



Influence of Language Barrier and Religion on the Strategic Business Growth of Huawei Technologies Company Limited

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Abstract

Chinese firms' presence in Kenya aim at venturing into the expansive East African ever growing market with demand of goods and services with diverse cultural difference. The rate at which these firms grow is low as compared to their expectation. The dimension of social cultural aspects remains the most enduring characteristic that requires incorporation in the growth strategies as well as their implementation, particularly when they emphasize on international markets. The specific objectives of the study was to determine the influence of language barrier and religion on strategic business growth of Huawei Technologies Company Limited. Social Identity theories was used to inform the study. The study adopted a descriptive and causal study design. The target population was 1,500 Business Development Officers and Sales Managers who are working in Huawei Technologies Company Limited of which the sample size of 150 of were based in Kenya, where strategic business growth was the business focus. The research project focused on Huawei Technologies Company Limited in Kenya Primary data was collected using the questionnaire. Descriptive statistics such as, mean and frequencies and inferential statistics (regression and correlation analysis) was used to perform data analysis. A multiple linear regression analysis model was used to link the variables with a model fitness of 96%. Language barrier and religion explain 96% of the variance in strategic business growth. Based on the findings above, the study concluded that Language barrier and Religion influence the strategic business growth at Huawei Technologies Company limited in Kenya. The study recommended for an effective approach on language barrier and religion since they are instrumental in the attainment of the strategic business growth. Use visual methods of communication because words often fail us, and when they do,

showing can be a lot more effective than telling. Use pictures or diagrams to explain complicated concepts and accommodating religion, beliefs and spirituality in the workplace.

Keywords: *Language Barrier, Religion, Strategic Business Growth & Huawei Technologies.*

1.0 Introduction

1.1 Background of the Study

The social-cultural environment comprises all components, situations, and impacts that shape the identity of an individual and conceivably influence his mentality, aura, conduct, choices, and exercises. Such segments consolidate feelings, values, perspectives, inclinations, sorts of conducts and lifestyles of individuals as made from social, religious, instructive and social embellishment (Adeleke & Durotoye, 2013). These components are found and shared by the public and conveyed from one era to the next in that society.

The social environment incorporates all elements and patterns identified with gatherings of individuals, including their number, attributes, conduct, and development projections. Since shopper markets have particular needs and issues, changes in the social condition can influence showcases in an unexpected way. Patterns in the social condition may expand the span of a few markets, diminish the extent of others, or even help to make new markets. There are two imperative parts of the social condition: the statistic condition and the social condition. The statistic condition alludes to the size, appropriation, and development rate of gatherings of individuals with distinct qualities. The measurement credits critical to publicists relate by one means or another to obtaining conduct, since people from different countries, social orders, age gatherings, or family approach much of the time show diverse buying practices (Buckley, 2011).

The socio-cultural environment embodies request and tastes, which fluctuate with design, discretionary cash flow, and general changes, can again give both open doors and dangers to specific organizations (Lowe, 2008). After some time most items change from being an oddity to a circumstance of market immersion, and as this happens estimating and advancement procedures need to change. Additionally, a few items and administrations will offer everywhere with little variety, however, these are moderately surprising. Associations ought to know about socioeconomics changes as the structure of the populace by ages, fortune, locales, and numbers working et cetera can have a vital bearing on request overall and on interest for specific items and administrations. Dangers to existing items may be expanding: open doors for separation and market division may be rising (Robinson, 2005).

The marked presence of Chinese multinational organizations on the global stage is converting the panorama of worldwide enterprise and politics. Western firms, once with undisputed command over the monetary assets and requisite political ties to dominate international commercial enterprise, are actually being challenged by using a bunch of emerging United States agencies with China being at the forefront (Alden, 2016). Surprisingly aggressive and strongly supported via the country, Chinese multinational organizations are embarking on an acquisition drive that is capturing key assets and marketplace share throughout the growing world. In lots of respects, it is far Africa, a place wealthy in natural assets and beneath exploited markets, which has most effective constrained historic ties to China. This serves as a proving ground for the new Chinese multinational business enterprise (Okumu & Dela 2016).

Huawei is one of the fastest growing telecommunications manufacturers in China. With offices in 140 countries, Huawei now is the second-largest company in the industry worldwide. Its initial business in the late 1980s was distributing PBX mobile phone switches (Huawei, 2013). At the time, the market for these switches was the infant and knew only a few manufacturers, among which the Chinese military. However, seeing the huge profits gained by these competitors, it was decided to start their own research and commercialization of (Private Branch Exchange) PBX technology through reverse engineering. By not choosing to start an international joint venture, as opposed to many competitors, has been a strategically very important decision of Huawei's top management. They believed that foreign potential partners were unlikely to share and transfer their best technologic knowledge, and Huawei would eventually benefit from performing its own research and development (Li & Cheong, 2017).

1.2 Statement of the problem

The rise of the emerging market multinational corporations is a recent development with an impact far beyond their home nation's borders. Companies from China, India, Brazil, Malaysia and South Africa are rapidly establishing themselves as influential corporate players, in particular in emerging market economies. China has undoubtedly built large companies and business strategies unique from their Western competitors in the global marketplace. Chinese companies are seeking to fast track their international market entry. Their strategies include acquiring established brands, gaining access to retail channels as well as technology (Li, Lin, & Liu, Y 201).

Chinese firms' presence in Kenya aims at venturing into the expansive East African ever-growing market with a demand for goods and services with the diverse cultural difference (Gichuki, 2012). Huawei technologies has demonstrated willingness to take risks in its operations in African countries compared to many other Chinese companies that have sought to build strong international brands. It has seized "the opportunity to grab market share early for future competitive advantage, as well as the chance to build corporate reputations" (Rukato 2016). The measurement of social-cultural perspectives remains the most persisting trademark that requires joining in the development systems and their execution, especially when they stress on worldwide markets. From the past studies presented, there are inadequate studies on the social-cultural aspects influencing the strategic business growth of Chinese multinationals in Kenya.

Some of the studies conducted in this area include (Ntonjira, 2010) on entry strategies used by Chinese firms in Kenya. Mulongo (2008) completed an examination on the difference in remote strategies for overall firms in Ericsson Kenya. Mutambah (2012) coordinated an examination on entry systems grasped by MNCs in Kenya. Kieti (2016) on his examination perceived determinants of outside advancement techniques among Kenyan firms wandering into Southern Sudan. Granovetter, (2010) investigated the impact of social structure on money related outcomes. Kim and Mattila, (2011) examined the impact of dialectic hindrance and social contrasts on eatery encounters. These studies constituted a contextual gap and methodological gap as our study focused on social-cultural factors influencing the strategic business growth of Chinese multinationals in Kenya.

These mixed studies done across different exchanges, located in diverse geographical places, characterized by diverse global economic factors formed the research gap and basis of undertaking this study. Therefore, this study was conducted to bridge the gap on how Huawei Technologies conducts its business growth strategies to appeal to consumers across diverse languages and

religion in Kenya from the nation of its origin and how the organization integrates global business strategies alongside business development based on the homegrown social culture.

1.3 Objectives of the Study

- i. To determine the influence of language barrier on the strategic business growth of Huawei Technologies Company Limited.
- ii. To examine the influence of religion on the strategic business growth of Huawei Technologies Company Limited.

1.4 Research Questions

- i. To what extent does language barrier influence the strategic business growth of Huawei Technologies Company Limited?
- ii. How does religion influence the strategic business growth of Huawei Technologies Company Limited?

2.0 Literature Review

2.1 Theoretical Review: Social Identity Theory

The theory originated from Tajfel and Turner (1979). The theory argues that language is fundamental to an individual's self-identity. It empowers the individual to express feelings, share emotions, recount stories, and pass on intricate messages and learning dialectic is our most vital component that empowers us to relate and see each other (Imberti, 2007). The social character hypothesis (focuses on the perception of mental systems driving inter group isolation. The arrangement of in-packs against out-gatherings can be created when customers see certain signs, for instance, dialect, that depict social differentiation.

Inability to have the ability to identify with other parties may incite negative attitudes towards such social occasions (Bartell, 2001). A sentiment absence as a result of such complexities can dodge English as Second Language (ESL) customers from interfacing with neighborhood servers (Baker and Haretl, 2004). Thus, the comprehension of the connection amongst dialect and social personality designs is of awesome significance to the global business group. Shockingly, writing is soundless with respect to the impacts of dialect boundaries on ESL clients. Writing on intercultural benefit experiences and low proficient shoppers might be important literature on intercultural administrations advertising appears to run counter to the idea of the societal distinguishing proof hypothesis.

While the social identity theory proposes that lack of capacity to relate to other social gatherings prompts negative outcomes, considerations on intercultural administrations contend that clients change their administration assessment gauges and have a tendency to be additionally understanding in intercultural benefit experiences. For example, Strauss and Mang (2003) express that customer do not see between social encounters to be more unsafe than intercultural encounters. Johnson, (2003) agree with this thought and expresses that customers are all the more permissive of organization disillusionments about intercultural encounters. It is essential that these investigations do not look at the passionate and subjective instruments that clients may experience while collaborating with between social specialist co-ops.

ESL consumers can be seen as low proficient clients as far as their English aptitudes. They battle with perusing and composing as well as with tuning in and communicating in English. Low proficiency levels are related to a scope of adverse market results. Adkins and Ozanne (1998)

recognized issues experienced by low-educated clients running from picking the wrong item to misinterpretation misconception information. Likewise, Viswanathan, et al. (2003) found that low capable purchasers experience issues with effort versus precision tradeoffs when settling on purchase decisions.

The theory informs the study on social cultural identity as a discipline that can enhance growth of business in an organization through social identity. Customers are all the more permissive of organization disillusionments about intercultural encounters. Lack of capacity to relate to other social gatherings prompts negative outcomes, considerations on intercultural administrations contend that clients change their administration assessment gauges and have a tendency to be additionally understanding in intercultural benefit experiences.

2.2 Empirical Review

2.2.1 Language Barrier and Strategic Business Growth

Kim and Mattila (2011) conducted a study on The Impact of language barrier & cultural differences on restaurant experiences. They noted that the issue of dialect hindrances is especially basic amid intercultural benefit experiences for ESL (English as a Second Language) clients. Clients may battle to convey what they need or even get fundamental data with respect to items or administrations. Through a subjective report, in view of a grounded hypothesis approach, this examination distinguishes issues that worry ESL clients in intercultural benefit experiences. The discoveries recommend that the dialect hindrance creates negative passionate and intellectual reactions, and keeps ESL clients from taking certain activities, for example, looking for important data or grumbling about administration disappointments.

Ojanperä (2014) carried out an investigation on the impacts of utilizing English in business correspondence. The point of the exploration was to look at the impacts of utilizing English in Japanese-based multinational enterprises. Utilizing subjective research technique, the observational piece of the investigation was contained in a two-stage inquiry about including three meetings and a poll. Members were chosen from four Japanese-based multinational partnerships. Three fundamental points are discussed in the investigation. Right off the bat, the part of dialect aptitudes in culturally diverse business correspondence. In addition, the impacts of utilizing English in Japanese organizations were considered on two levels including individual and organization levels. On a singular level, it was talked about how utilizing English influences work execution, and how English dialect aptitudes influence vocation advancement in Japanese partnerships.

Grzeszczyk (2015) conducted a study on language management in international business. He stated that appropriate communication is crucial while doing commercial enterprise inside the 21st Century. It is linked to the truth that maximum organizations perform global. Multinational organizations can come upon many problems whilst preserving its worldwide coordination. They frequently face linguistic and cultural variations. Undermining language control significance has a direct effect on corporations. All multinational companies need to apply answers to the trouble of language obstacles and their verbal exchange weaknesses. Even though there is an extensive-range of various strategies that may be followed via companies to beautify business performance on the worldwide marketplace, many businesses are not completely conscious and recollect the ones strategies unimportant.

Tenzer, Pudelko and Harzing (2014) conducted a study on the impact of language barriers on trust formation in multinational teams. The study researched how dialect boundaries affects trust arrangement in multinational groups. In light of 90 interviews with colleagues, group pioneers, and senior supervisors in 15 MNTs in three German car partnerships, they demonstrated how MNT individuals' psychological and enthusiastic responses to dialect hindrances influence their apparent dependability and expectation to trust, which thus influence confide in arrangement. They added to decent variety look into by recognizing the solely negative dialect impacts from the more conflicted impacts of other assorted variety measurements. The discoveries likewise represented how surface-level dialect decent variety may make view of profound level assorted variety. The examination propels MNT look into by uncovering the particular impacts of dialect hindrances on group put stock in, a critical arbiter between group data sources and execution results. It in this manner energizes the examination of other group forms through a dialect focal point. Finally, the investigation proposed that multilingual settings require a reconsideration and alteration of the original put stock in speculations.

Expanded globalization is driving a developing number of corporate chiefs and workers to connect crosswise over phonetic limits (Lauring, 2008). Since dialect influences all parts of regular daily existence, there needs to a greater degree, an attention on correspondence obstructions by analysts and professionals occupied with worldwide commercial and administration (Henderson, 2005). The issue of dialect hindrances is especially basic amid intercultural benefit experiences. Intercultural benefit experiences, where the client and the specialist co-op are from various societies, is extremely regular in the administration part, (Czinkota & Ronkainen, 2012). Such intercultural benefit experiences might be impacted by social contrasts as well as by dialect hindrances.

The way that most specialist co-ops just communicate in English may enormously influence global clients. Clients may think that it is hard to convey or even get fundamental data with respect to items or administrations. In spite of its significance, the impacts of dialect hindrances on ESL (English as a Second Language) clients' administration encounters have fundamentally been ignored in scholastic research. Dialect is an intermediate of correspondence, as well as connected to a person's personality (Lauring, 2008) along these lines these obstructions may impact different parts of the administration encounter. Kim and Mattila, (2011) researched the effect of dialect boundary and social contrasts on eatery encounters. Through a subjective report, in view of a grounded hypothesis approach, the investigation recognizes issues that worry ESL clients in intercultural benefit experiences. The discoveries recommended that the dialect obstruction creates negative enthusiastic and intellectual reactions, and keeps ESL clients from taking certain activities, for example, looking for vital data or grumbling about administration disappointments.

2.2.2 Religion and Strategic Business Growth

Religion can affect entrepreneurship business in many ways. Paramount, religion is a social institution that drives human conduct. The Islamic religious culture emboldens hard work and commercial activities. However, the Islamic religion is discouraging interest on the loan. For an entrepreneur, Bank support and skill knowledge both are core components for business development. In this connection, Islamic banking may have a solution but the psychological negative impact remains an entrepreneur's mind regarding interest on finance in Bangladesh. Muslim and Hindu cultures are dominant in the country (Akhter & Sumi, 2014). Tourism had a strong effect on alcohol consumption and electronic gambling machine when availability, income was controlled. Alcoholic beverage and gambling are both strictly prohibited in Islam. It is one of

the main reason that has caused underdevelopment of the tourism sector in Bangladesh. Because of this, entrepreneurs are losing opportunities from the tourism industry.

Abu-Alhaija, Yusof, Hashim, and Jaharuddin (2013) conducted a study on the significance of religious commitment and religious affiliation. This study discussed the influence of religion on customers' attitudes and behaviors mainly through religiosity and religious affiliation as important religious factors can provide a further understanding to existing research models. This study highlighted the significance of describing and understanding the religious influences in terms of a specific religion as this procedure may assist in recognizing the real and deep influences of religion. It was advised that proper religious measurements be developed based on the research settings and goals. Researchers are directed to properly operationalize the religiosity construct in order to measure its influences consistently. The study concluded that researchers should integrate the religious influences (e.g. religiosity) into different models of customer's attitudes and behaviors. This integration might help marketing practitioners in designing convenient strategies and tactics based on the significance of religion.

Internationally it has been observed that dual religions, Buddhism and Judaism, take positive immediate and aberrant formal impacts and additionally business arranged impacts. That Buddhism is so decidedly and always related with universal exchange would not astonish Raghavan (2013) who agrees with the cases of Japan after World War II, and China, India, and numerous other Asian economies. Recent evidence has demonstrated that fast financial development can be accomplished in non-Western social orders. The outcome that the Hindu culture does not produce any recognizable system impact is astounding, particularly the Hindu Dispersion all through Asia, Africa, and the Caribbean. The leftovers of the Hindu culture's divisive caste framework drive maybe the blended outcomes take note of, the way of life's absence of a solitary bringing together composed tenet. Bangladesh is a common republic and a blend of various religions.

There is great coordination of religion in the public, which is exhibited by individuals' partaking in the celebrations of all religions. History of Bangladesh has a noteworthy part to play in this. Muslims, Hindus, Christians, and Buddhists have all lived in Bengal for drawn-out stretches of time. The zone that is currently Bangladesh has been acculturated throughout the previous 4500 years. The Aryan tribes lived here around 2500 BC. At that point, the Buddhists came and remained for all time all over Bengal. The Hindus at that point constructed their realms here. In addition, afterward, the Arabs and the Turks came and acquainted Islam with Bengal. By the sixteenth century, the Mughal Empire, initially from the far north, made Bengal their home and further affected the religious convictions of the general population (Mumtaz, 2010). Islam is the by and by the official religion in Bangladesh and is honed by approximately 88% of the nation's occupants. The majority of the populations pursue the Sunni branch of the Islam.

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the main reason that has caused underdevelopment of the tourism sector in Bangladesh. Because of this, entrepreneurs are losing opportunities from the tourism industry.

The importance of religious value frameworks has for quite some time been perceived in humanism and brain research yet is not yet completely recognized in purchaser inquire about. Concentrates in the showcasing writing propose that religion is a key component of culture, affecting both conduct and obtaining choices (Essoo & Dibb, 2014). Religion is a theoretical idea that difficulties researchers in characterizing the term (Guthrie, 1996). In any case, many researchers agree that a religion speaks to an arrangement of convictions and practices with respect to sacrosanct things. Religiosity is seen as how much convictions in particular religious' esteem and standards are held and drilled by a person, which as indicated by Delener (1990), influence purchasing utilization design in such a variety of ways understanding the impact of religion on buyer conduct is confounded.

Prior religious brain research contemplates tended to concentrate on one's sense of duty regarding his or her religion as the primary marker for a religion's impact. All variables identified with religion are summed up to shape a religious duty idea, hence muddling endeavors to disentangle the parts of religion's impacts (Himmelfarb, 2015). These researchers however inferred that impact of religion on garments purchasing conduct is observed to intercede through a few elements including a person's religious association, sense of duty regarding religious convictions and practices, the degree of buyer's religious learning, perspectives and discernments on societal issues, and the inspiration in following their religion Religious alliance and responsibility. These elements are generally utilized as part of the promotion to clarify the impact of religion on commerce.

2.3 Conceptual Framework

Tromp and Kombo (2009) defined a concept as a theoretical or universal thought construed or acquired after certain occurrences. A conceptual basis is an arrangement of wide thoughts and standards derived from significant areas of examination and used to build a resulting introduction. Conceptual framework is a sensibly created system of interrelationships among factors considered the essential piece of the progression of the circumstance being examined. Mugenda and Mugenda (2003) describe a conceptual framework as an estimated show recognizing the model under examination and the association among the needy and autonomous variables as shown in figure 1.

Independent Variable

Dependent Variable

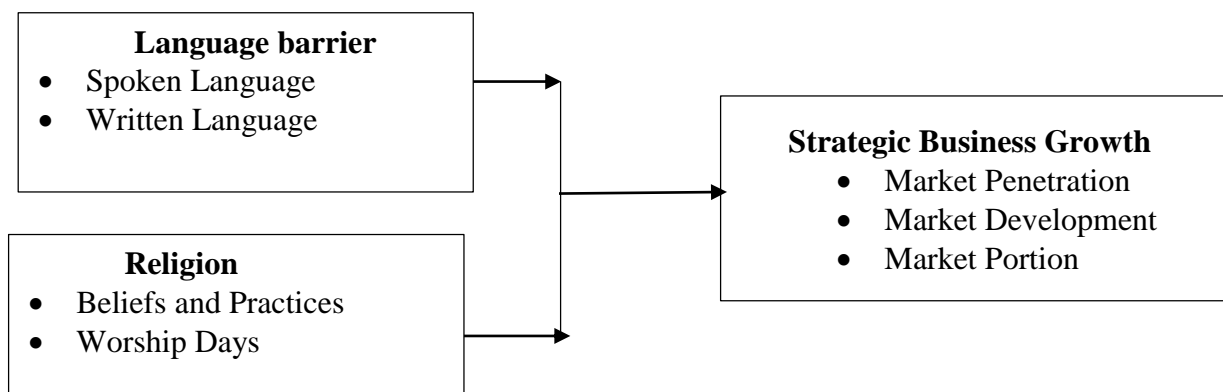


Figure 1: Conceptual Framework

3.0 Research Methodology

The study used a descriptive design. Descriptive studies are those to describe phenomena associated with a subject population or to estimate proportions of the population that have certain characteristics. Target population represents the collection of cases the researcher is interested and which they intend to generalize. The target people for this study were all the employees in Huawei Technologies Kenya Company Limited. Huawei Technologies Kenya has 1,500 as indicated on its company website. Therefore, the target population was 1,500 employees. Fisher method was used to derive a population sample of 150 employees.

This study used main data that was collected through a structured questionnaire. Primary data was gathered through the organization of the questionnaires. A questionnaire with Likert scale type of questions were used. Structured questions were used to capture the opinion of the respondent. Likert scale were coded as follows, 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Disagree and 5=strongly agree. This study used the Cronbach's Alpha for the five-point Likert scale items. This helps the researcher to assess the internal consistency reliability achieved. After quantitative data was gotten through questionnaires, it was organized for analysis by editing, handling blank responses, coding, sorting and entered into a statistical package for social sciences (SPSS) computer software for analysis.

The regression model helped to explain the scale and direction of the association between the variables of the study with coefficients like the correlation, coefficient of determination and the level of significance.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \mu$$

Where:

Y= Strategic Business Growth

X₁ = Language Barrier

X₂ = Religion

β₀ = Constant

{β_i; i=1 & 2} = The coefficients for the various independent variables

μ= the error term which is assumed to be normally distributed with mean zero and constant variance.

4.0 Results and Findings

4.1 Descriptive Statistics for Language Barrier

The first objective of the study was to establish if language barrier affects strategic business growth at Huawei Technologies Company limited in Kenya. The respondents were asked to respond to the statements on language barrier. The responses were rated on a five Likert scale as presented in Table 1. Majority of 84.4% (63.8%+20.6%) of the respondents agreed with the statement that language communication has prevented presentations of ideas. Majority of 77.3% agreed with the statement that translation of growth strategies from the parent company is lost due to language difference, 86.5% of the respondents agreed that writing and presentations is always hindered by the difference in languages, 80.8% of the respondents agreed that business has stopped due to

language misunderstandings. 77.7% of the respondents agreed that sale of company products has suffered because of the language difference. Majority of 84.4% of the respondents agreed that experts deployed from the parent company are not conversant with the local communication styles.

On a five-point scale, the average mean of the responses was 3.87 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 0.95.

Table 1 Language barrier

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
Language communication has prevented presentations of ideas.	4.30%	4.30%	7.10%	63.80%	20.60%	3.92	0.91
Translation of growth strategies from the parent company is lost due to language difference	6.40%	7.10%	9.20%	61.00%	16.30%	3.74	1.03
Writing and presentations is always hindered by the difference in languages	2.80%	5.00%	5.70%	62.40%	24.10%	4.00	0.87
Business has stopped due to language misunderstandings	4.30%	9.20%	5.70%	61.70%	19.10%	3.82	0.99
Sale of company products has suffered because of the language difference	4.30%	7.10%	11.30%	61.70%	15.60%	3.77	0.94
Experts deployed from the parent company are not conversant with the local communication styles.	5.00%	5.00%	5.70%	60.30%	24.10%	3.94	0.97
Average						3.87	0.95

4.2 Descriptive Statistics for Religion

The second objective of the study was to establish if religion affects strategic business growth at Huawei Technologies Company limited in Kenya. The results presented in table 2 below show that 81.40% (60.8%+20.6%) of the respondents agreed that the staff are made up of different religious background. Majority of 77.30% of the respondents agreed that their customers are from different religious background, 82.9% of the respondents supported that difference in religion has never been an issue that brings difference in the work place. Majority of 78% agreed that religious differences has been used positively to increase production and sales while 78.8% agreed that the organization observes individual's right to freedom of worship and everyone's belief is respected. 84.4% stated that staff are allowed to worship on special religious calendar times.

Using a five point scale Likert mean, the overall mean of the responses was 3.87 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.99 indicates that the responses were varied. The results herein imply that religion affects strategic business growth at Huawei Technologies Company limited in Kenya

Table 2: Religion

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev.
The staff are made up of different religious background	4.60%	3.00%	11.10%	60.80%	20.60%	3.92	0.91
Our customers are from different religious background	5.00%	7.80%	9.90%	56.70%	20.60%	3.80	1.02
Difference in religion has never been an issue that brings difference in the work place	4.30%	4.30%	8.50%	56.70%	26.20%	3.96	0.95
Religious differences has been used positively to increase production and sales	5.70%	11.30%	5.00%	55.30%	22.70%	3.78	1.10
The organization observes individual's right to freedom of worship and everyone's belief is respected	5.00%	5.70%	10.60%	58.90%	19.90%	3.83	0.98
Staff are allowed to worship on special religious calendar times	5.70%	5.00%	5.00%	57.40%	27.00%	3.95	1.02
Average						3.87	0.99

4.3 Correlations Analysis

Table 3 presents the results of the correlation analysis. The results revealed that language barrier and business growth are negatively and significantly related ($r=-.203$, $p=0.016$). The table further indicated that religion and business growth are positively and significantly related ($r=0.184$, $p=0.029$). This implies that a decrease in language barrier led to an improvement in business growth whereas an increase in religion led to an improvement in business growth.

Table 3: Correlation Matrix

		Business Growth	Language Barrier	Religion
Business Growth	Pearson Correlation	1.000		
	Sig. (2-tailed)			
Language Barrier	Pearson Correlation	-.203*	1.000	
	Sig. (2-tailed)	0.016		
Religion	Pearson Correlation	.184*	0.135	1.000
	Sig. (2-tailed)	0.029	0.111	

* Correlation is significant at the 0.05 level (2-tailed).
 ** Correlation is significant at the 0.01 level (2-tailed).

4.4 Regression Analysis

The results presented in table 4 present the fitness of model used of the regression model in explaining the study phenomena. Language barrier, religion were found to be satisfactory variables in explaining strategic business growth. This is supported by coefficient of determination also known as the R square of 96.3%. This means that Language barrier and Religion explain 96.3% of the variations in the dependent variable, which is business growth in Huawei Technologies Company Limited in Kenya.

This results further means that the model applied to link the relationship of the variables was satisfactory.

Table 4: Model Fitness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981 ^a	0.963	0.962	0.61023

a Predictors: Language barrier and Religion

In statistics, significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 5 provides the results on the analysis of the variance (ANOVA). The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of implementation of credit scoring. This was supported by an F statistic of 6.618 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Table 5: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.956	4	1.989	6.618	.000
Residual	40.87	136	0.301		
Total	48.826	140			

Regression of coefficients results in Table 6 shows that language barrier and business growth are negatively and significant related ($r=-0.041$, $p=0.009$). The table further indicated that religion and business growth are positively and significantly related ($r=0.346$, $p=0.000$). This implies that a decrease in language barrier($r=-0.041$, $p=0.009$) led to an improvement in business growth whereas an increase in religion($r=0.346$, $p=0.000$) led to an improvement in business growth.

Table 6: Regression of Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Language barrier	-0.041	0.064	-0.041	2.384	0.009
Religion	0.346	0.063	0.344	5.52	0.000

The optimal model was therefore;

The multiple regression model was laid as below.

$$Y = -0.041X_1 + 0.346X_2$$

Where:

Y = Business growth

X₁ = Language barrier

X₂ = Religion

5.0 Conclusions

The first objective of the study was to establish if language barrier affects strategic business growth at Huawei Technologies Company limited in Kenya. Regression results revealed that language barrier had a negative and significant effect on strategic business growth at Huawei Technologies Company limited in Kenya. This means that a reduction in language barrier led to an improvement in strategic business growth. Since dialect impacts all parts of normal day by day presence, there is need to a more prominent degree, a consideration on correspondence impediments by experts and experts involved with worldwide business and organization (Henderson, 2005).

The second objective of the study was to establish if religion affects strategic business growth at Huawei Technologies Company limited in Kenya. Regression results revealed that religion had a positive and significant effect on strategic business growth at Huawei Technologies Company limited in Kenya. This means that an improvement in religion led to an improvement in strategic business growth. The importance of religious value frameworks has for quite some time been perceived in humanism and brain research yet is not yet completely recognized in purchaser inquire about. Concentrates in the showcasing writing propose that religion is a key component of culture, affecting both conduct and obtaining choices (Essoo & Dibb, 2014). Religion is a social institution that drives human conduct.

6.0 Recommendations

The study recommended Huawei Technologies Company limited in Kenya to improve on both the spoken and written language through training for the employees. The sales department needs to understand the ins and outs of any product they are selling; marketing needs to understand why their products are important; and everyone needs to be able to speak a common language to plan for the future of the company. The study recommended on use of reliable translation services and interpreters. Important data and documents should be translated into the local language. Use visual methods of communication because words often fail us, and when they do, showing can be a lot more effective than telling. Use pictures or diagrams to explain complicated concepts.

The study recommended Huawei Technologies Company limited in Kenya to improve on accommodating religion, beliefs and spirituality in the workplace. This includes establishing a work environment where there is promotion of diversity and nondiscrimination practices while reflecting the organization's mission, values and culture. The study recommended Huawei Technologies Company limited in Kenya to explore and maximize in the gains and market opportunities that arise from the diverse religions.

7.0 References

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