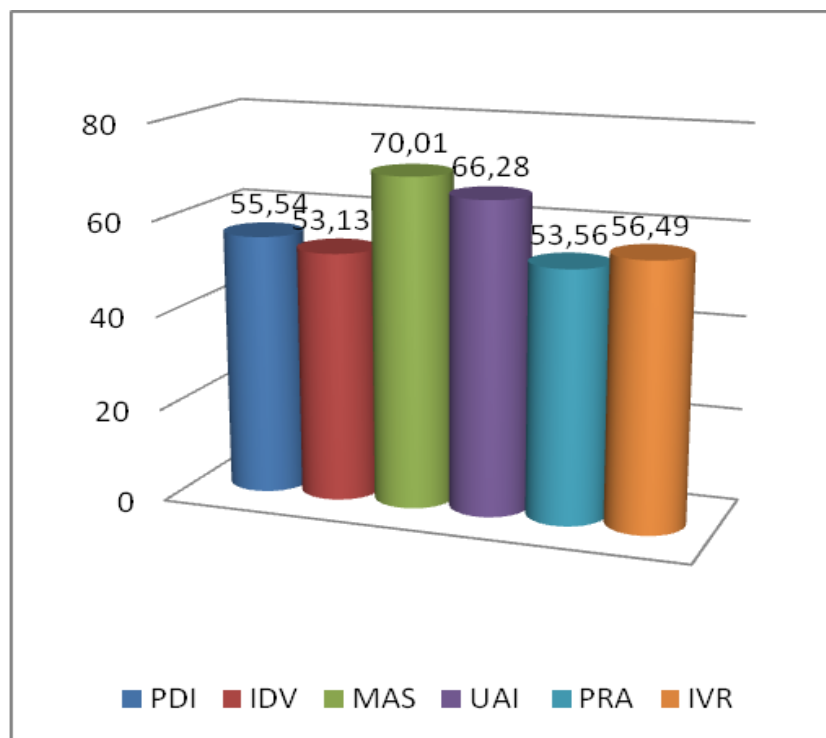
Source: Made by our own using Excel

Figure 6: The suffering of cultural shock

Source: Made by our own using Excel

Figure 7: The necessary time to adapt with multiculturalism
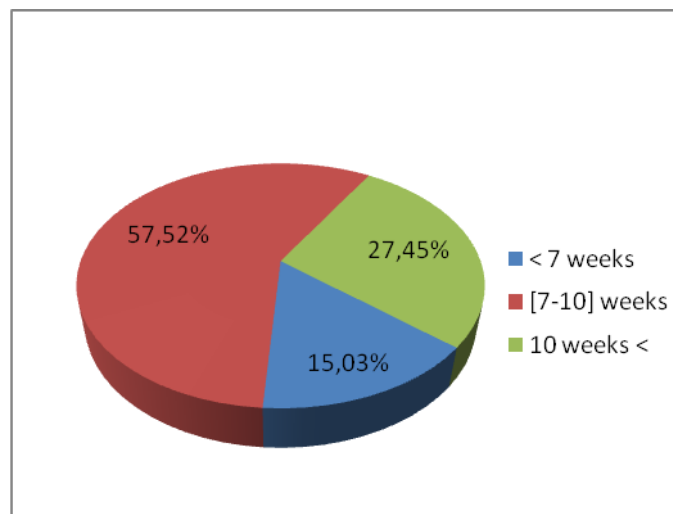
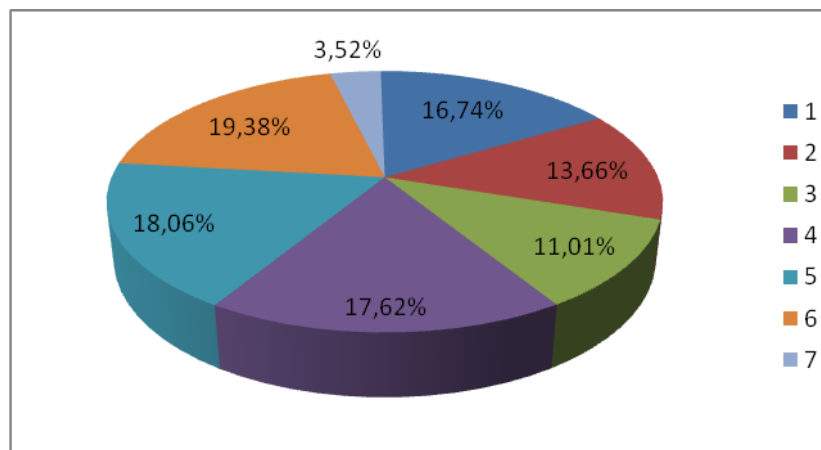Source: Made by our own using Excel

Figure 8: Degree of the impact of cultural diversity on project management areas
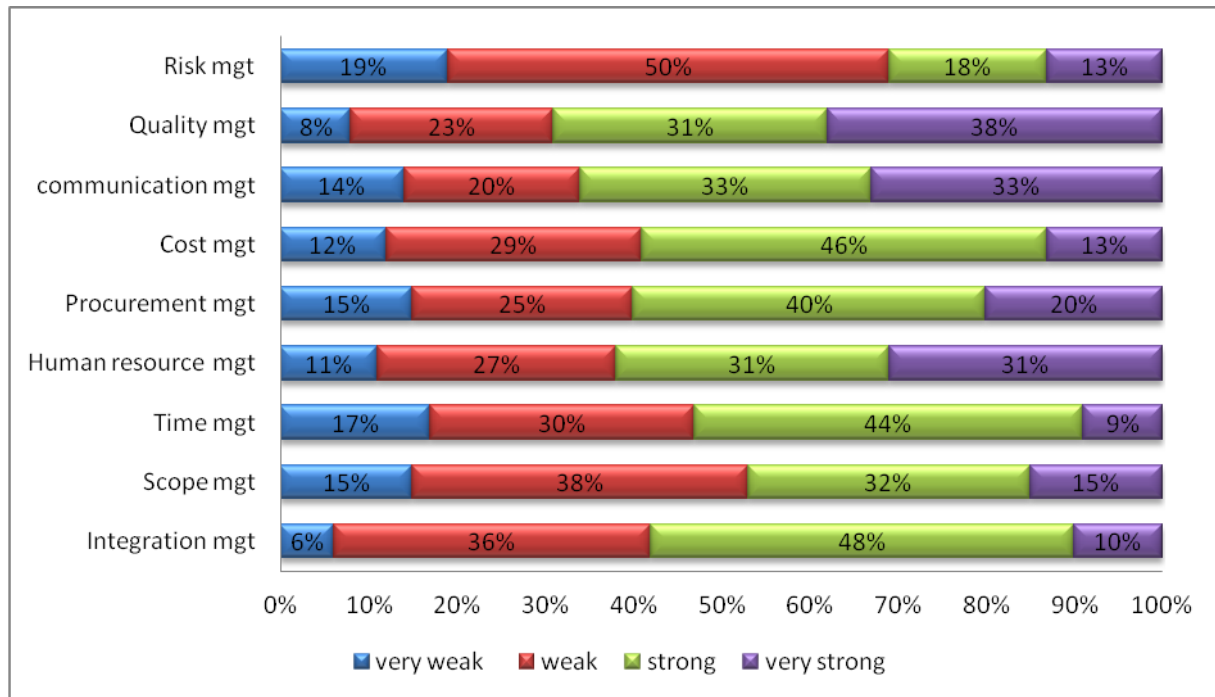
Source: Made by our own using Excel

Figure 9: Frequency of multicultural team assets

	Assets	Frequency	Percentage %
1	Dynamism of creation and innovation	38	16.74
2	Social climate improvement	31	13.66
3	Valorization of the image of the company	25	11.01
4	Better understanding of other cultures	40	17.62
5	Creating a common culture of the enterprise	41	18.06
6	Improvement of working methods and transfer of competences	44	19.38
7	Others	8	3.52
Total		**277**	**100**

Source: Made by our own using Excel

Figure 10: Frequency of multicultural team obstacles

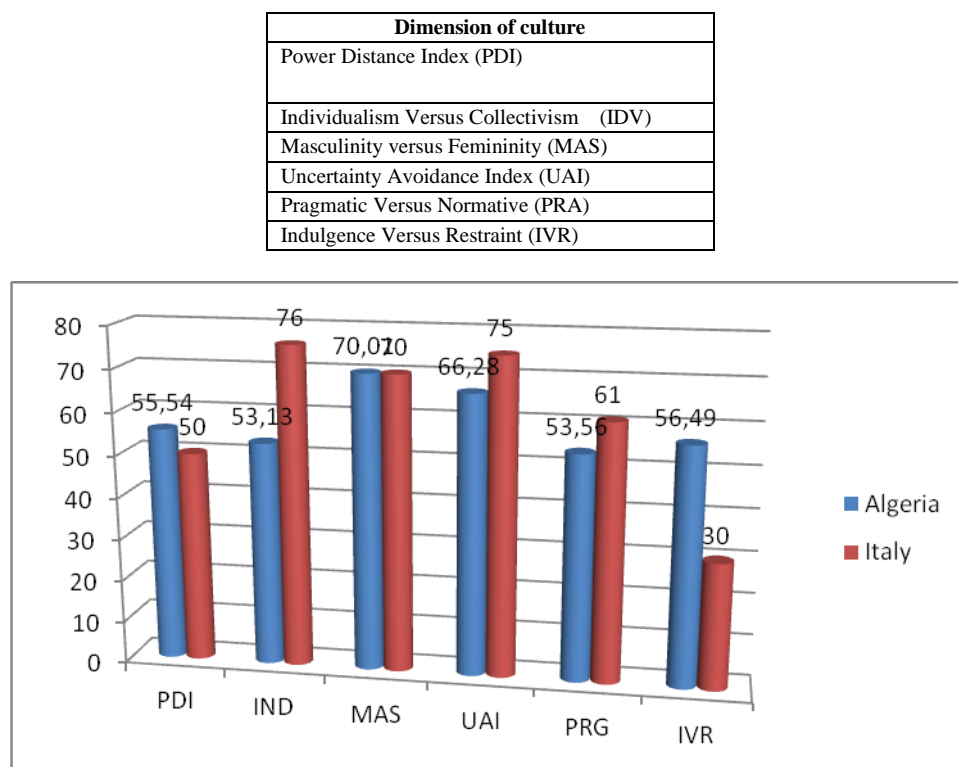|	Obstacles	Frequency	Percentage %
1	Language communication problem	35	15.91
2	Different methods of working and cooperation	34	15.45
3	Report of different hierarchy	19	8.64
4	How to manage the execution of tasks over time	33	15.00
5	Implicits not revealed	23	10.45
6	Report men-women	20	9.09
7	Management style	25	11.36
8	lack of accompaniment for human resources	25	11.36
9	Others	6	2.73
	Total	**220**	**100**
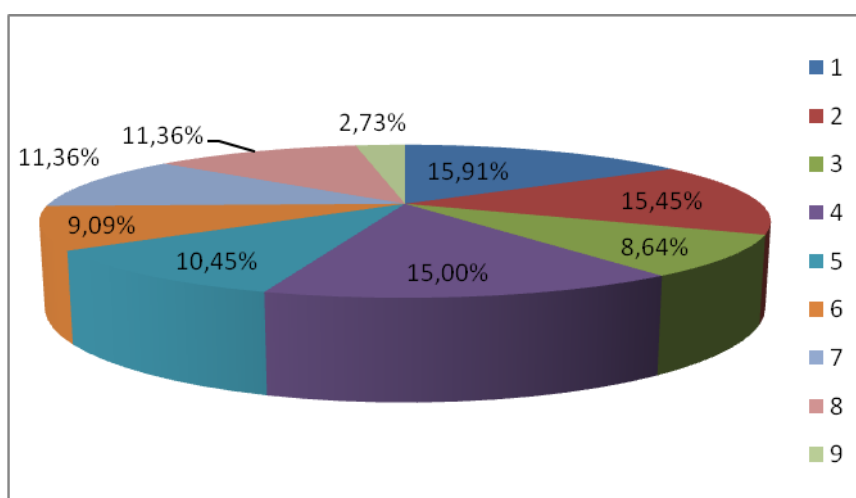
Source: Made by our own using Excel

Figure 11: The effectiveness of the project life-cycle phases
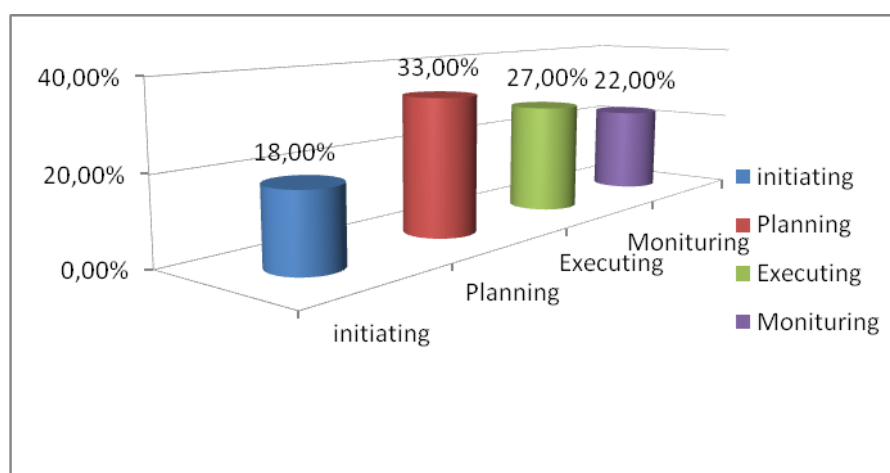
Source: Made by our own using Excel

Figure 12: Comparison of the six dimensions between the Algerian and Italian culture

Dimension of culture
Power Distance Index (PDI)
Individualism Versus Collectivism   (IDV)
Masculinity versus Femininity (MAS)
Uncertainty Avoidance Index (UAI)
Pragmatic Versus Normative (PRA)
Indulgence Versus Restraint (IVR)

Source: Made by our own using Excel