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Introduction

The UK SMEs sector has experienced a tremendous growth within the last decade. It has also increasingly become evident that the number of SMEs in UK owned and managed by people from different cultural backgrounds has grown. According to the House of Commons Business Statistics published in 2015, there are over 99% percent of small and medium sized businesses in the UK (Rhodes 2015). The growth of these business sectors has been attributed to the entrepreneurism and fuelled by the increasing demand for various products and services. The makeup of the people

working in these organisations has seen a tremendous change as well. A recent report published by the Adecco group about the workplace revolution highlights the changing face of the British workforce. Between 2000 and 2011 the number of UK born non-whites and immigrants has increased from 2.4% and 9.3% to 12% and 13% respectively. This research will seek to analyse how this changing trend is impacting on the management dynamics of SMEs in the UK.

Background

There have been massive empirical studies on culture by different academics. Hofstede's (1991) publication on culture and organisations (software of the mind) identifies the prescriptive behaviours of individuals from diverse backgrounds in organisation across the globe. Trompenaars and Hampden-Turner (1993) also identify the 7 dimensions of culture. Culture is learned and inherited. For example, it can be developed over time through the adoption of other cultures. Acculturation is the process in which the culture of another society is instilled into others over time. In contrast to work done by Hofstede and Trompenaars, this study will focus on how acquired cultures by the diverse managers and owners are influencing their management strategies in SMEs. The interest is this area as an academic is due to the increasing diversity of SME management and workforce in the UK and to ascertain how the trend in areas of leadership and management, strategy development and motivation are adapting to the change. SMEs are of particular interest as lots of research have been conducted on most of the multinational and large organisations in developed countries but not on SMEs.

This research will highlight the work already done by Hofstede and Trompenaars as well as Berry *et al'* s model of acculturation. Berry *et al* (1987, 1997) model explains the dimension of acculturation in a host society. The model will be leveraged and used to explicitly answer some critical questions on how such absorbed cultures impact on management strategies within SMEs.

The management and leadership in organisations such as SMEs are very different to multinational and large firms. These types of organisations tend to have flatter structures, entrepreneurial and centralised or person culture (Handy 1999). As over 99% of the UK organisations are SMEs, the implication is that a significant proportion of the UK SME owners or managers are from immigrant backgrounds. Similarly, the number of managers and owners of these SMEs have increased exponentially. The key hypothesis to be tested in this research is; do absorbed cultures by different immigrant managers or owners in the UK SMEs impact on their management dynamics? The key findings of the research will add to the existing work published by Trompenaars and Hampden Turner and Berry *et al*. In the areas of business and management studies recent research published by Levy and Powell (2004) focused on the role of growth strategies for SMEs. The focus of their publication was on the role of information systems in SMEs growth; however, one key area which has a need for further research is on the adaptation of management strategies to changing nature of the workforce. Most SMEs grow to become larger

organisations hence understanding the impact of acculturation on their management strategies will be vital for government policy development in areas such as employment diversity and management practices.

Current empirical research on acculturation has identified the different dimensions of acculturation and their psychological implications in organisations. Oerlemans and Peeters (2010) identified the concepts of culture adaptation and culture maintenance which are key themes and paradigms in immigrant acculturation. Similarly, reflecting on Van Gils (2005) study of Dutch SMEs' management and governance, the key gap identified is clearly on the behavioural aspects of the decision-making processes within SMEs which acculturation could have a massive implication on.

A recent research by Khirsariya (2015) identified a significant positive correlation between the influence of acculturation on conflict management styles in Chinese and Indian SME owners in a significant geographic location New Zealand. The context of the research provides some form of evidence however the researcher emphasised that holistic management dynamics for such SME owners or managers need further investigation. This research will attempt to provide answers to fill the gap identified.

Conceptual Framework
There have been different frameworks used in acculturation research. Berry's (1992) framework of acculturation research will be extended and applied in this research to fill the identified gaps in current studies. The model highlights and explains the group or cultural and personal levels of acculturation phenomena. Berry attributes the group or cultural level to situational variables such as society of origin and society of settlement. Berry also attributes the personal level acculturation to psychological phenomena prior to and during the acculturation process. This study will emphasise on the key phenomena of acculturation studies posited by Berry to determine its impact on management dynamics. The proposed and adapted Berry's framework can be demonstrated in diagram below:
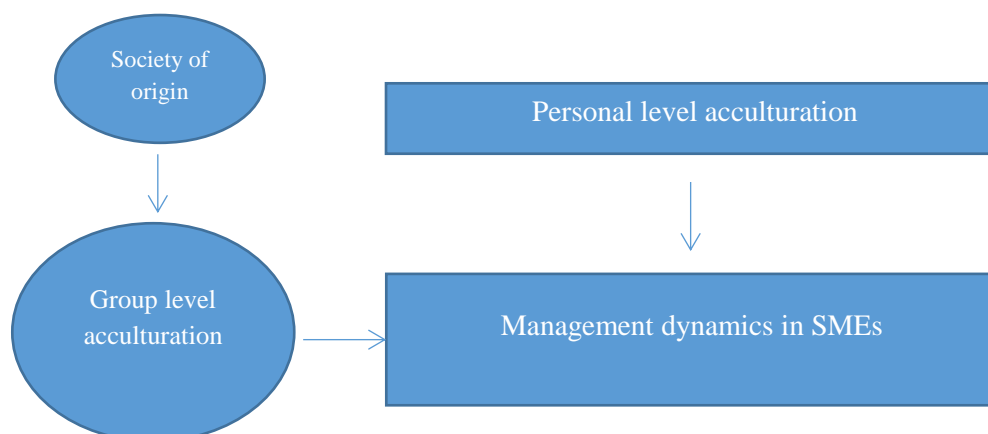
Fig.1: Adapted Acculturation Research Framework by Berry (1992)

Acculturation research has become a focus of interest in organisational behaviour. It is an increasingly important field of study in organisational psychology and most of the research on acculturation has focused on the dimensions and adaptations of host society culture. Traditionally organisational psychologists and researchers in the field of culture have subscribed to the belief that the influence of acculturation on migrant communities is difficult to measure however recent studies by Van Gills (2005) have proven that it has significant implications on decision making in SMEs.

Recent research on acculturation in organisations (Oerlemans and Peeters 2010) has identified it impacts on behavioural patterns of the workforce to some significant extent. The major controversy is the lack of investigation into the influence of culture adaptation and its implication on management practices in organisations. To date there has been an increasing concern on the lack of research into acculturation's impact on management behaviour. This indicates that there is an important gap to be filed and new knowledge is required to augment existing knowledge on management practice.

The aim and purpose of this research is to examine the significance of the influence of acculturation on SME management dynamics. The research will seek to build on the research by Berry *et al's* framework and assess the factors that drive the acculturation process of SME owners, managers and their workforce and how they impact on the management behaviour.

Research question(s)
The study would attempt to answer the following questions:

- How the different cultures within UK SMEs have changed due to absorbed cultures by employees?
- How management strategies within the SMEs have been impacted by acculturation?

- Are the current trends in SMEs growth partly attributed to absorbed cultures or acculturation in the UK?
- Is acculturation different within a specific group of workforce or managers and owners? If so who are they? Is acculturation of workforce or managers and managers from other developed economies significant compared to less developed countries?
- Do UK SMEs adopt culturally sensitive management policies?

Aims and Objectives

The research will seek to establish the impact of acculturation on management strategies within UK SMEs. The other findings sought to be achieved will focus on the level of adaptation of the management strategies by these organisations to accommodate the new behaviours of the diverse workforce.

▶ To establish the impact of acculturation on 5 key management practices of SME businesses for migrant managed or owned businesses

▶ To identify the level of adaptation of the management practices by these businesses to accommodate acculturation processes.

▶ To explore the key causal factors driving the adoption of host cultures by managers or owners within the migrant SME businesses

▶ To evaluate the implications of 6 managerial competencies and skills required to deal with the adoption of host cultures within SMEs managers or owners

Literature Review

There has been extensive research into management practices within small and medium sized enterprises (SMEs). Some of the current literature on SMEs have focused on the role of management practices, development of managerial practice for effective performance management and learning and innovation practices (Purcarea *et al* 2013; Ates *et al* 2013; Bryson and Forth 2016). Generally, SMEs studies have focused on broader scale managerial effectiveness however research on the causal factors of managerial effectiveness is significantly limited especially on the impact of psycho-social phenomena such acculturation.

Although literature on acculturation as psychological phenomena for individuals residing in new societies has been extensive (Schumann 1986; Berry 1997; Oerlemans and Peeters 2010), little is known about how this process of acculturation impact on the management practices of the individuals who own or manage different forms of organisations. Limited literature on acculturation within the small business context has been on the link between absorption of different cultures in a society and small business opportunities (de Vries and Veers 2012) and acculturation impact on conflict

management styles (Khirsariya 2016) however there is limited empirical evidence on how acculturation impacts on the management dynamics within SMEs broadly. This study will aim to close the identified gap and contribute to existing body of knowledge with a focus on key themes of acculturation and SME management dynamics.

Forms of organisations

Mullins (2016) identifies broadly four forms of organisations; public, private, governmental and not for profit organisations. These organisations have different characteristics that set them apart. Public organisations are those organisations with focus on efficiency sometimes with allocated governmental budgets. The key focus for these organisations is the efficient use of national resources to meet policy objectives relating to the meeting of needs of citizens of countries. Moreover, the current trend in public organisations is privatisation. Recent work published by Bevir and Rhodes (2016) identifies the spate of mass privatisation of UK public sector companies. The rationale behind such privatisations is due to the different skills and competences that could be harnessed in the public and private sectors to deal with the complexities in the business environment.

Private organisations are classified into private limited and public limited organisations. Depending on the process of share issues and other legal requirements, private organisations form a major categorisation of the UK employment sector. A breakdown of the UK organisational types is shown in the table below:

Table1: Breakdown of corporate body types on the total register, 2016, UK

Corporate body type	Number	Percentage of all corporate bodies
Private Limited	3,524,747	92.7
Private Limited by Guarantee/No Share Capital	100,0487	2.6
Limited Liability Partnership	60,209	1.6
Private Limited by Guarantee/No Share Capital/ (Exempt from using 'Ltd')	42,295	1.1
Limited Partnership	39,6015	1.0
Overseas Company	11,456	0.3

Corporate body type	Number	Percentage of all corporate bodies
Industrial and Provident Society	11,456	0.3
Public Limited Company	7,144	0.2
Private Unlimited	4,601	0.1
Other corporate body types	3,587	0.1
Total of corporate body types	3,803,765	100

Source: Companies Register Activities 2015/16, Companies House

The various private organisations listed in table 1 relate to UK industry or business. Other countries may have different forms due to the legal requirements and structures. A major corporation type relevant to this research is the incorporated private organisations which will be reviewed later in the chapter.

According the departments, agencies and public bodies there are 25 ministerial departments, 21 non-ministerial departments, 373 agencies and other public bodies and 78 high profile groups in the UK. These are classified as 'pure' governmental organisations that provide vital services to the UK public. The relevance of these organisations in improving economic development was highlighted by Rodriguez-Pose *et al* (2014). Their work identified the development role of governmental institutions such as in policy building in the areas of smart specialisation and regional development. Nevertheless, there has been significant evidence of loss of confidence in these institutions; Newton and Norris (2000) attribute the key cause of this loss of confidence to disaffected democracies at the national level which encompass social trust and confidence in government institutions. It is also important to acknowledge the restraints posed by scarcity concerns of national resources. Increasingly national and local governments are faced with the prospect of prioritising the use of these resources. An instance of this can be found in the UK current Conservative governments' policy focused on reducing the national deficit.

Not-for-profit or charitable organisations (NPOs) have increased in popularity in most economies. Predominantly in developing economies resource provision from the public and private sectors are rarely sufficient to meet the needs of citizens. Porumbescu (2016) work on the NPO accountability in least developed countries supports this view. Porumbescu identified one of the key critical roles of these organisations is to ensure the wellbeing of the population that they serve. Different NPOs have different focuses. Contextualising the roles that they play and the level of accountability could be very challenging. The current issue of 'swindling donors' and

inability to efficiently account for the spending to the suggested causes have contributed to turbulence for these organisations (Greiling, Harris and Stanley 2016). It is important to note that as expectations rise for the diverse stakeholders involved in these NPOs the onus of accountability and efficiency would always be required to justify allocation of resources.

Small and Medium-Sized Enterprises (SMEs)
Statistics from Ward and Rhodes (2014) identify over 3.9 million businesses in the UK as of 2013. 99% categorised as SMEs. The SME business employs over 15million people which constitute a significant percentage of the UK workforce. In addition to that the UK SME performance in terms of Gross value added to the UK economy is nearly 500 billion Euros. These statistics present valuable insights into the contribution of the SMEs output to the UK economy which has led the UK government to highlight key themes for the plan for growth in the Autumn statement.

The context and nature of SMEs vary across different economies. In western economies, they serve as engines driving innovation and the creation of jobs. According to a European Commission publication in 2013 on SMEs 'nine out of every ten enterprises are SMEs and SMEs generate two out of every three jobs'. This statistic highlights the importance of the role of SMEs in economic development. There have been arguments about the definition of SMEs. Essentially the broadly accepted definition of SMEs which is perceived as more European is the category of micro, small and medium-sized enterprises that employ not more than 250 employees and with annual turnover not exceeding of 50 million Euros (European Commission 2013).

The European Commission (2016) points out the criteria distinguishing SMEs from non-SMEs due apparent distortion which is sometimes caused by size. The criteria is demonstrated in the figure below:
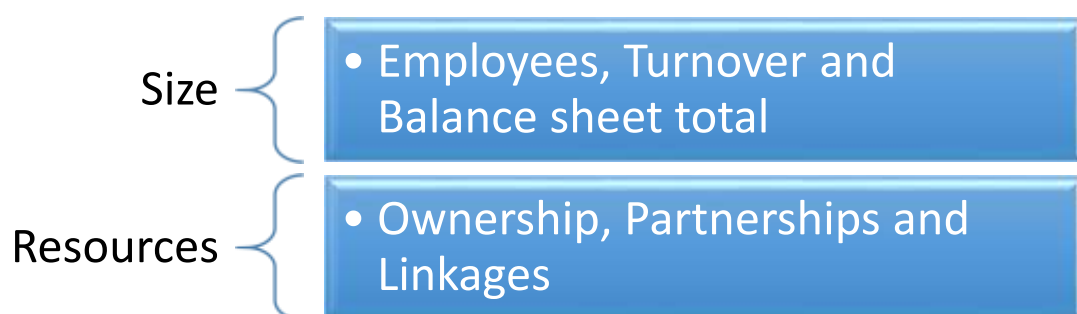
Size	• Employees, Turnover and Balance sheet total
Resources	• Ownership, Partnerships and Linkages

Figure 2: Criteria for distinguishing SMEs from non-SMEs adapted from European Commission

Source: European Commission Publication on SMEs 2016

Abebe and Angriawan (2011) comment on the rise in the levels of SMEs contribution to activities on an international scope. The scope ranges from international trade to development activities. Additionally, this trend has been propelled by the contemporary impetus from globalisation, changing trade and government policy. However, Jocumsen (2004) identify a higher failure rate in SMEs on the international level due to a combination of reasons that are dominantly strategic in nature. This view is supported by Francioni *et al* (2015) arguing that most SMEs at the international level are involved in strategic decision making.   There is further supporting argument in research findings from emerging markets as highlighted by Iweka *et al* (2016). Their recent publication focuses on the dynamics of SMES in emerging markets. Although the work focused on the West African subcontinent the findings provide a convincing rationale for the low success rates of SMEs. For example, lack of funding and access to infrastructure for such businesses impact massively on their performance.

UK SME Composition and Performance

According to the European Commission the categorisation of SMEs is based on the two factors of staff headcount and turnover or balance sheet total.

Company category	Staff headcount	Turnover	Balance sheet total
Medium-sized	< 250	≤ 50m Euros	≤ 43m Euros
Small	< 50	≤ 10m Euros	≤ 10m Euros
Micro	< 10	≤ 2m Euros	≤ 2m Euros

 Source: European Commission

The European Union categorisation presents different perspective on various SME structures. It further creates inconsistent distinctions from larger enterprises. This is due to operational, financial and governance relationships with other organisations in the complex business environment. The distinction from other enterprises is clarified by the unique set of issues encountered by SMEs. The European Commission (2016) publication identifies issues such as market failures and structural barriers. Importantly, market failures include industry rivalry factors (Porter 1985). Additionally, current literature on SMEs presents the lack of innovation, finance and research as some of the causes for the failures. Moreover, structural barriers are those relating to the requisite skills for management to deal with the complexity of the business environment (European Commission 2016).

The role of SMEs in the UK economy
The significant role contributed by UK SMEs is traced back to 1980s when there was growth in turnover and other business services and activities (Analoui and Karami 2003). Most of the growth in SMEs was evidenced in the services sectors and huge contributions have been made in innovation, competition maintenance and entrepreneurship. A recent research jointly commissioned in 2017 by the Centre for Economics and Business Research (CEBR) and the Hampshire Trust confirms that UK SMEs are set to increase their economic contribution to £241bn by 2025. Across a range of sectors such as agriculture, entertainment and manufacturing there has also evidence of few globalised firms in the UK. Contrastingly, the service sector including entertainment, travel and education seems to have a different picture as a large proportion of small businesses in the UK services are involved in exports (OECD 1997).

Scope of BAME SMEs
Current studies on black and minority ethnic business in the UK have focused on historical entrepreneurs from predominant ethnic groups such as Pakistan, India, Bangladesh and Afro Caribbean countries (Sonfield 2014). Various reasons have been provided in literature regarding the huge concentration of these ethnic minority groups in such businesses. Clark and Drinkwater (2010) argue that the increasing enabling policies within the UK to encourage small business ownership have had an important role to play. This argument is supported by recent studies (Harrison 2005; European Commission 2008; Ram and Smallbone 2003). Other studies have attributed have attributed the growth in ethnic minority businesses in the UK to the increasing wave of socio-economic pressures (Centre for Enterprise and Economic Development Research 2001). Studies conducted by Kloosterman et al. (2003) on ethnic minority businesses have concluded that these businesses have focused on ethnicity and class-based dimensions and fail to consider the impact from the broader macro-economic factors. In terms of the UK, for example, the concentration of small businesses in specific metropolitan and urban areas dates back to earlier settlement patterns due to immigration, family ties and networks.

Management in Organisations - Changing perspective
Management in organisations has evolved over time. Scientific management theories (Taylor 1911, 2010) have had lots of criticism from proponents of Human relations (Mayo 1933 and Follet 1924) and Contingency theorists (Woodward 1965; Burns and Stalker 1961). Recent research has identified the increasing nature of social aspect of work and its importance to increase productivity and efficiency (Meneghel *et a*l. 2016; Vischer and Wifi 2017).

Literature on management in organisations dates back to pre-First World War period. Some of the classification of management theories as cited by Szarucki (2015) focus on the work by Koontz (1961, 1980), Scott (1961), Mayntz (1964), O'Shaughnessy

(1966), Zieleniewski (1969) and Hatch (1997). Emphasis of such research on management practices was placed on larger to medium-size organisations.

The classical approach to management in organisations focus on scientific management (F.W. Taylor), administrative approach (H. Fayol) and bureaucratic management (M.Weber)

Proponents of this approach to management emphasised on the efficiency of people working in organisations. In the 1960s and 70s after the Second World War the production orientation became prominent in both American and Japanese firms and this might have contributed to the development of this paradigm of management in organisations. Szarucki (2015) cited Wolf (1965) on this approach claiming the focus was on organisation-centredness which in effect concentrated on the maximisation of the use of available resources.

Contrary to the views on the classical approach are authors from the psycho-sociological school (Mayo 1933, 1945; Follett 1924; Roethlisberger 1941). In this opposing view the focus of management approach was on the human relations and behaviour of people in organisations. As contended by Scott (1961) the focus was on neoclassicalism which sought to identify the psycho-social factors at the workplace that may enhance the productivity of people in organisations. It was significantly evident that the neoclassical theorists favoured humans in organisations as vital resources that can be successfully motivated to obtain the required productivity. The psychological element pivotal to this school of thought led to development of theories for motivation of people in the workplace. Relevant literature on motivation at the work place have been classified into content and process theories. Seconding and supporting the human relations school of thought, the content theories of motivation postulate the key requirements for motivating people at work (Maslow 1943, Alderfer 1972, Herzberg 1968 and McClelland 1988) whiles process theories of motivation explain how the process of motivation can be directed and sustained (Skinner 1956, Vroom 1964, Adams 1963).

Opponents of the first two school of thoughts on management identified weaknesses that could be developed. In a bid to develop the weaknesses of the classical and human relations approaches to management in organisations the new approach or modern theory in organisations was birthed. Early supporters (O'Shaughnessy 1966, Boulding 1965, von Bertalanffy 1979; Kast and Rosenzweig 1985) named this as the Systems Approach. Szarucki (2015) states that the new approach has an important potential unifying stance on both the classical and neoclassical theories due to the logical integration of both approaches to the human organisation which is perceived as a social system. Comprehensive literature by McGregor (1960) presented some major challenges associated with managing the human organisation. The views identified in theories X and Y clearly demonstrated the extremes of how the human organisation can be perceived at the workplace. Contrasting views by critics (Willmott 1993; Schein 2011) have suggested the difficulty in classifying humans using these two-view approach suggested by McGregor. The caveat is that humans in organisations will always demonstrate specific behaviours depending on the

prevailing internal and external factors such as organisational culture. This is what is termed as the contingency view.

Further to contribution to the three management approaches, it is evident the postulation and development were in the 1960s of the 20th century (Szarucki 2015). This connotes that current developments in academic literature have highlighted advancements in management dynamics in organisations (Clegg *et al* 2015; Mullins 2016). Based on exhaustive literature on the changing nature of organisations and the perceived generalisation of the impact of culture on management in large organisations limited literature is yet to be explored on how acculturation contributes to these changes in small medium sized businesses. This is even critical on literature for such businesses owned or managed by immigrants in developed economies such as the UK.

Literature on changes in management within contemporary organisations highlights fragmented emphasis on managing individuals (personalities, perceptions, values, psychology at work and teams (group dynamics and group processes, conformance, obedience, groupthink, social loafing, team processes, conflicts and management tensions) (Clegg *et al* 2015; Tuckman 1965; Janis 1972). In addition, there has been extensive literature undertaken on leadership, coaching and motivation as key critical success functions for management (Maslow 1943; Mintzberg 1980; Berg and Karlsen 2007). Proponents of the resource based view of strategic management (Rumelt 1984; Wernerfelt 1984; Barney 2001) argue the importance of the management of human resources to sustain competitive advantage in the dynamic business environment. The complexity of the management of human resources is compounded by the drive for global mobility. Skills sets and competences for human resources management now encompass skills for diversity, selection and retention as well as emotional intelligence (Goleman 1998). This has been supported by scholarly literature on managing cultures (Schein 1980; Peters and Waterman 1984; Johnson and Scholes 1988; Hofstede 1991).

According to current literature on changing perceptions on management in organisations (Clegg *et al* 2015), globalisation and the dynamism of the business environment have driven management to focus on communications, knowledge and learning, innovation and change as well as ethics and social responsibility. In as much as the trend of management in organisations will continue to develop, the key functions postulated by Mintzberg (1980) have not changed significantly however incremental frameworks and views have rather been added. Contributory literature on how these management dynamics and trends are impacted by acculturation in small and medium-sized organisations owned and managed by immigrants in the UK is limited and this is the focus of the research and gap to be filled.

Management in SMEs

Researchers have focused management research mainly on large organisations. Similarly, due to the structural barriers there is minimal interest in the study of management dynamics within SMEs. Contrary to the limited research into SME management, the fundamental functions of management such as planning, controlling, organising, commanding and coordinating remain the same (Fayol 2016).

Current emphasis on contemporary management focuses on how to get best out of people in order to achieve both organisational and individual or team objectives. Due to the nature and size of operations within SMEs in the UK the emphasis on human relations perspectives is not embraced compared to the medium and large organisations (Whyman and Petrescu 2015). Bryson and Forth (2016) identify the importance of off the job training as the optimal driver for the success of the SMEs in Britain. This is partly due to the inability of these organisations to fund on the job training schemes. This is supported by literature from Storey 1994; Almus 2004 and Persson 2004. Their work posits the inability of SMEs to survive in the first year of operation due to difficulty in availability of resources.

Similar literature on management within SMEs in the UK has highlighted the importance of managing strategic partner network to increase competitiveness (Agostini *et al* 2015). However, this research aims to close the gap on the key players who may be involved in harnessing their competences to achieve this objective.

Moreover, some of the literature reflecting on the upper echelons theory (Hambrick 2007) in management within SMEs has focused on how management control systems reflect CEO demographics (Reheul 2014). The empirical evidence from these literature findings by Reheul (2014) suggest there is a link between management tenure and education to the evaluation and planning of management controls systems. This provides vital evidence that the different demographic features of management within SMEs have impact on the control systems within organisations. Based on this consideration it can be asserted that the demographic features may also be influenced by acculturation. This is a further research gap to explore in this study.

Bacon *et al* (1996) argue that many small firms are focusing on the different management initiatives. Some of these are culture change, devolvement of management, team work and the provision of flexible working practices. This provides a vital clue that the trend in management within SMEs are changing. The empirical evidence from this literature is supported by the argument that new management agenda has become important to the success of the SMEs (Boon and Ram 1998).

Similarly, current management agenda for larger firms such as corporate social responsibility (CSR) initiatives have also been of focus on SMEs (Amaeshi *et al* 2015). In most SMEs in developing countries the focus is on developing the organisational reputation to build and sustain relationships with relevant stakeholders.

The question is how are the relevant stakeholders managed and to what extent does culture impact on this management practice within SMEs?

The emphasis of management style in SMEs has been on management of human resources (Goss 1991; Ritchie 1993). This is supported by Ram (1999) who identify that the use of a variety of personal networks and links, associates and business contacts and assumptions about the prevailing organisational culture help facilitate flexibility in SME dealings. Recruitment as management activity within small firms is also known to be from family and employee friends (Carroll *et al* 1999). This underscores the importance of training and development perceived in larger organisations. Current literature on SME management dynamics addresses that importance of the changing face and initiative of management however the driving forces and factors for this paradigm shift lack empirical evidence.

Acculturation
Berry (1997) developed the conceptual model of acculturation. This bidimensional model elaborates the process and strategies of people living in other countries and how they adopt the host country culture. The four strategies map the levels of host and home culture acquisition and maintenance respectively. These are the assimilation, integration, marginalisation and separation. Current literature on acculturation identifies 'culture adaptation as the degree to which immigrants are willing to adapt to the dominant culture of the host society, culture maintenance, on the other hand, is the degree to which immigrants want to maintain their own ethnic culture in a new society' (Oerlemans and Peeters 2010: 461). This continuum of adaptation and maintenance to host and new culture have been much of interests to academics. Neyer and Harzing (2008) accentuate the impact of culture on interactions emphasising how time pressure influences two types of culturally-determined behaviours that are important in interactions. Although the literature presents prominent evidence on the impact of culture on behaviour the empirical evidence of such factors that influence culture in the global context was very limited. The importance of this research is to contribute to the limited evidence of the link between level of acculturation and management dynamics within SMEs.

Theory of acculturation
Broadly the underpinning areas of acculturation have been on integration, assimilation, immersion and learning of new language. Schumann (1986) identifies the important element of the acculturation process as learning of a new language in the host society. The process of immersion refers to how an individual gets involved in the adoption of the new culture. The facilitating factors for immersion is the involvement in conversations with the people in the host society, attending special sessions to learn the language and customs, traditions and acceptable ways of behaviour. Proponents of the immersion concept contend the challenging and stressful nature of the process (Dyal and Dyal 1981; Wu and Mak 2012). This may be due to

the personal difficulties associated with hesitation, confusion and time constraints. The situation is compounded by the cultural imbalance phase encountered by the individual. Other studies have identified that due to similarities in cultures language per se may not been learned however the pronunciation of certain words and dialect may be of particular importance (Pasick, D'onofrio and Otero-Sabogal 1996). Assimilation occurs as a result of accumulating new ways of 'doing things' in the host society which leads to changes to match the new culture. In essence, full assimilation means absorbing all the customs, habits and norms of the host society. Additionally, the concept of integration in acculturation refers to getting involved socially to be considered as equal among the host society. The caveat in this circumstances is full assimilation is not required for the individual to integrate. Literature supporting integration suggests the participation in social and community events or local clubs as way to facilitate the integration process (Graves 1967; Lock, Taylor and Darcy 2008).

Internalisation process of immigrant firms
Immigrant firms have experienced a pull towards internationalisation in recent years (Qiu and Gupta 2015). Particularly, the pull is postulated to be due to the factors emanating from home and foreign markets. This has been supported by Hunt (2011), Ryder *et al* (2000) and Kalnins and Chung (2006) who identified the various supporting trends in the move of immigrant firms into international markets. In most of the studies on immigrant firms entering international markets the focus of research have been on the factors contributing to the entry and development of such firms. Drawing on Qiu and Gupta's findings it is evident growth of such firms in foreign markets have links to the entrepreneurial mindset and the immigrant sphere of influence from the networks possessed. The argument here is the influence of networks can be impacted tremendously by the culture perspective. This has been supported by Hofstede, Trompenaars and Hampden-Turner's (1980 and 1997) work on culture influences on behaviour of firms.

Constructs on culture
There have been significant empirical studies on the culture. In addition to Hofstede (1980), Trompenaars and Hampden-Turner (1997), some key studies on culture have focused on the relations in the social context (Fiske 1992) and syndromes in cultural perspectives (Triandis 1991). Other contributions have pointed social axioms of culture (Leung and Bond 2004), culture and its relation to work values (Hofstede 1980, 2001; Inglehart and Baker 2000; Schwartz 1994).

Recent studies by Gelfand *et al* (2006) identify the tightness-looseness of the cultural dimension. The study focused on the situational constraints of two countries. The evidence from the research hinges on the work by Hofstede and Trompenaars. The conclusion for most of these literature and studies identifies cultures that are already prominent with people from different origins.

Hofstede's dimensions of culture

Hofstede *et al* (1991) culture dimensions are categorised into power distance, uncertainty avoidance, individualism versus collectivism, masculinity versus femininity, long term versus short term orientation and indulgence versus restraint.

The power distance index is postulated as "the society endorsement of inequality and its inverse expectation of relative equality in organisations and institutions". The elaborate differences between the levels of power distances were also captured in the study (Franke, Hofstede and Bond 1991: 166).

Uncertainty avoidance describes the feeling of discomfort in nontypical situations. The opposite is the demonstration of tolerance of new or ambiguous situations (Franke, Hofstede and Bond 1991: 166). Individualism or collectivism focus on the tendencies for individuals to focus and look after themselves and their immediate families. The opposite is for individuals to focus on the extended social group (Franke, Hofstede and Bond 1991: 167). Masculinity versus femininity refers "an assertive or competitive orientation, as well as a sex-role distinction, and its inverse is a more modest and caring attitude towards others" (Franke, Hofstede and Bond 1991: 167).

According Hofstede and Minkov (2010) long term versus short term orientation refers to the degree of spread of the main work values. These have connotations with the generally accepted universal values. Long term orientated cultures have dominant values including honesty, adaptiveness, accountability learning and self-discipline. Short term oriented on the other hand fosters values such as righteousness.

In addition to the above the Hofstede, Hofstede and Minkov (1991) identified the dimension of indulgence versus restraint. Indulgence is based on gratification of basic and natural human desires. This dimension has linkage to enjoyment of life and having enormous fun. Restraint on the other hand posits that the gratification of the basic and natural desires must be moderated and controlled by strict social norms.

The argument from this studies develops the thinking on national cultures of individuals however basing the argument on immigration and the mobility of people globally these cultures might end up becoming diluted. This argument has been supported by empirical studies of acculturation (Berry *et al* 1997). According to Berry (1997) paraphrased, it is the act of transition from an individual's living culture to another of the host society. It is referred to as the adaptation of the behaviour to the new culture. Primarily the new culture behaviour is made of the customs, values and language as well as general broader view of behaviour.

Cross cultural psychology and behavioural development
Berry's (1997) literature on the immigration, acculturation and adaptation identifies a strong link between cross cultural phenomena and behavioural development changes. The study provides significant empirical evidence that individuals develop in different cultural context and tend to psychologically evolve based on the host cultures. Studies have continuously investigated the contributing factors to such developments. Berry contends the eventual effect of this development due to the acculturation process is highly dependent on personal and social factors of the society of origin, host society and phenomena before and after the process of acculturation. This study presents a significant gap for such immigrants as they acculturate. More significantly as globalisation changes the course of mobility of people, the question arise as to how the process of acculturation influences the management dynamics of immigrant owners or managers for the small and medium sized businesses they run?

Contrary studies by Tan (2002) presents different perspectives on managerial value systems based on the impact of industrialisation on the process of acculturation. Tan concludes that the level of managerial values systems for Eastern managers were similar and homogenous and the comparison of this homogeneity was also evident for Western managers. The underpinning construct of the studies focused on the cultural convergence thought. This proposes that individuals from developed or industrialised countries mostly from the Western cultures tend to exhibit and indulge in common behaviours or attitudes irrespective of their cultural differences (Kerr *et al* 1964; Webber 1969; Eisenstadt 1973; Dunphy 1987; Sparrow *et al* 1994). Studies in organisational acculturation (Selmer and de Leon 1993) contend that acculturation is impacted by the language, host culture homogeneity, salience of work values and the susceptibility of the host society. They conclude that large cultural distance is not sufficient for organisational acculturation to occur. Although this provides a very good argument for the basis of this research the focus of the study was on foreign subsidiary firms.

Empirical studies have also focused on the dimensions of acculturation as postulated by Berry. The dimension of assimilation also referred to as integration has been postulated to vary between generations and individuals (Van de Rijt 2014). The findings of the study conclude that immigrants follow variety of trajectories in the absence of deduced population diversity external factors.

Acculturation and Management: Converging perspectives
A plethora of undoubted evidence shows increasing diversity in developed economies. The UK is not exempt from this global influx of migrants. The UK government policies amendments and the widening of the European Union to include 16 countries led to a surge in the number migrants from the European Union. Acculturation has been traced back to study of anthropology in the 1880 (Martin 2005). The context of acculturation has been attributed to the psychological adjustment to the socio-cultural environment of the host society. As argued by

Gbadamosi (2012) the acculturation process varies from social and psychological adaptation with host society (Park 1928; Rogler *et al.*1987; Rajagopalan and Heitmeyer 2005) to modification to the new culture through a continuum of rejection and full assimilation (Phinney 2003). Consequently, migrants settle in developed economies with intentions of developing skills to become successful. The facilitating economic factors in such developed economies drive the migrant entrepreneurial acumen. The proponents of immigrant acculturation argue that some immigrants will retain some elements of the country of origins cultures while others tend to assimilate host society's culture (Khairullah *et al.* 1996). The mediating effect and outcome is the underpinning importance of culture. Culture is set of values, attitudes that identify a specific group. Indeed, the resultant culture determines the behaviour of individuals and acculturation has correlation with culture.

Majority of literature corroborate with the view of linkage between culture and management attitudes (Kelley and Worthley 1981) however the complexity of the definition of culture makes it arguable to substantiate the linkage. As cited by Kelley and Worthley (1981) there are divergent views on literature for cross-cultural management. One view postulates that as nations develop and industrialise there are bound to be convergence of beliefs that leadership changes and responsibility are passed on to the authority of movement. This is referred to as the convergence hypothesis (England and Lee 1974; Harbison and Myers 1959). The contradictory view by Oberg (1963) has been the proposition that cross-cultural management is significant and as such a Universalist claim is flawed. This indeed highlights that cultural differences from different countries are more significant and underestimated by early writers. This research supports that idea that cultural differences of immigrants from diverse cultural backgrounds may have impact on their management perspectives in the businesses they own or manage.

Theoretical underpinning: Linkage of culture and management
Various models have been postulated to address the linkage between culture and management. The conceptual model by Farmer-Richman (1965) contends that culture is a significant variable in determining the effectiveness of management in organisations. Critics such as Negandhi and Prasad (1971) postulate management philosophy are rather major independent factors. In view of the former model external constraints such as education, sociological, political and economic factors affect the elements of the management process which in turn affect management and managerial effectiveness. These determine firm and system efficiency. In light of this model, an assumption can be made that irrespective of the firm size, the external constraint element such as culture can also have an impact on management and managerial effectiveness.

It is fair to acknowledge that many authors have contributed to literature on the linkage between culture and management albeit with mixed and vague definitions of culture. Considering acculturation as adopting different cultures in a new environment, it leads to the question 'To what extent does acculturation impact of the on management of individuals who have migrated to the UK?'

Methodology
Research philosophy
According to Bernard (2000) research philosophy is the underpinning theoretical concept of any research. Philosophy informs what is known and the unknown. Understanding philosophy of research is critical to unearthing the approach to adopt. The broader view of the research approaches covers the ontology and epistemology.

The philosophy of ontology addresses reality and epistemology, knowledge. Each of these philosophies has its benefits and drawbacks. For the purposes of this study the emphasis of philosophical paradigms will be of particular interest.

Bryman (2016) addresses the main three broad paradigms of scientific, interpretative and critical approaches. Bryman posits that the scientific approach is justified by positivism. The underpinning concept is the existence of causation between variables and derivation of factual explanations. This lends itself to the adoption of the deductive thinking and generalisations. Critics of this paradigm such as Porter and Robinson (2011) propose a different view of interpretivism. The interpretivist paradigm posits the world out there is very socially constructed and there is huge emphasis on the human interactions, beliefs, values and norms. In effect the use of application of causal laws may flaw such studies. In order words using the interpretation of data collection on such intricate and complex reality would provide the likelihood of success.

The research study on acculturation is likely to be leaned towards the interpretivist approach as some of the main variables to be studied would be based on culture, emotions and feelings or thoughts about the impact of absorbing the home culture on small business managers or owner's management practices. Notwithstanding, the research will seek to adopt some elements of the scientific approach to test the impact of some of the responses to make generalisations for knowledge contribution.

Research design
Quantitative and qualitative research methods will be employed in the research. Primary research will focus on gathering data on sample of SMEs in the UK. Survey method followed by focus group interviews with managers or departmental heads within the selected SMEs will be conducted to deduce the impact of the acculturation on the management practices.

Among some of the areas of focus in the interview will be on management policies, training, promotion, development.

The exploration will identify some of areas of cultures adopted since coming and settling in the UK. The questions will focus on prescribed culture perspectives such as views on gender, language, working in teams, attitude to work, inclusion, socially acceptable behaviours among others as suggested by Berry (1997). Responses to the questions will be quantitatively analysed using appropriate statistical approaches to determine the level of absorbed cultures. This will explain the level of acculturation.

Methodology and approach
Online survey through questionnaires and focus groups interviews will be employed as approaches for data collection. Other methods that will be employed will be case studies and observations on the different SMEs and how their management strategies have changed within the last five years due to the impact of acculturation of managers. In addition, the interpretivist and deductive approaches will be applied to discuss how acculturation may contribute to the 'abolition' of traditional values and cultures of people in management positions in SMEs. This will be based on a modified survey scale method adopted Lysonski and Durvasula (2013) on acculturation to global consumer culture.

Sampling
The selection of the sample for the research will be from the list of small medium-sized businesses on the Companies House Register and the UK Government Beta Database for Small Businesses. This includes selection of SMEs across a variety of sectors in the UK owned or managed by immigrants. Selected SMEs would have to be running for more than three years. Due to resource constraints, the focus group interviews will target local small business meetings. This will include attending the Chamber of Commerce and other small business meetings to speak to group of immigrant owners or managers. The rationale is to collect collegiate responses rather that individual responses generated from the surveys. The focus group interview responses will also be used as back up data to support the research analysis. In addition, the focus group interviews will be used to further explore the experiences and knowledge around the research questions.

Data collection
The mixed method of collecting quantitative and qualitative data collection are employed in the study. Due to the design and dominant research philosophy of interpretivism the emphasis on qualitative responses on focus groups of small business owners or managers of immigrant backgrounds. The responses collected will focus on the personal and group level acculturation and how they impact on management approaches employed. Similarly, the online questionnaires designed will focus on the aspects of the data required facilitate the addressing of the research questions.

Analysis and interpretation
The main theme of the research study is the identification of the impact of acculturation as psychological process as originally studied by Berry. It is evident from literature that there is limited literature on studies on acculturation impact on management dynamics. In this vein the collected data will be analysed using a range of qualitative methods such as coding and inferences. Other statistical methods such as the Cronbach Alfa and T-test will be used to analyse the variables identified in the questions. A range of presentational techniques will be used to demonstrate results of the findings.

Variability and generalisability

Upon validation and agreement of the research methodology a pilot test study will be conducted to generate and ascertain a variety of issues that may impact the project. The potential pitfalls and limitations of the study may also be known for the study.

Ethical considerations and risk mitigation
Although the research involves interaction with humans the level of interaction will be minimal in the form of interviews and collection of personal and sensitive data. This study is a medium risk. All participants in the study will be made aware of the confidentiality of any sensitive issues or concerns. Interviews of focus groups will be conducted within Coventry and surrounding areas.

Interviews and focus groups will take place in safe office environments during normal business hours. Data collected will be secured in locked cabinets and electronic data will be password protected on CU server. There will be no requirements for accommodation or any special arrangements to and from focus group sites. All focus group interview participants will be asked for consent with signature before interviews are carried out. The consent form will provide information about the research key areas and information of the researcher for any concerns of the research project. Similarly, the online questionnaires will provide participants with opportunity for consent.

Possible problems and limitation of research
A variety of implementation of research methodology such as SMEs data sharing concerns, ethical approval (dependent on institution), lagging of published data, interpretation with regards to research, institutional and supervisory time constraints, final published work in reputable Journals delay and thematic and contextual presentation of published findings may be the possible problems of this research study.

Explicit outcomes
The key outcomes of the research of the published work will be the identification of influences of organisational acculturation on management strategies of SMEs within the UK. This outcome will contribute the body of know on research on the key contributing factors to the changing nature of management strategies within these increasing sectors of businesses in the UK. An attempt will be made to make some relevant recommendations on the key findings of the research. In addition, the published material will identify the key strategies used by SMEs to adapt to the increasing diverse workforce in the UK. In academia, the published work will look to contribute to my personal development and pedagogy in research in organisational culture in the SMEs.

The final work will be published in the Journal of Small Business Management and Journal of Management Studies. Other key outcomes of the research will be:

- Identification of the different cultures within UK SMEs due to absorbed cultures by employees.
- Published work on current trends in SMEs growth partly attributed to absorbed cultures or acculturation in the UK.
- The extent to which the rate of acculturation is different within a specific group workforce. If so who are they? Is the rate of acculturation of workforce from other developed economies faster compared to less developed countries?

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