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Cultural time perception in organizations: Recruitment, integration and retention of employees

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Culture, communication and globalization

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Abstract

Recruiting, integrating and retaining the right talents in a globalized world is some of the challenges organizations encounters. In this thesis I have conducted a research on two the largest and most popular international sports organizations FC Barcelona and Real Madrid. Through use of Edward T. Hall's culture theory on how cultures perceive time I have researched what challenges these two giants deals with.

Keywords

Culture, Edward T. Hall, monochronic and polychronic culture, time perception, communication, FC Barcelona and Real Madrid

Structure of the thesis

The thesis is partitioned into five chapters. In the first chapter will include an introduction, a concept description of the phenomenon investigated and describing the problem I want to investigate. In the second methodology, research design and methods I have use be presented for the reader. In the third chapter Hall's culture theory will be elaborate and discussed. Fourth chapter will contain my analysis of the two organizations, and the last chapter will contain conclusion of my findings.

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Chapter I

Introduction

"Despite popular beliefs to the contrary, the single greatest barrier to business success is the one erected by culture." – Edward T. Hall (Nørmark, 2013: 5).

According to Edward T. Hall, culture meetings in the first eye catch create an understanding of something positive and pleasant, but, when it is investigated in-depth the frictions, misunderstandings, misperceptions of the social interactions appears to the surface. According to Hall, culture is communication, and the communication can be chopped into three parts: Words, material things, and behavior (Hall & Hall, 1990, s. 3). These three parts needs to be understood if one wants to avoid or work with these friction, misunderstandings and misperceptions culture creates (Ibid). To understand and work with the communication culture creates, we need to understand the meanings and thoughts behind these actions. *Words* – how communication through spoken and written words have a certain meaning, such as irony in Danish culture, if, you are an individual who has a laissez-fair attitude to be on time at work, it is not unusual a Danish coworker will say to you 'Great, on time as always'. If, you do not understand the irony Danes often use, and why they use it, you will not get the message. In this example the message is presumably 'late, as usual, try to show up on time in the future!' (Petersen, 2015). *Material things* – communication through symbols which displays status and power, such an age, elders in Middle-east and Asian culture presumably have a higher status and the opinion is more valid than the younger individuals, while in Danish culture the age has less value. And behavior – it is about the feelings and thoughts about the individual's action and avoidance of certain confrontations, such as handshake which is a symbol of greeting and accepting of the other individual in Danish culture, while among some Muslims handshake is something the individual needs to avoid (Nørmark, 2011, s. 28-30). If, the individuals, organizations and societies do not understand and work with the differences culture creates, it will create frictions, misunderstandings and misperception, and it will make the individuals in the organizations and societies frustrated, and can become an obstacle for the individual, organization and the society to function (Gesteland, 2006, s. 11). Different cultures

create different meanings and thoughts, and we as individuals, organizations and society need to understand and work with these differences, if we want to extract the best out of our cultural differences (Hall & Hall, 1990, s. Preface; Gesteland, 2006, s. 11; Nørmark, 2011, s. 5-6).

My epiphany

For two years ago I started my Master Program in 'Master in Culture, Communication and Globalization', where the communication and culture is a fundamental part of the study. In the 8th semester I read Dennis Nørmark's book 'Cultural Intelligence for Stone-Age Brains – How to work together with Danes and others not like you', where I was especially intrigued by the part in the book where he discussed time perception in different cultures. Hall, Trompenaars and Gesteland were mentioned, where Hall's was the first one to observe, write and publish the connection between how individuals understand time can be interpreted as a certain way of communication in different cultures. This meant, that I went on and read Hall and Hall's book *'Understanding Cultural Differences'*.

The reason for it intrigued my attention is because of my multicultural background, my parents are refugees from Sri Lanka (South-East Asian Country), and we came to Denmark in 1987, where I was three years old. Most of my life I juggled between the Sri Lankan-Tamil culture and the Danish culture, and after I read about monochronic and polychronic cultures from Hall's theory on time perception, the cultural puzzle in my multicultural head started to take form and the picture became more clear. And surprisingly, I became more relaxed when I meet 'strange' behavior especially from individual who had Sri Lankan-Tamil background. In the 'pre-Dennis Nørmark Era' I would have been irritated and offended by the behavior from my Sri Lankan-Tamil individuals. Let me enrich you with some situations I had experienced in my multicultural life:

To my wedding my friends, families and other related guests came from different cultural background; 'Sri Lankan-Tamils – My parents' generation', 'Danish-Sri Lankan-Tamils – My generation' and the ''ethnical' Danes' were invited. When my wife and I showed up at our wedding hall, where the celebration meant to take place, only my 'ethnical' Danish guests and some of the Danish-Sri Lankan-Tamils had showed up on time. The Sri Lankan-Tamils did first arrive about 30 minutes later, and even worse, was that my own parents first showed up 1½ hour later! With my Danish understanding of time, and how it is important to respect the schedule I was furious with my

parents, and the laissez-fair attitude to the time at especially to their own son's wedding! And, when I asked my parents why they were late, my mother's answer was 'the other family members were not ready, you know that they needed to take a bath and put some cloth on etc.' – it was more important for my parents that all the family members were ready and came together than showing up on time to their own son's wedding. The relation is more important than time itself.

Another example is when I showed up 5 minutes late to my first work day at a pizza place. I had before that, worked as delivery boy at a small supermarket I two years. But, when I showed up too late, my boss, a Sri Lankan-Tamil and a family friend asked me the question, a question I still remember today 'where do we live Mugesh?'. A strange question I thought, but I answered him with 'In Denmark', then he replied with 'good, in Denmark you do not show up too late, in Sri Lanka people do not care if you are late, that is why our celebrations never stars on time, but in Denmark they do. Respect that, if, you want to succeed in Denmark!'. He was right, for example my leisure activities had the same pattern, I played football for both a Danish club, and for a Sri-Lankan-Tamil club. Our trainings session always started on time in Danish club, actually I was withdrawn from a match by the coach because I was late at the training session days before. Which means that the time was one of the coach's parameters to evaluate whether I was good enough to play a football match or not. At the Sri Lankan-Tamil club the training sessions never started on time, and we only began the training when everybody had showed up and ready. The time was indifferent in Sri Lankan-Tamil club, what was important was the people and the relation.

And the last example of many. Recently I went to a Sri Lankan-Tamil funeral. In these funerals there is ceremony before the cremation, and at this ceremony, family members, friends and others can say farewell to the deceased individual. At this ceremony several individual activated their video call/chat on their smart-phones, where there were individuals in foreign countries following the ceremony, not all could afford or have the time to be there in person. One of my family members – a Danish-Sri Lankan-Tamil whispered to me, that this was an inappropriate, ungracious and foolish behavior from the video calling/chatting individuals. Where I asked him 'why' where he answered 'you need to be silent and respect the deceased person'. For him, being silent is showing respect, the problem was that, no one was silent at the ceremony. There was lot of whispering and small talking – for example one of my other family members from Norway asked me about my life, my wife and child and my education without paying too much attention to the ceremony. And the

priest who conducted the different ceremonial acts just went on with his job and did not pay attention to the video calls/chats, the whispering and the small talks. The only one who was annoyed by these constant disruption was my Danish-Sri Lankan-Tamil family member, and it is not unthinkable that I would have had the same reaction, if, I did not have read, learned and understood the cultural differences we have.

My life experience and the knowledge I gained from my study made me think 'could this be evidential in other contexts, such as in business organizations or others?'. With the globalization in our front door it is presumably that organization are and will face cultural differences. And to overcome the differences and evolve fruitful cooperation, the organization and the individuals in these organizations needs to understand the different cultural luggage other individuals brings into the organization. Hall's theory on how to understand time and communication as a cultural parameter gave me a deeper understanding of why certain individuals reacts in a certain way. When I understood the meanings and the thoughts behind these actions, it gave me the opportunities to accept it, leave it or try to change it, if it is possible. I hope that other individuals and organizations will or can perceive the similar possibilities being explored to them, when they start to understand culture, understand and see the opportunities and the pitfalls culture provide their organizations with. In this thesis I conduct a research on two international organizations, and try to investigate what cultural challenges they encounter

To understand how culture affects and influence individuals' and organizations' actions and behavior, we need to first understand, what culture is. In the section below I will describe in general what culture is.

Concept description

In this section I will conceptualize the main concept in this paper, *culture*. This will prepare the reader to understand the theory section, and secure that the theory section will be more digestible for the reader.

Culture

The word culture originates from the Latin word 'Cultura', which means 'produce' or 'process' it describes the man-made objects. Producing tools, paintings, clothing, etc. is culture, as it is man-

made, but not only tangible objects are man-made. Our social interaction is also man-made, the adversary to culture is physics, which originate from the Latin word Physica, which means 'nature' or 'studying the nature' (Asklund, 2014, s. 8-9; Arunagirinathan, 2015).

Culture is a social phenomenon which means it is difficult to pinpoint explicitly but there are some indications a social researcher can try to perceive to detect culture. Culture is the meanings and thoughts behind our actions, culture can be created, refined, destroyed and consummated multiple ways, Hastrup´s quote sums it up,

"A Pattern of meanings which actualized in peoples' actions, interpretations, in social institutions and in concrete available symbols, objects, ideas and meaning."[1] (Hastrup et al. 2012: 16) – (Asklund, 2014, s. 10).

"Culture is thus highly significant for how companies and other organizations function: from strategic change, to everyday leadership and how managers and employees relate to and interact with customers as well as to how knowledge is created, shared, maintained and utilized" (Alvesson, 2002)

Using the culture in a rightful way can make the organization function, competitive and maybe even give them an edge in their line of work. An organization can occupy various cultures that can be depended on generations, genders, classes, nationalities, departments, etc. (Alvesson & Sveningsson, 2008). Alvesson lineup five possible path to understand and detect culture:

There are signs of culture if it:

- *relates to history and tradition*
- *have some depth, are difficult to grasp and account for, and must be interpreted*
- *they are collective and shared by members of groups*
- *they are primarily ideational in character, having to do with meanings, understandings, beliefs, knowledge, and other intangibles*
- *they are holistic, intersubjective and emotional rather than strictly rational and analytical*

(Alvesson, 2002, s. 6) (Alvesson & Sveningsson, 2008)

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[1] 'Et mønster af betydninger, der aktualiseres i menneskers handlinger og fortolkninger, i sociale institutioner og i konkrete, almindeligt tilgængelige symboler, ting, begreber of holder' – The original quotation from Hastrup

According to Alvesson and Sveningsson culture relates to traditions and history. And these create ideas, meanings, understanding and beliefs. These intangibles have little to do with logic as they are holistic, intersubjective and emotional. Culture's illogical intangibles are shared by a group of people, organizations, nations etc. An individual is not able to create a culture of his or her own (Alvesson, 2002; Alvesson & Sveningsson, 2008).

Thesis problem

In this section is divided into five headings; 1) 'What is the problem?', 2) 'A problem for whom?', 3) 'Why the study has relevance?', 4) 'Problem orientated research question', and 5) 'How to answer the problem orientated research question'. This will give reader an understanding of what problem I want to investigate, and whom it could be a problem for and who could be interested in the findings of the study. The problem orientated research question will be my guideline for the thesis.

<u>What is the problem?</u>

"Despite popular beliefs to the contrary, the single greatest barrier to business success is the one erected by culture." – Edward T. Hall (Nørmark, 2013: 5).

Even though, the noun *culture* seems to have a positive touch to it, it contains several problems, obstacles, pitfalls and challenges. When individuals and organizations with different cultural and subcultural background interact with each other, there are several pitfalls created by the social interacting cultures creates, and when cultures differentiate more from each other, the pitfalls are greater (Nørmark, 2011, s. 28). Individuals and organizations that resembles each other are likely to have less pitfalls in their interaction (Ibid). A certain organizational culture creates certain meanings and understandings among its individuals, that can make an organization function optimal, and, create unity among its individuals. But, individuals with a different culture than the existing culture in the organization, can create frictions and misunderstandings if these frictions and misunderstanding are not dealt with in proper manner and time (Nørmark, 2011, s. 5-7).

'There will be more jobs, and the unemployment queue will be shortened. In RAR Nordjylland we shall be in front of this development. Therefore, are we assiduous in the potential problems in

recruiting and inadequacy of skills not becoming an obstacle for the further development of the labor market…' [2] (Arbejdsmarkedsråd, 2016)

The quote above displays that there is a concern in example the Danish region North Jutland about organizations being able to find the most qualified and skilled employees.

'It is unfortunate that there are invested so much effort to attract personnel in healthcare from Asia, when we the regions do not have the possibility to hire them because of problems with authorization, residency, language and integration. The final result is that, they have wasted resources on attracting them, both sides have wasted resources, unfair for these people, who had expectations to come here' – Annette Lunde Stougaard – Head of recruiting of foreign labor to Region Syddanmark.[3] (Hemmingsen, 2009)

The quote above displays where organizations have failed to find employees that fit into their organization. This shows that there are several challenges regional organizations did and could encounter, when they tried to recruit, integrate an retain international employees. Besides challenges in the comparing and extracting authorizations and documentation for their skills and qualification the cultural and linguistic challenges also appeared (Hemmingsen, 2009). Finding the right employee from the international labor pool seems to be a problem and challenge for the organizations in the Danish regions.

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[2] Original quotation; *'Der bliver skabt flere arbejdspladser, og ledighedskøen bliver kortere. I RAR Nordjylland skal vi være på forkant med udviklingen. Vi er derfor optaget af, at potentielle rekrutteringsproblemer og mangel på kompetencer ikke bliver en stopklods for udviklingen på arbejdsmarkedet…'* (Arbejdsmarkedsråd, 2016)

[3] Original quotation; *'Det er uheldigt, at der satses så meget på at tiltrække sundhedspersonale fra Asien, når vi i regionerne ikke har mulighed for at ansætte dem på grund af problemerne med autorisation, opholdstilladelse, sprogoplæring og integration. Resultatet er, at man har brugt spildte kræfter på at tiltrække dem, vi spilder kræfter på at svare hver især, og så er det synd for de her stakkels mennesker, der har en forhåbning om at komme herop,' fortæller Annette Lunde Stougaard, der er ansvarlig for rekruttering af udenlandsk arbejdskraft i Region Syddanmark.* (Hemmingsen, 2009)

A Problem for whom?

The movement and emigration of people and the work force they carry have never in the world history been in this scale, whether ones believe it is because of globalization or not it is secondary, the fact and reality is, that the high movement of work force is present (Beechler & Woodward, 2009). The important thing to notice is, that it is real, which mean that individuals and organizations need to find out how to deal with it, or in a more cynical understanding, how to maximize from it, so the organization can function optimal and compete on a regional, national and international level. These challenges include all kind of organizations who are or wants to compete on an international scale, from small family owned companies to national and international organizations, and multi-national large companies (Ibid). According to Hansen, the increasing demands and needs from the Danish population and the welfare state, had forced the organizations in the public sector increasingly has to compete to attract, employ, integrate and retain more qualified employees both national and international, which he perceives as a path in the globalization (Hansen, 2009). It seems like, small and large, public and private organizations have entered this path in competing for the talents, both international and national.

Why the study has relevance?

As mentioned in the introduction, when two cultures meet there can be created too much misunderstandings and misinterpretation, if, the individuals and organization cannot decode the messages (Hall & Hall, 1990, s. 3-5). When organization hire individual they have to be sure of that the individual they hire does comply with their values, if not these individuals could offend other individuals in the organization or those who work and do business with the organization, and this could become an expensive choice for the organization (Ibid).

The way FC Barcelona and Real Madrid grasps the concept of culture and use it to recruit, integrate and retain players can be interesting for not only football and sports clubs organizations, but almost every organization's that has an international perspective, these organizations can be small family owned companies to nations and even organizations like EU. These individuals and organizations can learn how to understand and use culture to reach their spectators, and maybe tune and adapt these tools and strategies that fits their organization and their customers (Berrone, 2011).

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'It is obvious, that these humans do not have a protestant work ethic' – Erik Simonsen (DA)[4]
(Lauth, 2016)

The culture of a nation or an organization just does not "pop up", the culture derives from something or someone. Erik Simonsen's statement is provocative, According Feldmann et al. although he is not far away from the truth, that there is linkage between work performance and Protestantism, those countries with more protestants and Protestantism values in the population generally have higher work activity (Feldmann, 2007). This head to Hall's culture theory on time perception, where he argues that nations which are protestants are most likely to be monochronic cultures. What cultural time perception organizations have could turn out to be essential, and, therefore it is interesting and could have great relevance to find out, if, this cultural time perception does influence organizations' recruitment, integration and retention of international employees.

'Culture hides more than it reveals, and strangely enough what it hides, it hides most effectively from its participants. Years of study have convinced me that the real job is not to understand foreign culture, but to understand our own. I am also convinced that all that one ever gets from studying foreign culture is a token understanding. The ultimate reason for such study is to learn more about how one's own system works' - (Hall E. T., 1959)

Through this investigation of FC Barcelona and Real Madrid, where we analyze and try to understand their organizational culture, during this journey there is a possibility of we could learn more about our own culture, and, by that maybe be able to improve and optimize our own organizations.

Problem orientated research question

What challenges are created by organizations' monochronic or polychronic culture in recruitment, integration and retention of employees?

How to answer the problem orientated research question

To answer my problem orientated research question I will first illuminate, discuss and elaborate Hall's cultural theory on time perception, and after that I will map the time perception of Spain, FC

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[4] Assistant Director in Dansk Arbejdsgiverforening (DA) – Danish Employer Union
Link: http://www.da.dk

Barcelona and Real Madrid. This is conducted to find out what kind of culture is presented in these two organizations, and afterwards analyze the challenges these two giants have met in their hunt for talent to recruit, integrate and retain.

Chapter II

Methodology

According to Wahyuni, methodology is a model that is applied to undertake a research. Methodology can be apprehended like a map, that guides the researchers to include and exclude different methods and designs to undergo the research (Wahyuni, 2012, s. 70). In this thesis the methodology section embodies three headings; 1) 'Research paradigm', 2) 'Research design', and 3) 'Methods'.

Research paradigm

'A research paradigm is a set of fundamental assumptions and beliefs as to how the world is perceived which then serves as a thinking framework that guides the behaviour of the researcher (Jonker and Pennink 2010).' (Wahyuni, 2012, s. 69)

A research paradigm is how the researcher conduct his or her research based on his or her assumptions and beliefs of the phenomenon studied. In this case the phenomenon is culture, and in my understanding and perception of the phenomenon is that it is a social, dynamic and always evolving phenomenon. This perception will influence my choice of research paradigm. The research paradigm contains two head philosophical dimensions, which are *ontology and epistemology* (Ibid). The first is *ontology* – the perception of a reality, the second is *epistemology* – how the data and knowledge is conducted, generated, understood and used (Ibid).

Ontology

"Ontology is the view of how one perceives a reality." (Wahyuni, 2012, s. 69)

When the social world is perceived, observed, valued and analyzed there are mainly two path to understand the data; independent, objective and value free, or dependent, subjective and full of value. In social research, where the entities are perceived independent and objective belongs to the school of *objectivism*, and, where the entities are perceived dependent and subjective belongs to the schools of *constructivism* (Bryman, 2012, s. 32-34).

In social research we conduct puzzle on human behavior, and my perception of the human and its behavior is that we are social individual who is influenced by our past and present. Our historical, cultural, social and psychological heritage influence our behaviors in the presence and the future. This means that my ontological approach will be, that, social events like interviews, articles, websites and other documents reflect the creator's historical, cultural, social and psychological heritage, and the social context it was written in. So my ontological approach to the research will be constructivism. This means that I recognized that the social world and reality is socially constructed, subjective, continually changing and evolving and multiple through different social actors, contexts and the different minds opinion of the experienced reality (Guba, 1990, s. 25-27).

Epistemology

"Epistemology, is the beliefs on the way to generate, understand and use the knowledge that are deemed to be acceptable and valid." (Wahyuni, 2012, s. 69)

The knowledge and the data can be used, perceived, interpreted and understood through using epistemology. Epistemology contain two main views, either through positivism or through interpretivism. The first one, positivism, view the data and knowledge objective, value-free and useful for test of hypothesis (Bryman, 2012, s. 28). The last one, interpretivism, view data and knowledge to be subjective, full of value and try more to understand a phenomenon than testing a hypothesis (Bryman, 2012, s. 28-30). The epistemology I want to apply to this project will be interpretivism. The ideas and though in interpretivism is 'borrowed' from theological term *hermeneutic* where the focus is in explaining the individual's action and behaviour (Bryman, 2012, s. 28). The interpretivism derives from phenomenology, which is a philosophical tradition that is interested in understanding how does individuals understand the social reality in the way they do (Bryman, 2012, s. 30).

Why constructivism and interpretivism?

The reason for I have chosen constructivism and interpretivism as my research paradigm, is because of when social researchers undertake a social research where we include different individuals and their opinions on the phenomenon studied, we do not only have to look at what the individuals are saying, but, also how and why they are saying it. Constructivism give the social researcher the possibility to look at the individual's history, culture and life experience that can have molded the

individual's opinions on the subject – how the individual has constructed they social reality. Social researcher who use constructivism also accept that the data the individual communicate to the social researcher is full of value and are subjective (Bryman, 2012, s. 32-34). For example, if, my wife and I pass by a red Ford Excort Cosworth (a car). For my wife it is a car, an old and not too pretty one. The same car for me is a legendary car with one of the best engines ever build, with a 2,0liter engine with 220 hp (Horse Power), I will probably start staring at it, and in if it an emotional day, I probably drop a tear or two, while staring at it. And my wife would certainly not do that, for her it is a vehicle which only purpose is to transport our trunk from A to B. Constructivism apply the social researcher with the tools that can help the researcher to understand, why my wife and I have so different opinion on a car, and the reason for this is our life, experiences, dreams, perception on different matter, for the mentioned example in my early teens, my big dream was to became an auto mechanic and build my own Ford Escort Cosworth from scratch. Same it is for the individuals used in the thesis, their opinions on football, culture, playing style is not something that just popped into an individual's mind, their opinions on these subjects are constructed through their experiences in life. When a researcher understands and accept the data in social research is influenced by the individuals and their surroundings and their life experiences, a social researcher cannot apply *objectivism* in their research paradigm, because *objectivism* perceive the data from the individual to be value-free and objective (Bryman, 2012, s. 32).

While *constructivism* gives the social researcher the opportunity to look at the history and the life experience which could have influenced on the individual's behavior. In the abovementioned car example *interpretivism* will try to explain why my wife's opinion differentiate so much from mine. While *constructivism* will 'force' the researcher to search the reason in a player's history and life experience for the opinion he has, the *interpretivism* will help the researcher to understand and explain the value based and subjective data the player gives the researcher (Bryman, 2012, s. 28-32; Wahyuni, 2012, s. 70). This is also why *positivism* will not be useful in this study, because I already admitted that all human individuals are subjective and our action are full of value, which also means that my own perception of the data I will use are contained by my own perception of my own social reality. This also means that the same data I have used probably would not be understood and analyzed in the same way as I did from another researcher, because he or she would be influenced

be their own constructed social reality. Positivists believe that the same data will give the same result no matter which researcher (Bryman, 2012, s. 27-28; Wahyuni, 2012, s. 71).

Research design

According to Bryman, research design gives researcher a framework to conduct the research, where how the collection and analysis of data is provided (Bryman, 2012, s. 46). The research design can be *experimental design, cross-sectional design, longitudinal design, case study design and comparative design*. The research designs can include *qualitative* and/or *quantitative*, and *primary* and/or *secondary data* extracted through different methods, such as; *observations, interviews, questionnaires, documents, articles etc*. And to analyze the extracted data one could use *thematic, narrative, and secondary analysis* (Bryman, 2012, s. 565-566). This thesis is a mix between case study and comparative design.

Comparative case study

A case study is characterized by it is a study of a specific case. A case can be classified as a person's life history, a family, an institution, a community, or an organization. The head data in a case study is qualitative (Bryman, 2012, s. 67-68). My thesis is a comparative case study design, which means that it is design where I select to contradictory cases and analyze them with the same method (Bryman, 2012, s. 72). When applying a comparative case study design, the researcher needs at least two cases that can be crossed together and analyzed in a cross-sectional design, where it can either embodied in a cross-cultural or cross-national designs (Bryman, 2012, s. 72). This thesis will be a cross-cultural design, as the aim with this research is to extract the challenges monochronic and polychronic cultures creates in recruitment, integration and retention of employees in organizations.

The cases

In this section I will explain why I have chosen FC Barcelona and Real Madrid as my cases in my thesis.

According to FIFA[5] 265 million people are playing football[6] worldwide (Kunz, 2007) – that is more than the population of Indonesia, which has 260 million people and the fourth largest population in the world (Worldometers), and in addition the game has 5 million referees and officials worldwide (Kunz, 2007) – which is almost as much as the population of Denmark about 5.6 million people (Worldometers). With the worldwide reach and popularity, the game has also become big business. World professional sports are big business, especially Football, which is the far most popular sport globally with more than 5 billion followers, highest paying in competitions where more than $1.5 billion is accumulated to prize money and bonuses every year, most expensive TV-rights SkySports and BT Sports paid over £5.3 billion for rights to broadcast English Premier League for three years, most professional leagues – more than 50, biggest sport kit deal – Adidas pay £75 million a year to Manchester United to be their official kit supplier (Sportek, 2014), and I could go on for ages to mention areas where football had outplayed all other sports globally, but what I am trying to say, is, that football is the game that is most popular and played most places globally, it is huge and important, and it also has socially and economically influence in people, organizations and cultures (Berrone, 2011, s. 5-6; Crolley, Hand, & Jeutter, Playing the identity card: Stereotypes in European football, 2000, s. 107-108; Goig, 2008, s. 56).

With is kind of media and population interests in the sports, and the organizations inside the sport means that there is massive amount of data about the organizations and the individuals working in them accessible for 'mundane' individuals like me. When a player is sold or bought, when a manager is fired or hired, when a player does not show up for training, or when a manager is unhappy about a player's performance and considering to sell the player, all these information is exploited to us the spectators through the media. In other business it is more difficult to extract data like these. For example, it will be highly surprising we if found out that a certain important employee from Microsoft did not show up to work, this information is often kept internal in

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[5] FIFA – The Fédération Internationale de Football Association – Head organization for football, and 211 member associations around the world. Its main goal is to constantly improve the game worldwide. http://www.fifa.com/about-fifa/who-we-are/index.html (FIFA, Who Are We)

[6] A game invented by the British in 1863. It is played on a rectangle field (usually on grass) with two goals posts on each end. Two teams each with 11 players enters the field, have one ball, and the team who kick the ball and scores most goals wins the game.
http://www.fifa.com/mm/Document/FootballDevelopment/Refereeing/02/79/92/44/Laws.of.the.Game.2016.2017_Neutral.pdf and http://www.fifa.com/about-fifa/who-we-are/the-game/index.html

organizations. But, in football the information is massive, and there are lot of data from different managers, players, football experts etc. about almost everything in the game.

Secondly, Sports clubs are not just organization which perform a certain types of sport activity, they are also a socio-economic phenomenon, and the larger and more popular they are among the spectator the greater influence they have on the region or the nation of the spectators, socially and economically (Berrone, 2011, s. 5-6; Crolley, Hand, & Jeutter, 2000, s. 107-108; Goig, 2008, s. 56). So important, that, in some countries, like Spain, are convinced that these organizations are more than just a sports club, but, a regional or national institution, which has social and economic importance for the region's or nation's culture and identity (Brown & Walsh, 2000, s. 93-95). This great influence some great and large sports organizations have on their region or nation, have generate a discourse and understanding, that these sport organizations had to be supported no matter what, because of their socio-economic importance to the region or nation. It is valued by the Spanish government that certain clubs need some privileges, such as lower taxation, regional government aid, EU aid, and even be able to take huge bank loans despite their even greater debt, and at the same time Spanish economy were undergoing an economic crisis (Wallace, 2013). These privileges are given to especially FC Barcelona and Real Madrid with the understanding, that, they are "too big, to fall", similar to the Danish Government's salvation of Danske Bank during the Danish financial crises, although Dank Bank's importance were mainly in the financial and economic area (Aagaard, Nyholm, & Bendtsen, 2013; Hummelgaard, 2012; Klint, 2012). These organizations are not just football clubs, they are cultural and economic monuments in their nations and regions, the first has relevance for this thesis.

And thirdly the hunt for talent. In 1995 ruled European Court of Justice in favor of the Belgian player Jean-Marc Bosman, that he had the rights to move the club he wanted after his contract with RFC Liege had expired (Boye, En verden uden grænser, 2016). According to Boye, this meant that players could now transfer to a club after their contract with the current club expires, this further meant that clubs were now more willing to sell their players for a transfer fee, instead of risking having an unhappy player, and losing him for free when the contract expires (Boye, En verden uden grænser, 2016). This gave the big and financial strong clubs an advantage, that they now could send an offer to a smaller club for one of their players, an offer too good to turn down. The hunt for talent in football after 'the Bosman rule' have liberated the market, and created a market without

any limits. This means that all professional clubs now are fighting even harder to attract, recruit, integrate and retain their best talents (Boye, En verden uden grænser, 2016). And FC Barcelona and Real Madrid are not leaders in their field of business just by chance. They are leading because some the best players in the world play for them. Besides Ronaldo and Messi who plays for Real Madrid and Barcelona, who have won the world's best player award three and five times in the last decade. Only one player Pavel Nedved has managed to be elected to world's best player by FIFA in the last twenty years who did not play for or end up playing for FC Barcelona or Real Madrid. Furthermore, the Spanish national team which won European Championship in 2008 and 2012 had five and ten in their line-up for Spain in the finals (UEFA, Final - 29/06/2008, 2008; UEFA, Final - 01/07/2012, 2012), and in FIFA World Cup in 2010 the two clubs had eight players in their line-up for Spain in the final (FIFA, 2010 FIFA World Cup South Africa, 2010). Organization around the world are constantly searching for talents to improve their organization, something FC Barcelona and Real Madrid seems to know how, the data on

To sum it up, three reasons for choosing FC Barcelona and Real Madrid. First, they are in a business of sport where they involved in the most popular sport globally, where the volume of information which accessible for 'mundane' individual like me is high. And second, they are the two biggest and most popular clubs in the world, where they have a great cultural importance for their nation and region. And at last, the hunt for talent, FC Barcelona and Real Madrid search and have some of the best players in the world, that is one of the reason why they are leaders in their field (Boye, En verden uden grænser, 2016; Boye, Jagten på den næste Messi, 2015).

The process

First I chose FC Barcelona as my case, as I knew that the data amount on this organization were and are massive, because in the field they operate in – football industry, they are one of the most successful organization in the last 15 years in terms of won trophies (Cup), best players, most followers/spectators (Sportek, 2014), and finally their way of executing the game on the field was and are still unique (Boye, Skønhed eller sejr, 2015; Lowe, Barcelona were transformed by Johan Cruyff not once but twice, and for ever, 2016). The latter one was the most important parameter for me to choose FC Barcelona in terms of matching the theoretical frame from Hall's cultural time orientation and perception theory, the polychronic side of the theory. First, because I could recognize similarities between what I had read about Hall's polychronic time orientation and

perception of time, Spanish culture and its time orientation and perception and the playing style FC Barcelona – how they executed it, how they talked about their playing style, all this just fitted right into my theoretical frame.

Then I began to read about FC Barcelona, their history, Catalonian history and the history of Spain. This empiric knowledge began to 'rock my beliefs' on Hall's theory on cultural time orientation and perception. Which meant that I needed to go back and look at my theoretical frame and the problem I wanted to investigate. Hall's phrase/quote on monochronic and polychronic cultures *'Like oil and water, the two systems do not mix'* was challenged and opposed by FC Barcelona. FC Barcelona is the second largest metropolis in Spain, and is the regional capital of the Spanish region Catalonia. Historical facts suggested that Catalonia is likely to have a more monochronic perception of time (look: Chapter III → Theory → Monochronic and polychronic cultures → Cultural time perception in Spain) than rest of the Spain, which Gesteland also have experienced (Gesteland, 2006, s. 263-265). FC Barcelona's polychronic tendencies and Catalonia's monochronic tendencies put Hall's time orientation and perception theory on pressure, and, this transformed the case from a critical case to a hybrid between a critical and an extreme case (Flyvbjerg, 2004).

To make the thesis even more interesting and more valid to scientific scrutiny, I decided to include another case of an organization, which meant that my single case study was transformed to a comparative case study. The organization I chose to include, was no less than Real Madrid, the most successful club in the world history of club football (Leal, 2014), and FC Barcelona's undisputed biggest rival on the national and international scale of football (Grønborg & Rasmussen, 2004, s. 136-138). After choosing Real Madrid as the second case, and, began to read their history, it was clear to me, that Real Madrid like FC Barcelona also contradicts in their cultural time perception, in other words Real Madrid also falsifies Hall's theory. But even more interesting was, that, both organizations contradicted Hall's theory in opposite way – FC Barcelona's cultural time perception was polychronic, but, their catchment area Catalonia were more monochronic than polychronic, which contradicts Hall's phrase/quote *"Like oil and water, the two systems do not mix",* and the opposite was applicable for Real Madrid, where Real Madrid behaved more monochronic than their catchment area Castile, which had a typical Spanish orientation and perception of time, which are polychronic in general (Gesteland, 2006, s. 263-265).

The process of my thesis has been an iterative approach, as I worked like a pendulum between theory and data. Through the use of Hall's theory, I had gain some knowledge that was alien to me, such as why some players have been unsuccessful in the clubs, and why some players were sold even though they had support and trust from the other players and the manager. At the same time, the data I had extracted have challenged Hall's theory, especially the national part, where Hall is more or less convinced that the theory can explain national traits and differences (Hall & Hall, 1990, s. 13-15).

Why case study?

In this section I will elaborate why case study is the right method to shed light on the phenomenon of culture I wish to investigate, and, why the method has scientific value.

Like all other research methods case study have both strengths and weaknesses, in this section I will elaborate why the case study methods is the most appropriate method to conduct the research I am interested in investigating. Both strengths and weaknesses of case studies will be explained and discussed to give the reader a deeper understanding of my choice.

Case study has often received critique, and often from quantitative researchers, and one of the strongest critique from these critics have been, that results from case studies cannot be used to generalize it on a higher level and in a larger population or group, which is according to these researchers one of the most important columns in science (Flyvbjerg, 2004). In other words, case study researchers have problem in explain the scientific value of their research. Flyvbjerg have in his article *'Five misunderstandings of case-study research'* challenged this understanding and perception of the case study research, and, elaborate five major misunderstandings critics often stray into. The five misunderstandings are following; *1) The role of cases in human learning, 2) Cases as 'black swans', 3) Strategies for case selection, 4) Do case studies contain a subjective bias?* and *5) The irreducible quality of good case narratives* (Flyvbjerg, 2004).

The role of cases in human learning – The convention wisdom assumes in general, that theoretical knowledge extracted from non-contextual and objective data has more value than wisdom extracted from contextual and practice-based data (Flyvbjerg, 2004). According to Flyvbjerg in terms of human learning, the contextual and practice-based knowledge is necessary for a researcher to move from rule-based beginner to virtuoso expert, and second, that human affairs are contextual, which

means, studying a phenomenons in the human affairs require contextual and practice-based knowledge. Studying a social phenomenon on a theoretical level will create a minimalistic perception of the phenomenon (Flyvbjerg, 2004, s. 391-392). In this study I have been able to dig deep into some specific situation in the two clubs, which has applied me with. For example, why Fabregas failed at FC Barcelona, when on the surface Fabregas fitted right into FC Barcelona, and his statistic display that he was a fairly success with 42 goals in 151 as a midfielder (Transfermarkt, Fabregas, 2016). Fabregas born in Catalonia, and was formed by La Masia[7], but, even though, he still was a disappointment, and to find out why he failed, came clear to me through the use of case design research, where I was 'forced' to dig deeper in the case.

Cases as 'black swans' and strategies for case selection – Critics of case studies do not recognize a single case study can be used to generalization, as they only represent the studied case.

'Pieces of ethnographic research like … say, the traditional small-scale community research of fieldwork anthropology – are not in themselves generalizing studies. But they can easily become so if carried out in some numbers, so that judgements of their typicality can justifiable be made.' – Anthony Giddens (1984) (Flyvbjerg, 2004, s. 393)

Although, Giddens is correct that it is unfortunate to generalize from a random single case study in that frame, but, the problem in Giddens quote, is that it is not the only way to generalize (with multiple case). One of the other ways to generalize from case study is, by a strategic selection of a case that can be extreme or critical in their field of business (Flyvbjerg, 2004). In my case, FC Barcelona and Real Madrid are the biggest, most successful, most popular etc. they are the leaders in their line of business. This means that, if, these two giants have challenges in recruitment and integration of players, with all their resources at their disposal, and still have problems in recruitment and integration of players, other smaller football organizations might also have similar problems on a smaller scale. Furthermore, other leading and large organizations in different fields can maybe learn from these to world beaters. Another strength of a case study is, that, it provides the researcher with large amount thick descriptive qualitative data, which gives the researcher opportunity dig deeply into the phenomenon in the specific case, with FC Barcelona and Real

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[7] FC Barcelona's youth academy, one of world's best and most (Boye, Jagten på den næste Messi, 2015).

Madrid have already explained, is that these clubs provides me with a high volume of data (look: Chapter II → Methodology → Research design → The cases) (Bryman, 2012, s. 392).

Do case studies contain a subjective bias? - One of the strongest arguments the critics try to elaborate, is, that the case studies are subjective, and, are biased. The researcher's own opinion on the phenomenon investigated are likely to be affected and 'polluted' by the researcher, therefore are, case studies full of value, and are undesirable in scientific research (Flyvbjerg, 2004, s. 398). According to Flyvbjerg, this is often a case of researchers who know and have little experience in how case studies are conducted and how case study researchers work (Flyvbjerg, 2004, s. 398). There are several example of, researchers changing their pre-perception and assumption of the phenomenon studied, often through an iterative process. This is not changed by the structures defined by the researcher(s), but, by the case study data. The data in a case study is so deep and have multiple facet to it, so it is not necessary to have a multiple case study to be scientific valued (Flyvbjerg, 2004, s. 398). A case study of FC Barcelona and their recruitment, integration and retention of players would have provided me with deep data, I would only had falsified one side of Hall's theory on time perception, the polychronic part. With implementation of Real Madrid case it provided me with the opportunity to falsify Hall's theory on time perception. This also shows that Flyvbjerg argument for one case study is enough can be contested. Without implementing another case to my case study I would not have been able to conclude that 'my research of Real Madrid *and* FC Barcelona shows that monochronic and polychronic organizations can have problems in…'. If I only used the single case study of FC Barcelona I would only be able to conclude 'my research of FC Barcelona shows that polychronic organizations can have problems in… and there is a *possibility* that monochronic organization have the opposite problem, because, according to Hall monochronic and polychronic cultures are antithesis' (Hall & Hall, 1990, s. 13). In the first example, I know from my comparative case study that both cultures have challenges. In the second example I only know the one side of the theory, and the other side of the theory I can only assume based on theoretical knowledge from Hall.

(1) this subjectivism survives without being thoroughly corrected during the study and (2) that it may affect the results, quite simply because the quantitative/structural researcher does not get as close to those under study as does the case-study researcher and therefore is less likely to be corrected be the study objects 'talking back' (Flyvbjerg, 2004, s. 399)

The critics argument often hit the back as a boomerang in terms of bias, as bias and subjectivism are also relative easy to detect in quantitative methods (Hildebrandt, 2009). In large questionnaires the choice of categories and questions are also chosen by the researcher(s) understanding of the phenomenon (Flyvbjerg, 2004, s. 399). Furthermore, as a constructivist I recognize the subjectivity of my research, but, and that the same data could accumulate different result depending on the researcher, the focus in a case study is the thick data extracted, which can give the researcher and the reader possibility for their own interpretation of the data.

The irreducible quality of good case narratives – The last major argument from the critics of case study is, that the narratives in a case are too complex to fit into a theory or to make a generalization. This might be right in the general sense, although we have to keep in mind, the first mistake Flyvbjerg elaborated, was about human learning. If, researchers desire to understand a social phenomenon into the depth, you need to have contextual and practice knowledge. Furthermore, according to Eckstein, case studies are just as dependable to test theories as other quantitative methods because their high volume of data in the case (Flyvbjerg, 2004, s. 394).

Methods

Methods are the steps the researcher takes in collecting and analyzing the data (Wahyuni, 2012, s. 72).

In this section I will elaborate, what kind of sources I have chosen to collect my data from to my thesis and why I did it. The section is divided into four headings 1) Data collection and 2) Qualitative data and why?, 3) Triangulation, and 4) Critical analysis.

Data collection

The thesis is built on secondary data, and the data will mainly be qualitative data, only a few quantitative data will be included in the thesis to display a pattern or an occurrence a phenomenon in a group or specific context. For example, historical statistics about the clubs, players, managers – their goals, victories, trophies and other factual data which are relevant to the research. My secondary qualitative data will include; Books, articles, websites, press releases, interviews of players and managers. I also have to mention, in terms of books, one of my main book sources are a pdf copy of the book *'I am Zlatan Ibrahimovic'*, it was impossible to rent the book at the library, as

it is a hugely popular book, and my limited financial situation, as my only income is SU[8], I decided to use this pdf. The pages where I extracted the data from will be in appendix.

Qualitative data and why?

Qualitative research and qualitative data collection have for some time now been a favorable approach to conduct social research, because qualitative research intention is to detect, find, interpret and analyze phenomenon in their 'natural' habitat, which means not in laboratories or other setup, fixed and structured settings. According to Rapley, there are three paths a qualitative researcher can conduct her or his qualitative research to detect, find, interpret and analyze the social phenomenon 'out there' in the real world (Rapley, 2007, s. Introduction - x).

1) *By analyzing experiences of individuals or groups*
2) *By analyzing interactions and communication in making*
3) *By analyzing documents (text, images, film or music) or similar traces of experiences or interactions.* (Rapley, 2007, s. Introduction - x)

The first one, can contains analysis of an individual or an organization's life or work history, their practices and actions during their life, which can create an understanding of, what means, thoughts and understandings this individual or group has and had developed through the life/existence (Ibid). The second can be hands-on experience by the researcher, through observations of an individual or an organization's actions and behaviors. The third and the last, is the path I chose to conduct my research. Through analysis of several documents which are related to the phenomenon and the organizations under investigation, I will be able to search for certain signs of the phenomenon at play in the social constructed reality, as Rapley writes;

'Documents produce specific realities and realities they produce have effects' (Rapley, 2007, s. 3).

Furthermore, the third path are also the only way for me to conduct the thesis, for practical reasons. The first two requires good or excellent connection to the two organizations under investigation, and, secondly, the economic side of the story, living on SU my financial muscles are limited, which means I cannot afford to travel to Madrid or Barcelona to conduct interviews, which by the way

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[8] SU – Statens Uddannelsesstøtte: Financial support from stat to people undertaking an education – www.su.dk

also require my main reason the connections. At last, the reason for choosing the last path is, that these two clubs, FC Barcelona and Real Madrid, are world famous, and there are plenty of documents from several angles to conduct my thesis.

'researchers who have conducted intensive, in-depth case studies typically report that their preconceived views, assumptions, concepts and hypotheses were wrong and that the case material has compelled them to revise their hypotheses on essential points.' (Flyvbjerg, 2004, s. 398)

Qualitative data is useful for the researcher in terms of depth and high volume of information of a specific subject, concept or phenomenon studied, this also gives the researcher and the study to extract unexpected or unique information in the research. This in-deep penetrations of a phenomenon are what qualitative data has its upper hand in social research. Social researchers investigate social phenomenon and interactions, which are often complex and intangible, and need to interpreted to understand it. This is why high volume of information on the phenomenon studied is most desirable (Flyvbjerg, 2004, s. 398-399). What qualitative data has in terms of depth in information, it does not have the in breadth, which quantitative data has, and, because of it breadth the quantitative data does not have the depth, as qualitative data has. Although, the quantitative data is still useful to social science, while qualitative data can help the researcher to pinpoint, detect and analyze a social phenomenon in a social context, the quantitative data can display the degree or incidents the social phenomenon occurs in a group or larger population.

'Here as elsewhere, the sharp separation often seen in the literature between qualitative and quantitative methods is a spurious one. The separation is an unfortunate artefact of power relation and time constraints in graduate training; it is not logical consequence of what graduates and scholars need to know to do their studies and do them well. In my interpretation, good social science is opposed to an either/or and stands for a both/and on the question of qualitative versus quantitative methods. Good social science is problem-driven and not methodology-driven, in the sense that it employs those methods that for a given problematic best help answer the research questions at hand. More often than not, a combination of qualitative and quantitative methods will do the task best' (Flyvbjerg, 2004, s. 402)

The combination of qualitative and quantitative data is what I will apply to investigate, understand and analyze the social phenomenon in this thesis, which is culture. In this thesis all my data will be

secondary data from websites, press release, articles, interviews and statistics. The qualitative data will be extracted from website, press releases, articles and interviews, which will provide my thesis with depth and information rich data, and maybe provide the study with new and unexpected information, the quantitative data can provide breadth information, and can detect certain phenomenon and its traits and signs. In this thesis the quantitative data will provide to describe FC Barcelona and Real Madrid, their statistics on trophies, match statistics, popularity in the social media, economic value of their recruitment of players and managers, playing style – types of passes and goals. The thesis is mainly qualitative research, the quantitative data is mainly used to illustrate the broader picture of the organizations for the reader, while the qualitative data will be applied to dig deep into phenomenon at play here, culture.

Triangulation

'The use of more than one method or source of data in the study of a social phenomenon so that findings may be cross-checked' (Bryman, 2012, s. 717)

Collecting data from different sources will apply me with possibility to cross-check the collected and analyzed data, if, they collaborate with each other, or does some of the data sources contradict the other data sources. This will finally make my findings in the research more reliable and can make a stronger scientific case of it (Bryman, 2012, s. 389 og 392).

Critical analysis

'Very generally, in academic work, taking a critical stance means recognising that ideas, meanings and knowledge that might appear as 'natural', 'given facts' and universal 'truths' are in fact socially, culturally and historically specific and constantly reconstructed and renegotiated (Rapley, 2007, p. 4). From this follows that one's cultural background, life experience, values and beliefs always play into how analysis is conducted – how your material is generated, selected and analysed and how conclusions are drawn on the basis of this research process.' (Thomsen, Klausen, Jørgensen, & Ren, 2015, s. 11)

Vivian Burr mentioned four 'guidelines' qualitative researchers often use to conduct a critical analysis of their data.

1) *A critical stance towards taken-for-granted knowledge and understanding*

2) *That our knowledge of the world is both historical and culturally specific*

3) *That this knowledge is created, sustained and renewed by social processes*

4) *That our knowledge and actions are intimately related and reflexively inform each other*
(Rapley, 2007, s. 4)

A researcher always has to question the knowledge which is presented to her or him, written or spoken words or actions can mean and be understood differently, as they have different meanings depended on the social settings, which have been influenced by historical and culturally by social interactions. For example, from my introduction about my wedding. A researcher with little critical view, information of Tamil culture, and understanding of social interactions, would probable conclude, that the Tamil guests did not respect the groom and the bride, which was not the case.

Besides these abovementioned criteria a researcher should have in the back of her or his mind to conduct a critical analysis and discussion, there are also structured guidelines a researcher can adhere to, which can help a researcher to conduct a good scientific critical analysis and discussion of the data. Two important criteria can ensure that the critical analysis and the discussion meets the requirements, and makes it easier for the reader to understand; *1) Analysis must be structured/systematic, and 2) Analysis must be transparent* (Thomsen, Klausen, Jørgensen, & Ren, 2015, s. 11-12). To achieve the first criteria, I will clearly describe the connection between my analysis and my claims, and how this answers my problem formulation. Elaboration of viewpoints which support or contradicts my arguments. The second criteria can be fulfilled by explaining why I conducted the analysis in the way I did, and why the methods use are appropriate to the thesis. Furthermore, I will describe why I chose the specific data, in the way I did, and why my analysis is credible (Thomsen, Klausen, Jørgensen, & Ren, 2015, s. 11-12).

Chapter III

Theory

This section is partitioned into three headings; 1) 'Theory selection', 2) 'Origin of theory', and 3) 'Monochronic and polychronic cultures'. In the heading 'Theory selection' I will elaborate why choice of theory, and discuss the weakness and strength in the theory. In the heading 'Origin of

theory' I will inform the reader where this theory is originated from and from who. And at last I will in the last heading 'Monochronic and polychronic cultures' elaborate and operationalize the theory.

Theory selection

In this section I will explain my choice of Edward T. Hall's time theory to this thesis, where I will elaborate the strength and weakness of the theory, and, usefulness and the critiques will be discussed.

Hall's time theory is a functionalistic culture theory, which means that his theory has certain common patterns its look for, try to grasp or detect cultural differences and similarities. This means it in some ways collide with the general understandings, that culture is a complex and dynamic phenomenon. Try to 'catch' a dynamic phenomenon with a 'static' tool can have its several problems. This have raised critiques from several cultural practitioners and academics. I will discuss the three chiming problems the critics have been raising about the functionalistic approach to understand and analyze different cultures.

The first critique is that it is almost impossible to know all the patterns, as, culture is a complex and dynamic phenomenon, which means it never stops evolving and there are infinite numbers of patterns and traits, and, trying to box, frame and stereotype culture into some presumed dimensions and patterns, will not give the whole picture, but only a fragment of it, and, maybe shadow other valuable data on the different cultures (Gooderham & Nordhaug, 2003, s. 39; Gerginova, 2009, s. 14). In science it will be like observing, analyzing and understanding a moving object by trapping it in one place, or, it is like try to observe, analyze and understand a 100-meter runner's ability to run, by analyzing the runner's first 10 meters, it will only give a fragmented picture of the runner's ability to run the whole 100 meters. Although, you would not be able to grasp the fully potential of the runner's ability, you will still receive some knowledge about the runner when he or she has passed the first 10 meters. And, if you analyze other runners in their first 10 meters you will be able to detect the difference between the runners in their first 10 meters, but, one should still remember,

that the runner's entire abilities in their run the 100 meters are still unexplored, but we will have some indication or the possibilities the runner has. The keyword is detecting the *difference* between the runners. The functionalistic approach is similar. Functionalistic theories are not interested in observing, analyzing and understanding all patterns and dimensions a culture can have, as, they also recognize that culture is and are a too complex and too dynamic a phenomenon to understand the entire scale of it, which is how constructivists understand and perceive the social world, where the social is a never-ending spiral, where interactions constantly build on the reality of the social world. And to understand this, the social interactions needs to be interpreted within the context, which are full of value and subjective. The functionalists are interested in finding about the differences in patterns we know all cultures have, and the perception of time is one of them – how we relate to time and 'use' it (look: *Theory* → *Monochronic and Polychronic Cultures*) (Hall & Hall, 1990, s. Introduction). Once more, I have to stress that the thesis' aim is not to map the whole culture of the organizations, that will be impossible and contradictory when my understanding and the perception of the phenomenon culture to be too complex, dynamic and also evolving. The aim with the thesis is to find and pinpoint the problems and challenges that can be extracted through the patterns Hall's time perception theory apply us with. This is relevant for this thesis, as, this thesis is a problem orientated thesis, which means that the main aim of the thesis is to find problems and challenges.

The second problem critics has haunted the functionalists with is, that it only perceives the dimensions or patterns chose are being influenced by the theorist's cultural background, and therefore are based on Western society values. According to Schein, especially Hofstede's masculine and feminine dimensions are highly debatable, as, cultures understand masculinity and feminism different. (Schein, 1992, s. 127; Gerginova, 2009, s. 14). For example, men holding hands (male and male holding hand) in India is costume and signs of friendship (Sharma, 2012), but, in other countries it is perceived and understood differently. For example, in Russia, where the individuals holding hand can be target for verbal and physical abuse for the individuals and society (Symcox, 2015). Cultures have different perceptions of different matters and subjects, and, the word generalization have a negative sound to the word (Nørmark, 2011, s. 117). The critics of the functionalists and their theory are in other words too afraid to generalize, and that not all individuals talk, act or behave in the way the functionalists describe. But, the problem is, according to Nørmark, it is incontestable, that we, as a human being generalize, because our brain needs to have

some patterns that can guide us through different situation in our everyday life. Generalization that can give meaning to us and our lives in the society we live in (Nørmark, 2011, s. 117-120). For example, if I enter a Turkish restaurant in Denmark I would expect they have durum and kebab. Did I generalize? Yes. Why did I generalize? Because it is common in Denmark that Turkish restaurants serve durum and kebab. We humans needs to plan our day, some more than other, but we all need to generalize to understand and interact with our surroundings and the social world (Ibid). If, I did not generalize in the latest example, I will go from restaurants to restaurants, from Chinese, Indian, Danish, French to Turkish to find where they serve durum and kebab, and finally I will probably to my 'big surprise' find it in a Turkish restaurant. Instead of entering every single restaurant my brain generalized and skipped the Chinese, Indian and the Danish, and concluded that my chances are greatest if I enter a Turkish, if my craving for durum and kebab need to be fulfilled.

Furthermore, even though, Schein's critique can be valid in some of the Hofstede's dimension, but, when it comes to Hall's time theory, which is the subject for this thesis, are, that a large number of international businessmen and practitioners who find his theory and observation useful in their daily work (Faaborg, Gesteland, & Nørgaard, 2002, s. 83). This can be because of Hall's theory is based on data from 30 years of research in the field, designing program for intercultural understanding for people working in foreign cultures, consulting international organization in intercultural processes, and to Hall and Hall's book *'Understanding Cultural Differences'* they interviewed 180 individual who has hands-on experiences in international business (Hall & Hall, 1990, s. Preface).

The last major critique of the functionalistic approach to analyze and understand the phenomenon culture, is that some of these theories where evolved and published more than half a century ago, and, therefore are outdated and are more or less useless in a more globalized, where nations become more multicultural than earlier (Asklund, 2014, s. 105; Faaborg, Gesteland, & Nørgaard, 2002, s. 83). This critique of outdating and globalization is somewhere interesting and peculiar. The relevance of a theory must not be its age, but, its workability in the context. Even though Hall's time theory were evolved in the 1950's there are still academics and practitioners who finds his theory workable and useful in understanding cultural differences and challenges (Faaborg, Gesteland, & Nørgaard, 2002, s. 83), which is the subject of this thesis. The age of the theory should not be relevant, if, as mentioned above, if, it is still useful, which according to Gesteland, Faaborg and Nørgaard, Hall's time theory seems to be, even in a globalized world. Simple using

age as an argument to debunk a theory in this globalized world, is, like arguing for socialism to be better ideology than liberalism in these global times, as liberalistic thoughts can be traced further back than socialistic thoughts (danske, Liberalisme; danske, Socialisme) or arguing that the latest technology is always better than the old one, which is far from the truth (Stub & Stub, 2016). The importance and the relevance of the theory should be its workability in reality and the usefulness in the context, and not its age.

Other well used, discussed, recognized and criticized functionalists among academics and researchers are Hofstede, Trompenaars and Gesteland. My reason not to include their culture dimensions, are because of, this thesis is about finding out, what Hall's theory on time perception can allude of challenges in organizations in present, and furthermore, if, is it possible, to further develop and adapt Hall's theory to the contemporary contexts.

Summary

Hofstede, Trompenaars, Hall and Gesteland have all functionalistic theories to analyze and understand different cultures. But, it is also important to keep in mind that, even though these authors have a functionalistic approach, they do all recognize, that culture is complex and dynamic, and, that their theories do not "catch" all the patterns in different cultures (Hall & Hall, 1990, s. introduction xx; Gesteland, 2006, s. 12; Stawicki, 2010, s. 11; Trompenaars & Hampden-Turner, 1998, s. 11-12). Instead of, "catching" the whole culture, the functionalists aim is to search for differences and challenges certain cultures can create, and try to prepare the individuals and organizations to avoid or work with these situations. Dimensions and patterns in cultural investigations makes it more operational to detect these differences and challenges, which means that the researcher know what to look for, but, also has to be aware of that, when searching for a certain patterns or dimension, the research could be blindfolded to other factors, which can have a important influence on the result. Furthermore, it is true that these patterns and dimensions are formulated and created by authors with a Western background, which can allude that these are based on Western values, which not necessarily represent cultures outside the Western societies. But, in this thesis I will investigate organizations placed in Western societies, and therefore will Hall's theory be useful, and further which large numbers of international dealers find useful, therefore, it is reasonable to allude, that Hall's time theory has some validity to it (Faaborg, Gesteland, & Nørgaard, 2002, s. 83). The last one is, that theories can be relevant no matter what

ages they were written in, as long the contemporary practitioners find them useful in their daily work. Hall's time theory is still being used by practitioners when they need to understand the cultural differences and challenges their work provide the with (Faaborg, Gesteland, & Nørgaard, 2002, s. 83).

Origin of theory

The American anthropologist Edward Twitchell Hall, Jr introduced in the late 1950's the terminology *monochronic* and *polychronic culture* in culture studies, which he introduced in his book, *"The Silent Language" - 1959* (Nørmark, 2011, s. 216; Trompenaars & Hampden-Turner, 1998, s. 145). Monochronic and polychronic culture theory is about, how individuals and organizations in certain cultures perceive and orientate the phenomenon *time*. Perception and orientation of time is one of two parts in his culture and communication model, where the other part is *low and high context*. Low and high context part will not be included in this thesis, mainly because of practical reasons, as, low and high context is to analyze interpersonal communication among individuals, these documents are, if they exist, are difficult to get one's fingers on [deeper explanation under section *Methods*. Mildred Reed Hall and Edward T. Hall further conceptualized the theory in their co-authored book, *"Understanding Cultural Differences"* from 1990. In this book Hall & Hall illuminate the perception of time as one of the most important factors in understanding organizational and business related cultural differences. For the data, Hall & Hall conducted 180 interviews with business people with hands-on experiences from Germany, France and United States of America (Hall & Hall, 1990: preface).

Seven years later in 1997 Fons Trompenaars and Charles Hampden-Turner published their business culture book, *"Riding The Waves of Culture: Understanding Diversity of Global Business"*. In this book Trompenaars and Hampden-Turner describe seven dimensions which have important influence on business and organizational culture, and one of these are *the perception of time* (Trompenaars & Hampden-Turner, 1998, s. 20-22). The only difference between Trompenaars & Hampden-Turner's and Hall & Hall's perception of time is the name of the dimension. Trompenaars and Hampden-Turner named their time perception, *"sequential and synchronic time"*

(Trompenaars & Hampden-Turner, 1998, s. 144-145). This difference will be shortly elaborated in the section below *"Monochronic and Polychronic Time Perception"*.

Monochronic and polychronic cultures

According to Edward T. Hall, how people orientate and perceive through the use of time can be divided into two cultures, monochronic and polychronic (Hall & Hall, 1990, s. 13). Monochronic cultures is a product of industrialization and a 'learned' orientation and perception of time, while polychronic orientation and perception of time is more natural (Hall & Hall, 1990, s. 14). This section is divided into four heading; *Monochronic Cultures, Summary of Monochronic Cultures, Polychronic Cultures and Summary of Polychronic Cultures*, and in the end I have created a table that shows the important traits and sign in Hall's time perception theory.

<u>Monochronic cultures</u>

According to Hall, monochronic perception of time, where the individuals and organizations 'learned' to 'control' time was one of the reasons behind the industrial revolution in Western and Northern Europe (Hall & Hall, 1990, s. 14; Nørmark, 2011, s. 221). Monochronic time orientation and perception where an important ingredient in the success of industrialization, as the monochronic cultures creates individuals who are punctual and dutiful, which factories and industries were depended on in manufacturing products on time. (Hall & Hall, 1990, s. 14; Nørmark, 2011, s. 221).

"Protestantism, with its focus on virtue, diligence and asceticism were according to the German philosopher Max Weber (1864-1920) essential for people to be appeal by industrialization and capitalism. – Dennis Nørmark (Nørmark, 2011, s. 221).

According to Hall and Nørmark, Protestantism had played a major role in creating monochronic time perceptions in cultures of Scandinavia, German, Dutch, British, Switzerland and USA, which means that countries with monochronic cultures had predominantly success in industrialization (Nørmark, 2011, s. 220-221; Hall & Hall, 1990, s. 14-16). According to Nørmark, the rest of the world's cultures are predominantly polychronic, but Asian countries have acquired more monochronic cultural values in correlation with the penetration of industrialization, while Southern Europe, Latin America, Middle East and especially Africa still remains highly polychronic (Nørmark, 2011, s. 218-222).

According to Hall monochronic cultures grasp time as linear phenomenon where time has a one and straight direction, and everything is happening in a certain order, and one at a time. In these cultures, the individuals undertake one task at a time – monochrome means singular (Hall and Hall, 1990: 13-15), or sequential the terminology used by Trompenaars and Hampden-Turner, sequential means each events/tasks are followed by one another in a straight line (Trompenaars and Hampden-Turner, 1998: 144-145). This also means that the time is limited, and therefore are meetings, tasks and chores often agreed into the detailed schedules, meetings have starting and ending points, and agendas which are followed chronologically, and there usually a moderator/facilitator to the meeting, who control the progress of the meeting (Hall and Hall, 1990: 15-19: Trompenaars and Hampden-Turner, 1997: 145). According to Trompenaars and Hampden-Turner, these agendas, schedules, plans, tables etc. give the fastest, and most effective way to reach the goal, which is admired in monochronic cultures (Nørmark, 2011, s. 218; Trompenaars & Hampden-Turner, 1998, s. 162). This means that failing to keep the schedule is almost a deadly sin in monochronic cultures, and the ones ability to conduct the meetings, tasks, chores and other social conventions conducted in expected time is valued as a formidable skillset which is also why events are ordered through measurable time, day, month and year (Nørmark, 2011, s. 218). If, one imagines a monochronic business meeting, the communication among the individuals will be controlled by the moderator/facilitator, where the individuals probably will raise their hands before they express their opinion, and the communication will only deal with the subject already agreed on, and are printed in the meeting agenda, which means that the communication in these meetings are *direct* (Hall & Hall, 1990, s. 15-16 and 19).

But, at the same time this also create barriers between personal and public space, the business meeting is only about what concerns the business, private matters can only be discussed after the meeting has end. With this almost enslaving way of understanding time, monochronic cultures creates rooms which includes some people, and exclude some others, which also means the communication are either blocked or less fluid, which also means that monochronic individuals are often *low-context* individuals (Hall & Hall, 1990, s. 15-16). *Low-context* individuals do not have much information, this means that, when a manager wants to give an order to a monochronic individual the manager have to give the order in detailed version, as the monochronic individual do not have all the information. This lack of information is created by the barriers monochronic

individuals and organizations create, and therefore, are information often blocked or less fluid in a monochronic organization (Hall & Hall, 1990, s. 6-7). It is presumable that the information in monochronic organization can therefore be low but structured, and the monochronic individuals communicate directly and clear. Furthermore, the monochronic individuals do not have the information, and therefore it is expected to receive all the important information in hand, because the barriers created by the monochronic individuals and organization themselves to control time and communication (Hall & Hall, 1990, s. 6-7 and 15).

This eagerness among monochronic organizations to reach a certain *result* within a *limited time* at their disposal, can force these organizations to look for individuals who has great achievements in the latest work. These individuals often have 'visible' *abilities* that shows that they are capable of reaching these *results* the fastest and most effective way (Hall & Hall, 1990, s. 15 and 19). For example, a salesman can show his latest sales rate which are his *individual achievements*, and it also give indication of his *individual abilities* such as; good at communicating, presentable, master sales techniques etc. Furthermore, this eagerness and obsessive focus on achieving a certain *result*, can leads to, that these organizations often look for the same type of individuals, and do not always understand other types of individuals, that also can offer a different skillset and abilities, that might in the short-term looks waste of time and money, but, in the long run might can have a positive influence on the organization (Aarsland, 2004; Hall & Hall, 1990, s. 14-15). For example, a consultant/adviser in communication and HR (Human Resources)'s *abilities* are not visible in the same tangible way as for the salesman, although, their abilities are often needed, when small and medium organizations needs to evolve and compete on a higher level, for example if a Danish company wants to expand to a new market in a new country, the salesmen in Denmark might not know what communication form and technique works in the that specific country, while the communication consultant do, and can prepare the salesmen to the task. The consultant's *abilities* are not that visible like with the salesmen, but still important for the organization (Wulff, 2016).

Another challenges for monochronic organizations are that their focus on achieving the *results* in the fastest and most effective way. In their eagerness they will forget or ignore to recruit, develop and nurture talented individuals who have a limited *qualities* and *achievements* at their disposal. Nurturing and developing talent takes time, time which monochronic organizations do not have, that also why monochronic organization and individuals presumably have short-term relations.

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*'It is a **requirement** that you have experience in the sector of the abovementioned products (buyer or sale)* – Job posting from Coolshop.dk[9]

Monochronic organization will look for individuals who are, so to say, 'finished' products, as they need to know whether this person can deliver the *result* within the *limited time* they have at their disposal. The *results* primarily for monochronic individuals and organizations.

Summary of monochronic cultures

Time is perceived as a linear phenomenon, which has a starting and an ending point, which further means that time can be measured and controlled. This means that monochronic individuals and organizations emphasize on reaching the *result* within a certain time interval is the keyword in monochronic cultures, as the time is *limited* in these cultures. And to reach the *result* within the *limited time*, the individuals and organization prefer *direct communication* which is the fastest and most effective way to reach the *result.* To reach the *result* the monochronic cultures needs individuals which have *individual qualities and achievement* that can help them achieve the *result.*

Polychronic Cultures

"In almost every respect, polychronic systems are the antithesis of monochronic systems. Polychronic time is characterized by the simultaneous occurrence of many things and by <u>a great involvement with people"</u> – Hall and Hall (Hall & Hall, 1990, s. 14).

Polychronic cultures are in every way the opposite of the monochronic cultures, that also why Hall's understanding of these two cultures is that;

Like oil and water, the two system do not mix' – Edward T. Hall (Hall & Hall, 1990, s. 13) . Polychronic people does not perceive time as a measurable and a linear phenomenon, which has a starting and an ending point. In polychronic cultures, the time is a never-ending resource which means that polychronic individuals and organization have *infinite time* at their disposal. This *infinite time* derives from polychronic culture perceive time as a social phenomenon, which are closely connected to human social interaction (Hall & Hall, 1990, s. 14). Time is only relevant when a social convention between people takes place, which means time is only present when there is a *relation* in the social context (Nørmark, 2011, s. 217; Hall & Hall, 1990, s. 14-16). This relational

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[9] Appendix 5

connection to time means that in polychronic cultures meetings do not start on time, it starts when everybody had arrived, not before, this is also why it is assumed, that polychronic meetings finish later than expected. Furthermore, meetings, tasks and chores are not necessarily activated in a certain order. Instead the meetings, tasks and chores are conducted after the personal relation the individuals has towards them (Hall and Hall, 1990: 15-16 and Nørmark, 2011: 216). Meetings, tasks and chores which have less personal relation and importance can be postponed (Ibid). Conducting the meeting within an expected timeframe is not a main aim for polychronic cultures (Nørmark, 2011, s. 219-221). For an example, you can read my own wedding which certainly did not start on time, the family members' chores were more important to be conducted than showing up in time to their son's wedding, the wedding started when everybody had arrived (look: *Introduction* → *My Epiphany*).

The fluid perception of time, and the non-obsession of keeping the schedule, the polychronic individuals and organizations does not seek the fastest and most effective path to the achieve the *result* because they have *infinite time,* which further means that they often have time to seek out multiple paths to reach the *result* (Hall & Hall, 1990, s. 15-16 and 19-22; Nørmark, 2011, s. 217-218). Which mean that the barriers between private and public space do not exists in polychronic cultures, and therefore it is assumed that polychronic cultures have more fluid exchange of information among the individuals and organizations. This means that polychronic individuals are high-context individuals. Which means that the polychronic individuals have high volume of information. Furthermore, this lack of barriers and the fluid information means that the individuals will presumably have closer relation to other individuals in the organization and to the organization (Hall & Hall, 1990, s. 14-17). According to Hall and Nørmark, this also mean that in polychronic business meetings will have communication where the private and public space often intervenes one another (Nørmark, 2011, s. 219; Hall & Hall, 1990, s. 14-16). Ex. in business meetings in polychronic cultures, it is not uncommon during the meeting, that the individuals talk about things outside the subjects on the agenda, such as family member's birthday, college graduation, work etc (Nørmark, 2011, s. 218-220). As you can see in the example, the individual will not only have information about the business subjects, but, also information about their partners and coworker's family and friend, which creates a *relation* among them. This high volume of information the individual has makes the a high-context individual, which is also the reason why polychronic

individual do not need detailed information, when receiving an order, as they already have much of the information already in hand. Therefore, does polychronic individuals and organization often use *subtle communication* (Hall & Hall, 1990, s. 15-17). The keyword for polychronic cultures is *relations,* if, there are no relation, there are no events and the time is indifferent (Nørmark, 2011, s. 219).

This focus on relation means that polychronic individuals and organizations value individuals and organizations differently. Which means that these individuals and organizations have a certain role a *boxed role* in the culture and organization, this can be perceived highly hierarchical, especially for monochronic individuals and organization. Although, a hierarchical system also exists in monochronic cultures, the difference is, that in monochronic cultures the hierarchy is decided upon *visible abilities and achievements*, Ex. the salesman with the highest sales rate will presumably have more to say, than the salesman with the lowest sales rate. While in polychronic cultures the hierarchy is based on the relation the individual has. Nevertheless, these *boxed roles* are accepted and valued important among polychronic individuals and organizations, as all individual fulfill a certain function in the organization. Polychronic individuals and organizations accept these roles because they are more focused on the bigger picture, the whole unity instead of entities (Hall & Hall, 1990, s. 16-17). For example, it is like a machinery, where the gears have different size and conduct a different and a certain task. Some more fancy, more visible and more recognized, and some less fancy, less visible and less recognized, but the important thing to remember, is that, every gears has a valued for the whole machinery to function well and without friction. This kind of understanding means that polychronic individuals are more likely to accept their role in the organization, despite it may not be the most exciting, valued and elevated role among the public, but they are acknowledged by the organization and the individuals with relation to the organization. For polychronic individuals and organizations the *relation* will almost always triumph the *result/ability* (Hall & Hall, 1990, s. 15). That is also why in some of polychronic cultures it is accepted as fate if they do/or do not reach the *result*. For example, according to Nørmark, in the Middle East, which are highly polychronic according to Hall (Hall & Hall, 1990, s. 16), the expression/term, *"Inshallah"* – which means *"if God wants it"* is often used after a business agreement (Nørmark, 2011, s. 221).

Summary of polychronic cultures

Polychronic cultures perceive time as a never-ending phenomenon, which mean polychronic individuals and organization have *infinite time* at their disposal. The reasons for polychronic perceive their time to be *infinite* is because of they perceive time to be a social phenomenon, that only exist for the individual in a social context where the individual has a *relation* to an another individual. Polychronic individuals and organizations are not focus on achieving a certain *result* within a *limited time* as the monochronic cultures has, instead they have *infinite time* at their disposal, which means they are more concerned about filling their *boxed role* in the organization or society. The individual *relate* to the organization through his or her *boxed role.* Furthermore, polychronic cultures have high-context individuals, which means individuals with high volume of information. The polychronic individual receive this high amount of information because the polychronic cultures do not create the barriers between private and public space, because of their lack interest in controlling and measuring time through schedules and plans, which means that the information is more fluid in polychronic cultures, and the individuals often *subtle communication*, as it is expected in polychronic cultures, that individuals already have most of the information in hand.

The table below displays the traits of monochronic and polychronic cultures;

Monochronic Cultures	Polychronic Cultures
Limited time – Controllable and have start and ending points	*Infinite time* – A never-ending resource and no starting and ending points
Subtle communication – High-context individuals, who already have most of the information in hand, no need to detailed explanations	*Direct communication* – Low-context individuals, who do not have enough information, need detailed explanations
Relation orientated – The individuals are focused in creating and retaining relations	*Result orientated* – The individuals are focused on creating and achieving results
Boxed roles – Individuals role and status in the organization and society is predetermined	*Individual abilities and achievement* – Individuals role and status decided by the individuals' abilities and its achievements

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Cultural time perception in FC Barcelona and Real Madrid

To understand the correlation between Hall's time perception and orientation theory and the playing style of a football team on the field, the reader should imagine and compare a business meeting with a football match, a business room as a football field, the business meeting members as the eleven players from the relevant team, and the verbal communication in a business meeting with the passes on the football field. Football playing style on the field can be executed in myriad ways, and the same goes for business meetings and other social interactions. Although, Hall's monochronic and polychronic cultures are antithesis of each other, it is important to remember, that no organizations or individuals belongs entirely to monochronic or polychronic perception of time. Monochronic organizations and individuals will in some degree have polychronic characteristics and values, and, vice versa. The important notion is, which culture makes majority of the characteristics and values of an individual or an organization decides whether the individual or the organization is monochronic or polychronic.

'In a European Cup match against Ireland in 2012 he broke the record with most passes (127) in a single match. And the year after in a Champions League Quarter Final against Paris Saint-Germain all his 92 passes reach his fellow team players'[10] (Boye, Den stille mester, 2015)

Polychronic time perception, where the time is *infinite* gives the FC Barcelona players time to search for plural ways to reach the goals, as they are not bounded and pressed by the time schedule (Hall & Hall, 1990, s. 15-16 and 19-22; Nørmark, 2011, s. 217-218). These many passes could indicate that FC Barcelona has a polychronic perception of time in their football philosophy, and one of the masters of it, was their former playmaker Xavi Hernandez (Boye, Den stille mester, 2015).

'Machacar – 'Crush without mercy'' - (Ball, 2003, s. 10)

The above quote is, what Real Madrid and their spectators perceive as the main goal of the team. According to Ball, 'machacar' symbolize that football is about winning and not about writing poetry, and that only the winner matter, there no pity for the losers and the weak (Ball, 2003). This

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[10] Original quotation - *'I en EM-kamp mod Irland i 2012 slog han rekorden for flest afleveringer (127) i én og samme kamp. Og i en Champions League-kvartfinale mod Paris Saint-Germain et lille år senere ramte alle hans 92 pasninger en medspiller.'* (Boye, Den stille mester, 2015)

only focus on winning, indicate a *result orientated* culture, a monochronic perception of time, which will force the team to will play a more direct type of football on the field, which can be interpreted a *direct* way of *communication,* as they just want to achieve the *result*, as fast and most effective way as possible. Teams that has direct and fast playing style could give indication of monochronic culture, as they interest is to achieve the *result* within a certain *limited time*. This can by some spectators perceived as boring, cold, calculated and too much business and *result orientated* (Boye, 2015, s. 9-11), which could indicate polychronic culture, where the time in *infinite* and the *result* is not the only that matters.

'But it is not about the trophies, or not only; it goes beyond that, to philosophy and identity. Winning, sure; a way of winning too.' – Sid Lowe (Lowe, Barcelona were transformed by Johan Cruyff not once but twice, and for ever, 2016)

FC Barcelona is probably a team where it is not only about achieving the *result* the fastest and most effective way. According to Boye and Lowe, FC Barcelona's style of play should be joyful and entertaining for themselves and their spectators, it is not only about winning, but winning in a certain way, and creating identity that creates a *relation* to their spectators, which indicate polychronic culture, where the playing style is used as a communication to relate to their spectators and catchment area (Boye, 2015; Lowe, Barcelona were transformed by Johan Cruyff not once but twice, and for ever, 2016). Because of FC Barcelona's status as Catalonian pride, and the defender of its culture, language and identity they have a close almost familiar *relation* with and to their spectators. For example, where FC Barcelona still refuse to pay UEFA for the fine they received, cause of FC Barcelona's spectators were waving the Catalonian flag Senyera during a Champions League Match (Barcelona, FC Barcelona defend the right to freedom of expression, 2015). FC Barcelona's close *relation* and their polychronic culture is displayed towards their spectators and catchment area is also visible on their website, www.fcbarcelona.com. If, ones enter the website and click on the beam 'Club'*,* where eight tabs will appear, and the second, just under the 'News' tab, there is a tab called 'Identity'*[11]*. As far I know not many professional football clubs has this 'identity' tab on their website, actually I was not able to find a single club that had this 'identity' tab on their official website. This can indicate that FC Barcelona has a polychronic culture, where the emphasize on the *relation* they have with their spectators and the catchment area, where the club

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[11] Appendix 1

and the region Catalonia has the same identity, and/or that FC Barcelona is one of the institution in Catalonia where the Catalonian identity is mirrored and displayed.

''Hey you', Guardiola said. 'Here in Barca we keep our feet down on the ground.'
'Sure', I said. 'Fine.'
'Here we don't drive any Ferraris or Porsches to training.'' (Ibrahimovic & Lagercrantz, 2012, s. Chapter 1) – *Pep Guardiola's - Manager in FC Barcelona from 2008-2012 conversation with Zlatan Ibrahimovic* (Barcelona, History - Josep Guardiola, 2016; Ibrahimovic & Lagercrantz, 2012, s. Chapter 1)

The reason players do not drive their sports cars to training is because the *relation* the club has to its catchment area, region Catalonia and its population, a polychronic sign. FC Barcelona is their symbol of their culture, language and independent, where Nou Camp provided freedom to cultivate their culture and language under the dictatorship of General Franco where Catalonian culture and language was forbidden, and the only place Catalonian could speak their language in public was in the Nou Camp, even though it was also forbidden there (Grønborg, 2004, s. 142-144). According to Hall, individuals and organization, where they have close *relation* to one another, have tendencies to be polychronic (Hall & Hall, 1990, s. 14-16). This close *relation* is created, because of the borders and boundaries between private and public space as less rigid between the individuals and organizations, as it is in the monochronic cultures, which also means the communication among and between the individuals are more fluid which presumably among high-context individual. The quote below displays it quite well;

''*You've always enjoyed playing in British stadiums.'* Where he answered with *'The atmosphere [in England] is different, the mentality different to the Latin one. The [English] respect the footballer. It's is a respected profession. In Spain, it is not respected. The people say: 'You live too well, you earn too much money, you don't work.' That's not true… In England they understand. In Spain, there's no respect for the footballer.''* (Mitten, 2015).

There has been created a polychronic culture around the club, where people of Catalonia feels that FC Barcelona's is a part of them, which means that the player, managers and other individuals inside the FC Barcelona have to be more cautious about their action, and have to understand and accept their predetermined *boxed role* in their culture, and often do not 'talk back' to the critics. For

example, where Xavi after winning the European Championship chanted 'Viva España' received massive critique from Catalonian media, where he subsequently apologized for the Catalans (Boye, Den stille mester, 2015). Just to mentioned, that Xavi is not a random player, to mention one of many recognitions Xavi have received, *Best World Soccer Player of the Year* (Soccer, 2010) and according Boye to be the most important player for FC Barcelona and Spanish nation team during their golden era (Boye, Den stille mester, 2015). And, According to Lowe, the greatest ever Spanish player (Lowe, Xavi: Spain's greatest ever player, 2015). But, still Xavi had to apologies for his chant. This displays polychronic culture, where in this case football players have a *boxed role* in the culture, nothing more nothing less, they are not elevated to more than that, even with great abilities and achievements as Xavi.

'I would have liked it if Cesc [Cesc Fabregas] came to Barca in the way Pique [Gerard Pique] came," Laporta is quoted as saying by The Mirror… He [Gerard Pique] abandoned Manchester United, making it clear he [Gerard Pique] was going to Barca. He [Gerard Pique] and Cesc [Cesc Fabregas] are players that were formed here… The English come here to do fishing. They came to fish for Pique [Gerard Pique] and Cesc [Cesc Fabregas]. It's an issue of justice, we now want to recover them.' – Ex. President of FC Barcelona: Joan Laporta (Ananth, 2011)

This close *relation* and the slurred boundaries between private and public could indicate polychronic culture, which means that these individuals often see their former players, as still one of their own, even though they belong to and play for another club. According to Hall polychronic individuals do not mind borrow from each other, because of the lack of barriers between private and public, in this case, what is Arsenal's and theirs (Hall & Hall, 1990, s. 15-16). For FC Barcelona, Cesc and Pique is only borrowed to Arsenal, and still a part of FC Barcelona and will always be, which indicate that FC Barcelona and its individuals emphasize on having a long-term relationship with their players, which is a polychronic trait, that comes from polychronic cultures value *relation* (Ibid).

"I'm never afraid of making mistakes and I tried to bring that idea to the pitch," Cruyff said. "I told players not to be afraid: 'If you have an idea, good: try it. And if it goes wrong, don't worry.'" He had practised what he preached. – Guardiola (Lowe, Barcelona were transformed by Johan Cruyff not once but twice, and for ever, 2016)

This quote showed that FC Barcelona has a polychronic culture, as they do encourage their players young as old to not to be afraid of making mistake, and therefore also are willing to take risks, as their culture is based on creating a *relation*, and not only *result*, which could indicate polychronic culture in the organization (Hall & Hall, 1990, s. 14-16). One of the reason for that FC Barcelona are willing to take risks with their young talents is probably because of the polychronic perception of time, where the time is *infinite*, and never-ending resource at their disposal. Which also means that these organizations seek long-term relationships, as they do not see any starting and ending point in their perception of time (Hall & Hall, 1990, s. 15 and 17). Almost an opposite view from Real Madrid President Perez you will read in the quotation below;

'It is better to spent 60 million Euro on one player, which you know has world class, instead of spending 30 million on a promising one. If, you want to take a risk, you should do on our own [those from the academy] young players. If, you want to spent then go for those there is no doubt in their quality' – Florentino Perez (Grønborg, Arvefjender - klassiske fodboldopgør i Europa, 2004, s. 156-157)

Even thoug, Perez is saying that the organization only should take a risk with their young players from the academy, he still saying that he will only spent money on 'those there is no doubt in their quality', which correlate with monochronic culture, where the time is *limited*, and their main focus is to achieve the *result*, in the fastest and most effective way, and, that is often conducted by employing individuals who already have the *individual abilities and achievements*, and not by individuals who have the talent, but need time to reach a certain level before they have the *abilities* to achieve the *result* wanted by the club (Hall & Hall, 1990, s. 15). A combination of *limited time,* focus on *result* and *individual's abilities and achievement* can create short-term relationships in the culture, a monochronic culture. This is because of monochronic organization often only search for individuals who has the *individual abilities and achievement,* and when the *individual's abilities and achievement* starts to decrease in level, monochronic organizations presumably start to search for an individual who has the *individual qualities and achievement* to replace the 'old one', remember monochronic organization only have *limited time* and *result* to achieve. This lack of time and patience to develop players can also be seen in the last El Clásico. The last El Clásico even though FC Barcelona lost, they had five players in the lineup and nine players in total on their team sheet, who was homegrown players - a product of La Masia, Real Madrid on the other hand, had

only one homegrown player in their lineup and five players in total on their team sheet. And furthermore, these homegrown players had on average from La Masia played three times more games than homegrown players from Real Madrid's youth academy, where a La Masia player had played 257 matches in average, while Real Madrid youth academy had played 81 in average (Barcelona, Squad, 2016; Madrid, Squad, 2016; Whoscored.com, 2016)[12]. These number indicate that FC Barcelona are far better to include and give their youth academy players chances than Real Madrid are. Which could indicate an *infinite time* perception, a polychronic cultural sign from FC Barcelona, where they are not bound to achieve a certain *result* within a time interval, but, instead can focus on *relation* to the young talent, and give the time to develop. And on the other end, we have *limited time* perception from Real Madrid, a monochronic cultural sign, where do not have time to wait for a talent to develop and become good enough for them to achieve their *results*.

Appendix 2

El Clasico 2015/16 - Date: 02-April-2016									
Match playe	Players	Total	Average						
FC Barcelona	18	3497	194,28						
Real Madrid	18	2921	162,28						
Total match homegrown player			Players developed in own youth academy, but not necesarily played for the club their entire carreer						
FC Barcelona	9	2319	257,67						
Real Madrid	4	324	81						
Total match bought player			Players developed in other clubs' youth academies, and later transferred to the club						
FC Barcelona	9	1178	130,89						
Real Madrid	14	2597	185,5						

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[12] Appendix 2

'#WeareallLeoMessi – FC Barcelona' – www.fcbarcelona.com

FC Barcelona's latest polychronic cultural display, is their supportive tweet, after Lionel Messi, after he have been convicted and handed 21-month tax fraud sentence (Aaron, 2016). Displays their close *relation*, and that the club will go far to maintain the *relation,* because polychronic organizations seek long-term relationships.

Another polychronic cultural sign FC Barcelona displays on their website is under the beam 'football' beside the 'First Team' they have six tabs beside the named 'Barca B', 'Barca U19A', 'Barca U19B', 'Barca Academy', 'Barca Women' and 'Barca Escola(School)'[13], which display their close *relation* to their catchment area and the spectators. While Real Madrid only have one tab named 'Academy' and under that two tabs named 'Castilla(similar to Barca B)' and 'Under-19'. In 5/6 tabs FC Barcelona have subtabs named 'News' and 'Photo Gallery', where the 'Photo Gallery' are photos taking during training sessions and matches, which again display their focus on the youth and the *relation*. At the same time Real Madrid do not have any subtabs under 'Castilla' and 'Under-19'[14], and when you click on the you will find portrait photos of the players. FC Barcelona also have seven subtabs under 'Barca Escola' which are named 'Barcelona', 'International', 'Camps', 'Clinic', 'Skills Training', 'Basketball' and 'News', while Real Madrid have none. The website of FC Barcelona shows that they are committed to their catchment area, and are interest in their community and developing talents, and that not all is about winning. While Real Madrid use little space on their website to community and talents, although they have a tab named 'Kid's Zone' under the beam 'Fan Zone', where kids can play different virtual Real Madrid games and Real Madrid Children Foundation. Another sign of Real Madrid is a monochronic club is that, where this is a focus on *result* and *individual achivements,* when one enters their official website www.realmadrid.com in the top of it, there is a logo with a trophy on with the number 11. The number 11 means that Real Madrid have won 11 Champions League's the most in the world of football (UEFA, Real Madrid CF, 2016).

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[13] Appendix 3
[14] Appendix 4

'I would tell the fans to think a little first. I respect them but when things don't go well they should support their players because we all want the best for Real Madrid… He's a historic player for Real Madrid, he keeps proving that year after year, look at what he's achieved… When the fans at the Bernabeu boo you it is because they want to transmit their demands to you, they want to push us and see the best performance from us.' – Sergio Ramos (Simpson, 2016)

In monochronic culture it is presumed that individuals and organizations are accepted and valued for their *results, individual qualities and achievement*. Which also means that some individuals 'have or take' the rights to 'talk back' to the spectators. In this above quote, it is Sergio Ramos who is the captain of Real Madrid and the Spanish national team, and are by many football journalists and experts considered to be one of the best defenders in world football, and have been awarded to be the best defender in La Liga for the third consecutive year (LaLiga, 2015). Qua his *individual abilities and achievements,* his has a status, where he can defend himself or a teammate as in the example above, which could give an indication of monochronic culture in Real Madrid. Furthermore, the barriers monochronic cultures create, where some people are included in some rooms, and others are not, also in a way protect Ramos, as he presumably is closer to the individuals he shares room with – his teammates, than those spectators outside this room. Ramos probably do not have to think of the *relation* towards the spectators and the catchment area as Xavi had to in FC Barcelona, in the situation where Xavi had chanted 'Viva España'. On contrary to Xavi who was place in a *boxed role* by the polychronic culture in FC Barcelona, Ramos' role is based on his *individual abilities and achievements*, which could indicate monochronic culture in Real Madrid.

''*What do you think of Barca this season?'*

'They've reached a spectacular level without [Lionel] Messi. [Sergio] Busquets is incredible, Sergi Roberto is hugely confident, [Andres] Iniesta has returned to a high level, [Luis] Suarez and Neymar are incredible. In defence, there has been an improvement. [Javier] Mascherano is very good, [Thomas] Vermaelen is good, Dani Alves, too, and Jordi Alba.'

'The first player you mentioned was Sergio Busquets.'
'He's the best player in the world in his position. He understands football, he's ultra-competitive, he finds solutions all over the pitch. He's playing well, he never loses the ball, he always takes the best

option with a pass. I have great admiration for him and I'm not just saying this because he's a very close friend.'' – Andy Mitten's interview with Xavi Hernandez (Mitten, 2015)

With understanding of that the individual is depended of the group, the individuals who accept this, will also have to accept that every member has a role to play, a *boxed role,* even the ones with invisible abilities. Polychronic cultures accept that individuals are different, and the organization need different individuals with different abilities to function. All roles are important, even the less fancy and glories roles in an organization. The individual who has a less glorified role, accept it, and are often also valued by the other individuals in the organization, as they understand, that everybody in the group is needed to achieve the goals. Sergio Busquets plays a similar position as Makélélé did for Real Madrid, and this is what President Florentino said about Makélélé, when Makélélé had asked for an improved contract, and was denied, and later that summer sold to Chelsea FC;

''He wasn't a header of the ball and he rarely passed the ball more than three metres,' Perez said. 'Younger players will arrive who will cause Makelele to be forgotten.'' (Stevens, 2003)

Where Makkélélé's contribution to the team was not recognized. The opposite is in Barcelona, where they understand the work and effort Sergio Busquets deliver in his *boxed role*, that everybody has to dig in, if they want to achieve anything, which indicate polychronic culture in FC Barcelona, you have focus on the bigger picture, where it is more important a player fulfill the *boxed role* he has been given by the organization, than his *individual abilities and achievements*. As you can read above, is that, President Perez is focusing on the visible abilities of the player, and he do not see, what Makélélé brings to the team, an indication of monochronic culture, where their focus is on the *individual's abilities and achievement*, and not the role he fulfills in the organization. But, the star of the team and later legend in the club Zinédine Zidane (Madrid, History - Zinedine Zidane, 2016), has a different view of Makélélé's departure;

'Why put another layer of gold on paint on the Bentley when you are losing the entire engine?' – Zinédine Zidane (Rigg, 2015; Malik, 2008)

Most of the players in the team encouraged President Perez to renew Makélélé's contract, but he refused. The role and the importance the players could see, was not visible to President Perez, this is probably because his past as a highly successful businessman and entrepreneur in Madrid

(Grønborg, 2004, s. 154-157), successful business is mostly monochronic, as they have a rigid focus on making money and a good *result*. According to Nørmark, which also why more Asian countries are becoming more monochronic, because in business monochronic cultures just work better, qua the monochronic focus on achieving the *result* (Nørmark, 2011, s. 218-22). Secondly, monochronic organizations creates barriers between individuals and organizations that creates rooms where some are included and others are excluded, and that individuals who are excluded do not know what is happening in other rooms, as communication are block or limited because of the barriers monochronic cultures creates. It is presumable, that Perez did not know, what is important in the squad, as he is not included and do not have the knowledge and information about the members and the squad.

Cultural time perception in Spain

According to Hall and the abovementioned authors, there is a link between the cultural time perception, and the success of the industrialization (Hall & Hall, 1990, s. 14; Nørmark, 2011, s. 221), this might explain why Gesteland had experienced the Catalonian in general more monochronic than rest of the Spain, especially more monochronic than the Castilians (Gesteland, 2006, s. 263). According to Werge and Friisberg Catalonia were one the first regions in Spain where the industrialization had a breakthrough in the 19th centuries (Werge & Friisberg, 2006, s. 37). While Catalonia had a prosperous trade and production industry, Castile and most of the central part of the Spain remained rural and farming land. The reasons behind the industrialization in Catalonia, we have to travel further back in history.

'I see the Catalans as little French people, boring and with a great apatite to make money. The women are more reserved than in Madrid, and men are busy in fabricating textiles, therefore, are my visit always short and boring' – Mérimée – Castilian author (Grønborg, Arvefjender - klassiske fodboldopgør i Europa, 2004, s. 140)

Already in the ancient time the Greeks and the Romans created plants to trade in the Catalonian coast, and since that time the Catalonia had been a region for individuals who wanted to work hard, trade and do business (Werge & Friisberg, 2006, s. 4-5 og 36). While the Castilian, especially the people from Madrid are the opposite;

'Nobody goes to bed in Madrid until they have killed the night' – Hemingway (Grønborg, Arvefjender - klassiske fodboldopgør i Europa, 2004, s. 139)

According to Grønborg and Rasmussen, Madrid is perceived as a city of hedonists, the great wealth the city and its inhabitants enjoy, comes from the Spanish colonies, and, not from the hard work, trade and business, like in Catalonia (Grønborg & Rasmussen, 2004, s. 139). Another parameter which can be reason for Catalonia deviate in time orientation and perception from the rest of the Spain was that the Iberian Peninsula were concurred by the Arabien Empire in 711, while the rest of the Spain remain under Arabian domination for the next almost 800 years until 1492, Catalonia seceded from the Arabs in 813 with help from the Frankish Kingdom (Werge & Friisberg, 2006, s. 6). This meant, that while rest of the Spain were influence by the Arabian language and culture, which according the Hall et al a highly polychronic culture (Hall & Hall, 1990, s. 14-16; Gesteland, 2006, s. 202-201; Nørmark, 2011, s. 221), the Catalonia were influenced by the Northern and Western Europe which are the most monochronic cultures in the world (Gesteland, 2006, s. 21; Hall & Hall, 1990, s. 14-16; Nørmark, 2011, s. 221).

Chapter IV

Analysis and the structure

I have partitioned the analysis into two parts, where I have divided my problem orientated research question 'What challenges are created by organizations' polychronic and monochronic culture in recruitment, integration and retention of employees?' into two parts; 1) 'Analysis of FC Barcelona: What challenges is created by the polychronic culture of an organization in recruitment, integration and retention of employees?', and 2) 'Analysis of Real Madrid: What challenges are created by the monochronic culture of an organization in recruitment, integration and retention of employees?', in the end I have a discussion part, where I will discuss the data and sources I have used in the analysis. The reasons I have structured the analysis by partitioning the problem orientated research question is because of the comparative design of my research design. With this approach I can first focus on polychronic culture, and afterwards the monochronic culture. Secondly, the reason not to divide the analysis into a themes for example 'recruitment', 'integration' and 'retention' is that the quotations I will used contains several themes for example #27 Quotation contains recruitment and integration problems from FC Barcelona, and could

presumably be because of the *subtle communication* and *boxed role* that is detected in this quotations. Instead I have analyzed the quotation one by one, and included all the parameters in contain. My opinion is, that is way approach gives a smoother flow to the reader and all the parameter will still be examined.

The original quotation can be located in 'Appendix – Quotations'. Furthermore, I have created a list with all my sources; their names, their profession (former and current), their nationality(is) and in which quotation they appear in the analysis.

Analysis of FC Barcelona: What challenges are created by the polychronic culture of an organization in recruitment, integration and retention of employees?

#1 Quotation

'There is a cultural cleft between [FC]Barcelona and Zlatan, which is confide in Zlatan's unwillingness or incapability to adapt to the club culture in [FC] Barcelona' – Erik Niva – Aftonbladet (Tipsbladet, 2010)

Every club Zlatan have been in, his has been a huge success except FC Barcelona, Niva's statement from above suggest that Zlatan and FC Barcelona culturally were worlds apart, which could be an obstacle, as mentioned under the heading (look: 'Theory' → 'Monochronic and Polychronic Cultures' → 'Cultural time perception in FC Barcelona and Real Madrid') FC Barcelona displays signs of polychronic culture, and as Hall wrote *'Like oil and water, the two system do not mix'* referring two monochronic and polychronic cultures mixing and integrating (Hall & Hall, 1990, s. 13). This could have been one of the problems in integration Zlatan into the organization, they fundamentally had different culture. And to understand the culture of FC Barcelona and Zlatan we need to *interpret* the different situations, where Zlatan and FC Barcelona showed differentiated understanding of the subjects, and to *interpret* the situations with the historical and cultural background we need to understand the *construction* of Zlatan's and FC Barcelona's reality, which can be based on different facts. In the following sections I will present some signs which could indicate different perception of time from Zlatan and FC Barcelona.

#2 Quotation

'Hey you', Guardiola [Josep Guardiola – Manager of FC Barcelona from 2008-2012 (Barcelona, Coach - Josep Guardiola (2008-2012), 2016)*, where Zlatan also was in the club] said. 'Here in Barca we keep our feet down on the ground.'*

'Sure', I said. 'Fine.'

'Here we don't drive any Ferraris or Porsches to training.'

I nodded, didn't go cocky on him, like how the fuck is what car I'm driving your concern? But I thought 'What does he want? What message is he giving me?' Believe me, I don't need any fancy cars or parking on the sidewalk to show off anymore. That wasn't it. I love my cars. They're a passion of mine, but I sensed something else behind his words. Kind of: don't think you're so special.' (Ibrahimovic & Lagercrantz, 2012, s. Chapter 1)

This quote displays both polychronic and monochronic signs from Guardiola and Zlatan. The reason players in FC Barcelona do not drive their sports cars to training is because the relation based on historical and cultural fact the club has to its catchment area and region Catalonia, which display that the club and the coach is focused *relation* in their behavior (Look under headings and subheadings; 'Methodology → Research Design → The Cases' and 'Theory → Monochronic and Polychronic Cultures → Cultural Time Orientation and Perception in FC Barcelona and Real Madrid')**.** FC Barcelona is their symbol of their culture, language and independent, where Nou Camp provided freedom to cultivate their culture and language under the dictatorship of General Franco, where it was forbidden, but the only public place, where people stilled talked Caatalan (Werge & Friisberg, 2006, s. 44-45; Grønborg, 2004, s. 141). This has created a polychronic culture around the club, where people of Catalonia feels that FC Barcelona's is a part of them and their culture, and vice versa, which means that the players and managers, and other individuals inside the FC Barcelona need to show the individuals in the catchment area respect. And because of the close *relation* individuals have in the club, Guardiola display *subtle communication* from his polychronic understanding, and the presumable reason he is *subtle* in his communication is that polychronic individuals are high-context individuals, which means things are not explained into deep, as individuals in high-context cultures already have all the information they need to have. This is where Zlatan and Guardiola's monochronic and polychronic cultures started to conflict with one another, and where the *integration* might failed. If, Zlatan was a polychronic individual he would understand, that Guardiola probably is not trying to tell him 'don't think you're so special', but, instead that, 'hey we do thing this way in FC Barcelona'. Zlatan does

not have the information, as he presumably is a monochronic individual (look: '#3 Quotation', '#5 Quotation', '#6 Quotation', '#7 Quotation', '#8 Quotation', '#9 Quotation', '#12 Quotation', and '#13 Quotation'), which means that *subtle communication* is not enough. But, a monochronic individual also need to know why and how, a *direct and detailed communication,* in this cases the historical and cultural bond between Catalonia and FC Barcelona..

#3 Quotation

'I had already at that point understood that Barca is like a school. The players were all nice, nothing wrong with them, and there was Maxwell, my old friend from Ajax and Inter. But honestly, none of the guys acted like superstars, and I thought that was odd. Messi, Xavi, Iniesta, the whole gang, was like school kids. The world's best players stood there nodding, and I couldn't understand that. It was ridiculous. If a coach in Italy says 'jump', the players ask 'what? Why should we jump?' (Ibrahimovic & Lagercrantz, 2012, s. Chapter 1)

Zlatan display here that he maybe is a low-context individual, which is monochronic, as he just does not jump if a coach says it, he would ask why? Monochronic individuals need information, as they do not have the needed information in hand. Monochronic individuals constantly asking questions creates a culture, where no roles or positions are safe, which means that individuals have to defend, explain and achieve something to gain respect and to keep their roles and positions. Here Zlatan displays monochronic signs, as monochronic individuals, as he does not understand why these great players do not act like superstars. For a monochronic individual, *individual abilities and achievements* are the reasons for one's hierarchical status in the organization or society. In polychronic cultures the individuals' role and place in the organization are already decided and *boxed*, and it is hard to break through these roles. No matter how big or great football players they might be, they would not be more than the *boxed role* allow them to be. This differentiated understanding of the individual's value and role could also have been the problem in integration of Zlatan into the club. Furthermore, this is also because of the barriers between private and public space in polychronic cultures are less rigid, which means that there are few 'room' where some are included and some are excluded, and where football players can become 'untouchable' and pedestalized in the culture. This lack of lack barriers gives other individuals to speak more freely to football players, which Xavi also expressed, after he left FC Barcelona (Look under heading and subheading; 'Theory' → 'Monochronic and polychronic Cultures' → 'Cultural time perception in

FC Barcelona and Real Madrid'). It is important to remember, that Xavi is first criticizing the mentality of the spectators in Spain after he left FC Barcelona and retired from the Spanish national team, as he probable knows that it is not welcomed in Spain to question the *boxed roles* and the position of the individual in the culture, a polychronic culture. Through the use of *interpretivism and constructivism* we can see that when Xavi tells his opinion about the Spanish spectators is context depended, and he *construct* his comment on the social reality of his life, he does not have anything at stake now in Spain, but, when he had – playing for FC Barcelona and Spain was forced to apologies to the Catalans after he chanted 'Viva España' (look: 'Theory' → 'Monochronic and polychronic cultures' → 'Cultural time perception in FC Barcelona and Real Madrid'). This is what Xavi said in the interview after he left Spain and FC Barcelona;

#4 Quotation

''You've always enjoyed playing in British stadiums.' Where he[Xavi] answered with *'The atmosphere [in England] is different, the mentality different to the Latin one. The [English] respect the footballer. It's is a respected profession. In Spain, it is not respected. The people say: 'You live too well, you earn too much money, you don't work.' That's not true… In England they understand. In Spain, there's no respect for the footballer.''* (Mitten, 2015).

#5 Quotation

'So I went to the coach. I approached him on the pitch, during training, and I was careful about one thing. I didn't want a fight, and I told him:
'I don't want to fight. I don't want a war. I just want to discuss things.'
He nodded. But maybe he looked a bit frightened, so I repeated:
'If you think I want a fight, I will leave. I just want to talk.'
'Good! I like talking with the players.'
'Listen!' I continued. 'You are not using my capacity. If it was a goal scorer you wanted, you should have bought Inzaghi or someone. I need space, and to be free. I can't run up and down constantly. I weigh 98 kilos. I don't have the physique for it.'
He was thinking. He was often doing that.
'I think you can play like this.'

'No, then its better if you bench me. With all due respect, I understand you, but you are sacrificing me for other players. This isn't working. It's like you bought a Ferrari but are driving it like if it was a Fiat.'

He continued thinking.

'OK, maybe it was a mistake. This is my problem. I will work it out.'

I was happy. He would work it out.' (Ibrahimovic & Lagercrantz, 2012)

Here it is clear that Zlatan is not happy about how his *individual qualities* was used by Guardiola, which indicate monochronic signs, monochronic individuals value others and themselves on their *individual abilities and qualities,* which could have created challenges in the integration of Zlatan, as if, we presume that Zlatan is a monochronic individual, he value him and other through his and their *individual abilities and achievements*. For Zlatan it is clear that Guardiola does not value and use Zlatan's qualities, when says 'This isn't working. It's like you bought a Ferrari but are driving it like if it was a Fiat'. Furthermore, this also displays *direct communication* from Zlatan, which is monochronic, where he approaches the coach and tell him *direct* that this is not working, and explaining why the role does not fit him, with the words 'I need space, and to be free. I can't run up and down constantly. I weigh 98 kilos. I don't have the physique for it'. Zlatan explains in detail, why and what is not working, this could indicate that Zlatan is a low-contextual monochronic individual, which means that these individuals often explain their thoughts and ideas in detailed versions, as they do not expect that the other individual does have the information in hand. On the other side Guardiola yet again display *subtle communication,* with his answer to Zlatan is *'I think you can play like this'* but not explaining, why Guardiola thinks that Zlatan can play in this *boxed role*.

#6 Quotation

'But then Messi started talking. Messi is awesome. Fucking unbelievable. I don't know him very well. We are very different personalities. He came to Barca 13 years old and is brought up in their culture. He doesn't have any problems with that school shit. In the team, the play revolves around him, which is natural really. He's brilliant, but now I had come, and I was scoring more than he did. He went to Guardiola and said:

"I don't want to play on the right side, on the wing, anymore. I want to be in the middle."

That was where I was. But Guardiola didn't give a shit. He changed tactics. From 4-3-3 he switched to 4-5-1 with me on top and Messi right behind, leaving me in the shadow. All balls went through Messi and I couldn't play my game. I have to be free as a bird on the field. I'm the guy who wants to make a difference on all levels. But Guardiola sacrificed me. That's the truth. He locked me in up there. OK, I can understand his situation. Messi was the star. Guardiola has to listen to him.'
(Ibrahimovic & Lagercrantz, 2012)

Zlatan might have been too different and too difficult for FC Barcelona and their management to handle, all though this quotation above also shows, that there were several other reason too, to the failure. First Messi's importance for the club. First, his *relation* and *individual abilities and achievements*. Messi have been in the club from the age of 13 and is a La Masia player, which means FC Barcelona and the spectators rate him high, his is one of them, which means FC Barcelona will go far to have him in their organization, because polychronic organizations value *relation*, which also means that they expect a long-term relationship with their individuals. Second, Messi's *individual abilities and achievements* are undeniable great, maybe one of the greatest ever, at that time in 2009 when Zlatan arrived Messi was a raising international star and just won World's Best Player Award, which he has subsequently won five time in total in 2009, 2010, 2011, 2012 and 2015 (FIFA, History, 2016; FIFA, FIFA Ballon d'Or - 2009, 2009). The combination with close *relation* and the *great individual abilities and achievements* of Messi made Guardiola to change his system where Messi was on the right wing in season 2008/2009 and to play a more in the central (Marking, 2010) (Marking, Barcelona 3-1 Manchester United: Barcelona are European Champions, 2011). Whether if, Zlatan is telling the truth or not, the fact is during Guardiola's spell at FC Barcelona from 2008-2012, Messi were moved from right wing to a more central role (Barcelona, History - Josep Guardiola, 2016). Messi's *individual abilities* gave FC Barcelona a great advantage in competing with the best. This meant that FC Barcelona and Guardiola's *relation* were too close to Messi and his *individual abilities* too great to ignore his presumable request, which made Guardiola changed the system for the likes of Messi. This is highly unusual for a polychronic organization. But, this might display that FC Barcelona is some ways are becoming more monochronic, where the *individual quality* and interests triumphs the needed roles to make a team or an organization function. This change of system where Zlatan value of his *individual abilities*

were not used in the team and decreased may also have been a pillar to the challenges FC Barcelona met with Zlatan.

#7 Quotation

'Journalist; 'Are you Swedish or immigrant? Christian or Muslim?' Zlatan's answer, 'Zlatan is Zlatan, there is only one Zlatan' (Møller, Rundt om FC Barcelona, 2012, s. 20)

#8 Quotation

'No one has refused to be stereotyped as he[Zlatan]. From the first time he entered a football field, it always seems that everything in him is repelling, if, someone tried to shape him' (Møller, Rundt om Zlatan Ibrahimovic, 2012, s. 21)

Zlatan in the above quotation displays that he does not wanted to stereotyped, and, placed in a boxed role this presumable comes from his background. Zlatan comes from a Balkan ethnical background (look: 'Appendix: Sources information'). According to Sine Agergaard, Jan Kahr Sørensen and Marting Gregersen, young people from a different ethnical background than Danish are much more selfish and egoistic than the ethnical Danes in their approach to football, and that the collectivistic culture which surrounds the organizations in Danish football were the reason why Denmark did not have a player like Zlatan (Sport-Sociologi, 2009; Villesen, 2010). Even though it will be highly controversial to stereotype all individual with different ethnical ground to be more selfish than people with ethnical Danish background, the stereotype presented in Villesens article is based on Martin Treumer Gregersen's research could be the reason why Zlatan indicate monochronic culture, where he is focusing on and wants recognition for his individual abilities and achievements. Both quotation also indicate, that here we have an individual who will be highly difficult to integrate in a boxed role which polychronic organization prefer.

#9 Quotation
'We lived in Rosengård outside of Malmö and it was full of Somalis, Turks, Yugoslavs, Poles, all kinds of immigrants, and Swedes. We were all acting cocky. The smallest thing got us fired up, and it wasn't easy at home, to say the least.
We lived on the fourth floor up on Cronmans Road, and we didn't run around hugging each other. No one asked 'How was your day today little Zlatan', nothing like that. No grown-ups would assist

with homework or ask if you had any problems. You were on your own, and you couldn't whine about someone being mean to you. You just had to bite the bullet, and there was chaos and fights and some punches. But sure, sometimes you'd wish for some sympathy. One day I fell off the roof at the kindergarten. I got a black eye and ran home crying expecting a pat on the head or at least some kind words. I got a slap in the face.

'What were you doing on the roof?'

It wasn't like 'Poor Zlatan.' It was 'You fucking idiot, climbing up a roof. Here's a slap for you', and I was shocked and ran away. Mom didn't have time for comforting, not at that time. She was cleaning and struggling to make money, she was really a fighter. But she couldn't take much else. She had it tough, and all of us had a terrible temper. It wasn't like the normal Swedish chat at home, like 'Honey, can you please pass me the butter', more like: 'Get the milk you jerk!' There were doors slamming and mom crying. She cried a lot. She has my love. She's had a tough life. She was cleaning like fourteen hours a day, and sometimes we'd tag along, emptying trashcans and stuff like that and got some pocket money. But sometimes mom lost it.' (Ibrahimovic & Lagercrantz, 2012)

The quotation above displays that at early age Zlatan was forced to take care of himself, only his *individual abilities* could help him, which means that he had to become monochronic and think of himself first to survive and get a life. It is presumable that the individuals Gregersen had investigated could come from a similar environment.

This 'marriage' between Zlatan and FC Barcelona did not end well, as FC Barcelona loaned him out to AC Milan the second season, and sold him to AC Milan the season after that. One of the best players in the world, the best player ever in Sweden and probably the best player ever in Scandinavia (Bentsen, 2015), could not succeed in FC Barcelona. And this case displays several cultural differences between Zlatan and FC Barcelona/Guardiola, which Simon Bank and Johanna Frandén implies;

#10 Quotation

'We have a conflict between a great football star, and a club which is not build to great football stars. The responsibility must be on Pep Guardiola, he knew exactly who he bought. He [Guardiola

got rid of Eto'o because he did not fit in, but, then he got Zlatan, but, that did also fail. Guardiola must take the blame for these failures.' – Bank and Frandén (Tipsbladet, 2010)

Furthermore, the quotation above suggests two things 1) Guardiola knew what type of player Zlatan was, 2) it was Guardiola who wanted Zlatan. The first thing is, that Guardiola and the sport management in FC Barcelona probably knew what type of player they bought, a player who have been a great success under two great managers Fabio Capello and José Mourinho, both show indication of being monochronic managers (look: *#11, 12 and 13 Quotations*), who have won everything worth winning. The latter was manager for Zlatan in Inter Milan in (Transfermarkt, Zlatan Ibrahimovic, 2016; Transfermarkt, José Mourinho, 2016), and is now manager at Manchester United FC where one of his first signing this summer was Zlatan, this is what Mourinho said about Zlatan in the press release;

#11 Quotation

'Zlatan needs no introduction. The statistics speak for themselves. Ibra is one of the best strikers in the world and a player who always gives 100 per cent. He has won the most important league championships in the world of football, now he has the opportunity to play in the best league in the world and I know he will grasp this opportunity and will work hard to help the team win titles. I am certain that his talent will delight fans at Old Trafford next season and that his experience will be invaluable in helping to develop the younger players in the squad.' – Mourinho (FC, 2016)

Mourinho is focusing on all Zlatan's *individual qualities and achievements* and Mourinho focus on Zlatan's statistic display that Mourinho is a *result orientated*, which is a monochronic sign. And later when journalists asked Mourinho to describe Zlatan, Mourinho said;

#12 Quotation

'Zlatan, three words - he's a winner, he's a goalscorer and he's funny - he's a funny guy' – Mourinho (Gleeson, 2016)

Which again displays the same monochronic signs as mentioned above of Mourinho.

#13 Quotation
'Sometimes Capello showed up, and he's like he is.
'I'm going to beat Ajax out of your body', he said.

'Alright, sure.'

'I don't need that Dutch style. One, two, one, two, one two's, make a trick and play technically. Dribble through the whole team. I can make it without all that. I need goals. You get that! I have to get the Italian way in you. You have to get more killer instinct.'… It was a process that had already started in me. I had my talks with van Basten, and with Mino. But I still didn't see me as a real goal getter, despite my place being up top. I was more the guy who should know everything, and there was still a lot of mom's block and tricks in my head. But under Capello I changed. His toughness infected me and I became less of an artist and more of a slugger who wanted to win at all costs… Not that I didn't want to win before. I was born a winner. But still, don't forget, football had been my way to show myself! The tricks had helped me become someone else than another kid from Rosengård. It was all the "Oh, oh", "Wow, look at that!" that had gotten me started. It was the applauses for the tricks that had made me grow, and for a long time I would have seen you as a stupid person if you'd said that an ugly goal was as important as a beautiful one.

But now I started to get it more and more, no one will thank you for your art and back heels if your team loses. No one even cares if you've scored a dream goal if your team don't win, and slowly I became tougher and more of a warrior on the pitch. (Ibrahimovic & Lagercrantz, 2012)

This quotation above display how Zlatan was transformed from an aesthetic player from the Swedish ghetto[Rosengården] and Ajax, who enjoys heel kicks and beautiful goals, to a player who will do almost anything to win. From creating *relations* – the heel kicks do not necessary win the match and make you achieve the result, but it looks beautiful and people are entertained be you, which is polychronic to become an individual who's primarily focus is on *achieving* the *results,* which is monochronic. Zlatan were probably changed from polychronic to monochronic individual under Capello and later continued his monochronic path under Mourinho.

#14 Quotation

'I would have liked it if Cesc [Fábregas] came to Barca in the way [Gerard] Pique came… He [Gerard Pique] abandoned Manchester United, making it clear he[Gerard Pique] was going to Barca. He [Gerard Pique] and Cesc [Fábregas] are players that were formed here… The English come here to do fishing. They came to fish for [Gerard] Pique and Cesc [Fábregas]. It's an issue of justice, we now want to recover them.' – Ex. President of FC Barcelona Joan Laporta interview with The Mirror (Ananth, 2011)

The quotation above is from before Fábregas was signed to FC Barcelona. It is clear the former president wants Fabregas because of his *relation* to the club, as he commented 'He [Gerard Pique] and Cesc [Fábregas] are players that were formed here' this indicate a polychronic culture, notice that, the former President do not mention, whether they have the *individual abilities and achievements*, the monochronic traits, to play for FC Barcelona, he is only focusing on the *relation*, the polychronic traits. There are some indications of challenges in recruitment here, as the entire focus is on Fabregas' *relation* to the club, not what *individual abilities* he has.

Three years later in 2014;

#15 Quotation

'Despite glowing starts to each campaign, Cesc's contributions to the cause gradually decreased as each season drew to a close… From being someone who joined in with the attack, supplying and scoring goals, the magic tended to fade later on in each season. He only scored one, six and one goals in the last 24 games of each season' – FC Barcelona press release according to Subhankar Mondal (Mondal, 2014)

In this quotation there are no signs of polychronic culture, but instead monochronic signs. FC Barcelona is focusing on the disappointment of Fábregas' *individual quality and achievements* in his spell at the club. More or less FC Barcelona although very *subtle* indicate that they bought the wrong player, Fabregas did not have the *individual abilities* FC Barcelona needed.

#16 Quotation

'The then manager and Cesc's all-time idol, Pep Guardiola, made Fabregas his project. This was the man whom he and his whole squad wanted. Guardiola pushed the board to make the move, reserved his old squad number for him …' (Morris, 2014)

This claim is supported by several medias such as BBC, The Mirror and Telegraph (bold.dk, 2011; Smith, 2011). This quote displays the *relation* between Cesc and Guardiola, a *relation* which is neither uncommon in FC Barcelona and in polychronic cultures that polychronic cultures want long-term relationships because their focus is on the *relation*, and in FC Barcelona it is a culture, that young players have a role model in the club (Boye, Jagten på den næste Messi, 2015). This is

enforced by, academy players often train on the same facility as the first team players, in that way their will create close *relation* between the older and the young players almost like family members (Boye, Jagten på den næste Messi, 2015) This kind of *relation* is also displayed by the players, when FC Barcelona were interested in signing Fábregas, such as when Messi and Xavi expressed in a interview about Cesc while Cesc still was a Arsenal player;

#17 Quotation

'Cesc has a place for Arsenal in his heart, but he has Barcelona in his blood.' – Lionel Messi (Dunn, 2010)

#18 Quotation

'He is a football player with Barca DNA and he is showing at Arsenal that he is on another level' – Xavi (ESPN, 2009)

Both quotes display again the *relation* FC Barcelona and the players felt towards Cesc. When using blood and DNA as words why Cesc should become a FC Barcelona player again, it clearly refers to, that FC Barcelona is a part of Cesc, such essential as blood and DNA, where polychronic individual feels a strong *relation* towards. This once again refers to polychronic organizations are *relation orientated* seek long-term relationships, and the *relation* is primarily for these organizations. This little focus on his *individual abilities* display the recruitment challenges polychronic organization can have, that they focus too much on the *relation* and too little on the *individual abilities* of the individual can make the polychronic organization to hire the wrong employee, and this can also mean it will be more difficult to integrate the individuals, as the organization do no know which role to employ the individual in. And, this role was also discussed in the media, and here is Xavi's answer;

#19 Quotation

'I'd like to play with him,' Xavi told Spanish Newspaper El Mundo Deportivo. 'I've always said that in the national team I link up with Cesc very well, despite the fact that many say we can't play together.' – Xavi (ESPN, 2009)

#20 Quotation

'This diamond formed a perfectly balanced machine in which every cog was essential to keep it all running smoothly. The question that many outside of the club were asking was 'Just where does Fabregas fit into this?'' (Morris, 2014)

FC Barcelona played with three midfielders Busquets, Xavi and Iniesta, and under Guardiola, they had very restrictive roles (Whitehouse, 2014; Wilkes, 2014), or *boxed roles*, which is typical for a polychronic organization, and those three might formed the best midfield in Europe at that time Fábregas arrived to FC Barcelona (Wilkes, 2014).

#21 Quotation

'He wanted to play a different system with three at the back, four in midfield plus Lionel Messi dropping deep – he wanted to dominate midfield more than anything – and to have two wide players always open and threatening to go in behind defenders.' – Fábregas interview with Sky Sports (Ceciarini, 2016).

Guardiola tried to solve this problem by changing the system many times, to make room for Fabregas to integrate, a similar action did Guardiola do when Messi wanted to play more central in the field according to Zlatan (look: '#6 Quotation') . The difference is that Guardiola succeed with Messi. We know that there were indications that FC Barcelona and Guardiola where *relation orientated* when they approach Fábregas when he still was an Arsenal player, so this change of system could once again display that Guardiola and FC Barcelona maybe had a too close *relation* to their players, so close that they were willing to change the system of one best teams at that time. The *boxed roles* of the polychronic culture were expanded to fit an *individual* and his *abilities.* This also display that Guardiola willing to change a well-functioning system to fit Fabregas in, in that sense Guardiola indicates, that he is trying to integrate Fabregas, the opposite of Zlatan, the difference could have been the *relation* Guardiola had to Fabregas which did not to Zlatan. Furthermore, not only was Fábregas their dream player, but also the fifth highest transfer in the history of FC Barcelona (Transfermarkt, Record Arrivals FC Barcelona, 2016), which could have made the manager and the club to work harder to make it work, which is evidential if ones looks at

the changes in the system Guardiola tried to make to fit Fábregas into the team (Morris, 2014; Whitehouse, 2014; Wilkes, 2014). Eventually Guardiola gave up on Fabregas;

#22 Quotation

'Among them was the sale of four players – Dani Alves, Gerard Pique, Cesc Fabregas and David Villa. Pep saw the first three were not committed, and wanted Villa to leave for sporting reasons… Rosell knew these players were untouchable and fans would not accept their sale. And this, according to Gallardo, was the reason Guardiola left Camp Nou.' - Francois Gallardo to Spanish Paper, AS (Koylu, 2012)

The president's refusal to sell Fábregas because of the fans' reaction displays the *relation orientation* of the club, an indication of polychronic cultures, when even a manager of Guardiola's caliber, who has legend status as a player and a La Masia product (Barcelona, History - Josep Guardiola, 2016), and had won 14 trophies out of 19 in his four season as manager of FC Barcelona (Barcelona, Coach - Josep Guardiola (2008-2012), 2016), could not force this transfer through, it also displayed that Gaurdiola's *individual abilities and achievement* did not matter, Fabregas' *relation* triumphed Guasrdiola's *individual abilities and achievement*, once again there are indication of polychronic culture in FC Barcelona. Things first changed, when the spectators started to lose faith in Fábregas the board dare to sell him;

#23 Quotation

'But at the end I realized that the majority of Barca fans didn't like me anymore, and so I had to make a step aside…' – Fábregas interview with Marca (Benge, 2015)

This once again explain how *relation orientated* FC Barcelona and the players are. The problem with Fábregas that he had too much *relation* to the club, which meant, that he outlasted maybe the greatest coach in the history of FC Barcelona with his 14 trophies (Barcelona, History - Josep Guardiola, 2016), and two successors Tito Vilanova and Gerardo 'Tata' Martino, who also struggled to find the right place and position for Fábregas. The problem with Fábregas was that, FC Barcelona bought him from their *relation,* an indication of polychronic culture, and paid little attention to his *individual qualities*, a monochronic sign, which created problem for integration of

Fabregas into the team and system, because his *individual abilities* were too different from what the club needed, or as Darryl Morris writes;

#24 Quotation

In a footballing sense, it was not at all. Barcelona's desire for Fabregas was purely, decisively emotional. – Morris (Morris, 2014)

#25 Quotation

'I had been playing another style of football and to take on board so much so quickly was difficult, because everyone else had already got it down' – Fábregas (Conn, 2012)

The problem was that Cesc during his eight years in Arsenal played a different, more free role, with little restriction and responsibilities, where his role was 'designed' after his *individual abilities,* where he was encouraged to play more direct, which is the style in English Premier League, while at FC Barcelona you play less direct, with more patience, and with more passes (Whitehouse, 2014). Basically FC Barcelona, did a poor job in the recruitment department, they had bought a monochronic player, where he is use to his role is based on his *individual abilities*, to their polychronic team, where they have *boxed roles*.

#26 Quotation

'It's true I'm a bit anarchic, but that's my style, some people commented that I lacked something last season, including Guardiola… It was my fault really because I tried to be what I am not; I'm not Xavi, Iniesta, or Thiago… I am me and I need mobility' – Fábregas (Conn, 2012)

Even Fábregas admits that he is not like those players who he supposed to play instead of, he is quite the opposite of what people expect from midfielder from FC Barcelona, where balance and positioning is vital (Morris, 2014; Whitehouse, 2014). FC Barcelona's *relational orientation* once again is displayed in their recruitment of Fábregas, where they had paid little attention to his *individual qualities*, but, instead too much focus on *relation*, which indicate polychronic culture in FC Barcelona.

#27 Quotation

'At £40 million, it was obvious that he was not being signed to be a substitute. Further, in their ranks they had the capable Seydou Keita and one of the most exciting and versatile young midfielders in the world, Thiago Alcantara, who had all the attributes to be a capable deputy in all of the three Barcelona midfield positions. Not only did they already have the perfect midfield, but they had the perfect cover, so just how would Cesc fit in?' (Morris, 2014)

Beside the wrong *individual qualities* Fábregas had in term of filling the roles in the midfield. Another problem was that FC Barcelona already had two players to fill for the same *boxed role* and position, as Fábregas was intendent to occupy. This meant that Keita and Thiago had less opportunities to receive playing time, and worst for FC Barcelona, was that the limited playing time for Thiago meant that Thiago left the club in 2013 to Bayern Munich to a transfer fee of £21mil (Transfermarkt, Thiago Alcantara, 2016), where Guardiola had become manager (Transfermarkt, Coach - Pep Guardiola, 2016). Beside not being able to retain one of the greatest talents from their own and world famous academy La Masia in Thiago (Morris, 2014), who could have filled Xavi's role better than Fábregas (Morris, 2014), they also were forced to buy a new player for Xavi's position, as the spectators, management staff and the board lost their beliefs in Fábregas and sold him to Chelsea in July 2014 for £28mil (Transfermarkt, Fabregas, 2016). The new player was the Switzerland born Croatian midfielder Rakitic purchased from Sevilla FC in July 2014 for £15mil (Corrigan, 2014; Transfermarkt, Ivan Rakitic, 2016).

Analysis of Real Madrid: What challenges are created by the monochronic culture of an organization in recruitment, integration and retention of employees?

#28 Quotation

'He wasn't a header of the ball and he rarely passed the ball more than three metres,' Perez said. 'Younger players will arrive who will cause Makelele to be forgotten.' – Florentino Perez (Stevens, 2003)

President Perez said that to a media after Makélélé was sold. Makélélé had asked for a pay raise which Perez refused, as you can read above Perez do not place massive value in Makélélé and in his *individual qualities*. And his arguments are that Makélélé do not head or pass very well, and this is the reason why he would not be missed, and when individual are not value for the *individual*

abilities especially in a monochronic organization, the organization will have difficulties in retaining them. According to Grønborg and Rasmussen Perez do not value defensive players, as he thinks that, the reason they are defensive players is because of they are not good enough to be offensive players, and therefore do not sell tickets and shirts in the same amount as offensive players do (Grønborg & Rasmussen, 2004, s. 157-158). According to Grønborg and Rasmussen, Perez do not value defensive players, as he thinks that, the reason they are defensive players is because of they are not good enough to be offensive players (Grønborg, 2004, s. 157-158). This is probably because of Perez business background, where you have to be monochronic, and look for the *individuals* with the *abilities* that can help you achieve the *results*, which mean that Perez display *result orientation* and is monochronic in his cultural perception of time. Perez display monochronic cultural signs based on Makélélé's *individual abilities* which are visible to Perez. In Perez's case he wants to win and sell shirts (look: '#36 and 37 Quotation'). And, according to Grønborg and Rasmussen, Perez do not perceive defensive players being able to do neither of parts in the scale he wants.

#29 Quotation

'What was forgotten more immediately at the Bernabeu were title victories. After "water carrier" Makelele took his bucket and his Liga winner's medal to Chelsea, champagne was in short supply at the Bernabeu. It took four years, several coaches and Perez's resignation to bring success back to Madrid.' (Train, 2016)

But, unfortunately for Perez the history shows a different reality. According to AS (Spanish Newspaper) Since Makélélé left Real Madrid, the club have bought players for more than £180mil, and only with little success (Guerrero, 2016; Spencer, 2016; Train, 2016). What Perez did not understand or cared about was that one of the reasons for the offensive players such as Zidane, Figo, Ronaldo etc. could shine, was because of the dirty work Makélélé conducted, his massive defensive work allowed the offensive players to only think and care about creating chances, the glittering side of the game (Train, 2016). The glittering side is mostly the visible *individual abilities* of the team, which again display Perez's monochronic mindset. It seems that Perez did not understand or just ignored the different roles in an organization. While polychronic organizations already have formed these roles, and 'just' put the individuals in the *boxed role*, the monochronic are forced to create the role based on *individual qualities and achievements*, and these can often be

invisible for the individuals who do not interact on a daily basis with the department or team. For an individual to understand a department or team he or she needs to have some kind of *relation* to the team. These *relations* can often be more difficult to create and maintain in monochronic organizations, as there are clear and often rigid barriers between different spheres in monochronic cultures, where there are created rooms, where some individuals are included and some are excluded. In this case Perez is outside the team, but, he is still the one do decide which player he want to keep and which one he wants to sell, even though he do not have any *relation* or *limited relation* to the squad and its mechanisms. This can both have influence on the recruitment part, where the club do not know what the team needs, in the integration part. His lack of *relation* to the team and his over focusing on the *individual qualities and achievements* of a player made him sell maybe the most important player of one the most successful Real Madrid team ever to enter a football field (look: #31, 31 and 33 Quotation). The Galactico era ended with the sale of Makélélé, which was followed by resignation of del Bosque and later in summer Fernando Hierro the captain of the The Galacticos was also sold (Transfermarkt, Hierro, 2016). Which means that Perez's action also had a retention part, where the club were not able to keep of their greatest managers and legend del Bosque (Madrid, Vicente Del Bosque González, 2016), and a legendary player and captain of The Galacticos Hierro (Madrid, History - Fernando Ruiz Hierro, 2016).

#30 Quotation

'Why put another layer of gold paint on the Bentley when you are losing the entire engine?' – Zinédine Zidane (Malik, 2008)

#31 Quotation

'the most important and yet least appreciated midfielder at Real' – Steve McManaman (Malik, 2008)

#32 Quotation

'he's been the best player in the team for years but people just don't notice him' – Fernando Hierro (Malik, 2008)

These quotations are from Makélélé's teammates in Real Madrid at that time indicate, that they understood the *individual quality* of Makélélé and his role in the team, which are apparently the

most important in the team. A reason for their understanding of Makélélé's role could be that these players belonged to the same 'room' as Makélélé did, which is the team, a monochronic sign. They know in first-hand what are the ups and downs, which is because of there are no or little barriers between the players, as they are included in the same 'room' and therefore have the *relation* to Makélélé, which Perez did not have. The reason for Perez not having or wanted to have a more polychronic approach to the team is maybe buried in Perez's work background. Before Perez became President of Real Madrid he was a successful entrepreneur and businessman (Grønborg, 2004, s. 156-157). Not only Perez failed to retain Makélélé a valuable, maybe the most valuable member of the team, but he and also failed to recruit and integrate the right players, these challenges could have been created by the lack *relation* he had with the squad, which are probably created by the barriers created by monochronic cultures to control the time and everything within it.

#33 Quotation

'The crux of the problem is that Pérez has always had a very difficult relationship with players who he feels garner too much power within the club. As the CEO of construction company ACS, Florentino is used to being an all powerful ruler. Since taking over as president of Real Madrid, a club that technically belongs to its socios (members) who supposedly elect him democratically, he's taken deliberate steps to consolidate his iron-like grip on power. He's reformed the club's bylaws to make it almost impossible for anyone to run against him in elections. Indeed he's run unopposed in 2009 and 2013.' – Nando Vila (Vila, 2015)

Controlling everything in an organization relate to the monochronic understanding of time being controllable, and that is done by *limiting the time¸* and that is achieved through scheduling and planning everything in the organization. With the use of scheduling and planning, an organization can control the behaviors of the employees so the organization can steer the path to a certain *result*. But, this control also creates barriers between different departments in the organization, which means the department do not have any *relation* to other departments, and this further means that the communication is blocked or less fluid between the departments and the individuals. Paradoxically, this means that the organization do not have the knowledge about, what is happening in the departments, what they need, how they work etc. The lack of information can be crucial for organization in recruitment, integration and retention of employees.

#34 Quotation

'Now, Ronaldo is annoyed that the club is reportedly looking to switch his position on the field in order to accommodate Gareth Bale. Reports have indicated that Bale's agent, Jonathan Barnett, has formally requested that Bale be moved to play behind a striker, preferably toward the left; in other words, Ronaldo's position for the past six seasons. The club is reportedly keen on the move, as Florentino's no. 1 obsession is for Bale to succeed at Madrid at all costs. Ronaldo then instructed his agent, the mighty Jorge Mendes, to tell the club LOL why would Cristiano, who scored 59 goals last year, switch positions to accommodate a guy who scored 17?' (Vila, 2015)

Another example of how the monochronic Perez wants to control everything. But, it also displays one of the difficulties he faces because of the monochronic culture. Ronaldo's status as the most important player, and one two best players in the world, and still preforming, makes Ronaldo and his critique of Perez almost untouchable, as monochronic organizations value and appreciate individuals for their *individual qualities and achievements*. As long the individual possess the *individual qualities and achievements* the organization will use them, but, when their quality starts to decrease, the individual will be replaced by a new individual despite the long history the individual and the organization might share, the *relation* is more less indifferent in monochronic perception of time, having the *individual qualities* to gain the *result* is what this kind of organizations search for. The reason for the quickly replacement and difficulties in retaining, is because for the *result orientation* of the organization, they cannot risk too much, as they perceive *time* as *limited* resource. This also means that the organization could often attract monochronic individuals, which also wants *results*, this means that these organizations constantly need to performed and achieve the *result,* if they want to attract the individuals they need, for example, according to Bank and Frandén ('#10 Quotation) Zlatan was a much better fit to Real Madrid as they are used to handle with these big stars.

#35 Quotation

'Poor old Paco Pavón, an honest but not exceptional central defender, had the misfortune that his name was seconded to Perez's scheme. The Pavones were never given the time or encouragement to flourish.' – Graham Hunter (Newman, 2015)

Beside not renewing the contract with the leader and creator (del Bosque), and selling the captain (Hierro) and the engine (Makélélé) of the Galacticos ship, Real Madrid also faced another barrier in their monochronic culture in their organization. Part of the disappointing success in replacing Makélélé is because of the lack of trust and patience young and new players often needs to have, to integrate well to the system (Berrone, 2011). This lack of trust and patience comes from this extremely focus on winning big trophies and titles every year, a *limited time and result orientated*.

#36 Quotation

'According to one heavyweight member of Real Madrid president Florentino Pérez's entourage, Barcelona's goofily grinning Brazilian Ronaldinho is "too ugly" to be a galáctico. Never mind that he is outrageously talented, wonderful to watch, and Spain's most impressive performer this year. Or that Roberto Carlos insists he is "the No1, as good as Ronaldo and Rivaldo at just 24." Or that Iván Helguera, one of the few honest footballers left, says: "Ronaldinho is more than good enough to play for Madrid.' (Lowe, Ronaldinho shoves jibes back in Real's faces, 2004)

Perez introduced the famous 'Zidanes y Pavónes' mantra as Real Madrid new strategy, where the team has to have 'Zidanes' equal to world class players and 'Pavónes' equal to homegrown players (Grønborg, Arvefjender - klassiske fodboldopgør i Europa, 2004, s. 156). This strategy might be because of the polychronic culture there is in Real Madrid's catchment area, where the board wanted to create a relation to the individuals in the catchment area through use of homegrown players, equal to what FC Barcelona have done for the most of the time since Cruyff (look: 'Chapter III' → 'Theory' → 'Cultural time perception in FC Barcelona and Real Madrid'). Although, it seems to be a polychronic approach where they want to *relate* to their catchment area, but, the mantra is pure marketing and branding, and extremely monochronic approach where the main goal is to sell shirts, and creating a branding value of the club and its players (Grønborg, 2004, s. 157). The first evident was when Real Madrid bought David Beckham instead of Ronaldinho, or a good defender (Grønborg & Rasmussen, 2004, s. 157; Lowe, Madrid too ugly for Ronaldinho, 2004; Lowe, Ronaldinho shoves jibes back in Real's faces, 2004). This strategy gives problem in recruitment, as it is not what the squad needs, but what can sell shirts, and furthermore in integration and retention, as these players often is not sought by the managers, which you will see in the next quotation.

#37 Quotation

'How ugly is Ronaldinho?! There was no point buying him, it wasn't worth it. He's so ugly that he'd sink you as a brand. Between Ronaldinho and Beckham, I'd go for Beckham a hundred times. Just look how handsome Beckham is, the class he has, the image. The whole of Asia has fallen in love with us because of Beckham. Ronaldinho is too ugly.' – Diego Torres – Madrid based reporter on Football and politics (Lowe, Ronaldinho shoves jibes back in Real's faces, 2004)

This quotation above display, that Real Madrid have little interest in, what the team need, but, instead what marketing *result* a single player can accumulate to Real Madrid. The purchase of Beckham was highly *result orientated*, in terms of selling shirt (Grønborg & Rasmussen, Arvefjender - klassiske fodboldopgør i Europa, 2004, s. 157). According to Grønborg and Rasmussen, 'the Beckham move' orchestrated by Perez was to decrease the debt in Real Madrid. Whether they did it or not, the action to reject one of the best players at that time, and instead a one of the most branded sports stars in history could display that Real Madrid's main focus with the purchase of Beckham was marketing and branding biased, and therefore a highly monochronic approach, where the action was *result orientated,* and *individual quality and achievement*. Even though Beckham was a good football player, he only won one major trophy with Real Madrid the La liga title in his last season, and no personal honours in his time at Real Madrid. While Ronaldinho moved to Barcelona won two La liga titles in season 2004/05 and 2005/06 and one Champions League title in season 2005/06 (Barcelona, History - Ronaldinho, 2016), and won FIFA Ballon d'Or award (Best player in the world) twice in season 2004/05 and 2005/06 (FIFA, History, 2016).

The second time Real Madrid displayed similar behavior was in 2014, where they in July 2014 bought the Columbian player James David Rodríguez Rubio for no less than £64mil (Transfermarkt, James Rodriguez, 2016), to compare with the current manager and a Real Madrid legend as a player Zidane transferred from Juventus to Real Madrid for £63mil in 2001 (Transfermarkt, Zinédine Zidane, 2016). James became Real Madrid's third most expensive transfer in the history of Real Madrid only bypassed by Cristiano Ronaldo - £80mil and Gareth Bale - £86mil, and the fifth most expensive transfer in the world history of football only bypassed the two abovementioned and Suarez - £69mil and Neymar - £75mil both from the rival FC Barcelona (Transfermarkt, Transfer Records, 2016). These numbers should indicate, that this was a player who

will be a vital part of Real Madrid, but, the statistics display unfortunately a different reality. Even though he had a good first season, where he played 46 matches – 3524 minutes played , scoring 17 goals, and making 18 assists, and was the ninth most used player in the squad. But, the club did not win anything, which meant manager Ancelotti was fired and replaced by first Rafael Benitez and later was preplaced by Zinédine Zidane, as the board lost their patience with Benitez after just six months. Neither Benitez and Zidane could see the high value in James on the field, as just appeared 32 matches – 1858 minutes played, scoring 8 goals, and making 10 assists, and was the 15th most used player in the squad. After James presented as Real Madrid player a rumour started that Real Madrid shirts with James' number and name on had sold for more than £20mil within the first 48 hours (Rice, 2014). A few months later Addidas – the shirt sponsor of Real Madrid shirt, went out and claimed that these numbers were maybe exaggerated. Even though if it was not true, the shirt sales rumour, the rumour indicate some truth to what Grønborg and Rasmussen were claiming, that the big stars bought by Real Madrid is not only bought for their *individual abilities* on the football field, but, also their *individual abilities* in marketing and branding for Real Madrid, which indicate monochronic culture. Furthermore, the purchase of James also show that it had an integration challenge, as that only the first manage Ancelotti could see him as a vital member of the squad. The firing of Ancelotti and Benitez also display how this focus on *result* can be a problem for retention of managers.

#38 Quotation

'I have strong opinions but I can't always say what I think… Otherwise it would be on the front page tomorrow and I don't want that… But if it was up to me, I wouldn't have done so. But if the President thinks the best thing for the team is to sign players and let others leave, we must respect and support the decision… With new players the style will change and it may change for better or worse, he continued… I hope it's for the better since the players are of a very good standard. The normal thing is that they'll adapt well.' – Ronaldo interview to Marca after Dí Maria was sold to Manchester United (Jefferson, 2014)

#39 Quotation

'The sale of Ozil is very bad news for me… He was the player who best knew my moves in front of goal... I'm angry about Özil leaving.' – Ronaldo's teammate about how Ronaldo had reacted to the departure of Mesut Özil (Menezes, 2013)

#40 Quotation

'It's obvious that he is a special teammate and friend. I've always had a real 'feeling' with him, and it's a shame. He's a great footballer, unique… Ozil would be the very last player who I would sell from Real Madrid, if it was up to me. I don't understand this.' – Sergio Ramos according to Jack de Menezes (Menezes, 2013)

The dark sides of this kind of behavior – buying expensive players such as James for marketing and branding reasons, for the club is that, they cannot always afford the player economically, and therefore they have to sell one or more players. And, secondly there are only a limited space in the squad, one player must have to go to make room for a new player. And, thirdly, it disturbs the culture in the squad, and can have a negative influence on the other players. The quotations above indicate that both sales of first Özil in 2013 (Transfermarkt, Mesut Özil, 2016), and then Di Maria in 2014 (Transfermarkt, Angel Di Maria, 2016), had a negative influence on some of the 'strongest' members in the squad, and that Özil and Di Maria were highly valued players in the squad. This action from the club shows that the board do lack some *relation* in how the squad function. This can be because the barriers in a monochronic organization are clear and rigid. Furthermore, this type of behavior also indicates that monochronic organization and individuals often have short-term relationship. Both were replaced by Bale and James, were Bale was the rising new star from Premier League were he ended up on a third place in the top scorer list (Bold.dk, 2016), and James was one the most electrifying stars at FIFA World Cup 2014 Brazil where he won the Puskás Award – Most goals in the tournament (FIFA, History, 2016). Even though, Real Madrid already had two of the best attacking midfielders in Özil and Di Maria, the club still wanted the best. This is a typical monochronic sign, where there is a perception, that having the best individuals in the field, is the best way to reach the *result*. The *relation* in the squad was either ignored or not taken to consideration when employing a new member to the organization. This behavior is created by the rigid barriers monochronic cultures creates and block the communication between the departments, and therefore the board of the club do not have any clues of, what is happing in the squad cause of

their lack of *relation* to the squad and the players. This recruitment policy created dissonance among the other members in the squad, which lead to difficulties for the new players to integrate, or to retain the new or the old members of the squad.

#41 Quotation

'To coach Madrid is a source of great pride,' he told El Mundo. 'But what happens is that when one coaches Madrid, one must understand that they are not just about sport, they are also very political. And to the extent that folks, who, in my opinion, have no football knowledge, are allowed to interfere in decisions.' – Manuel Pellegrini – Former Manager at Real Madrid (Smith J. , 2016)

In some way this displays polychronic signs, that everybody wants to be involved, the problem is, that the lack of knowledge, which indicate low-context individuals, which is monochronic. According to Pellegrini these individual who interfere with the squad do not have the knowledge, and yet they still want to have their influence. This lack of knowledge is probably created by the little *relation* club individuals outside the squad have with the players, which is created by the rigid barriers monochronic cultures build up to control. But, the paradox is that to understand what is going on in the squad or an another department you need to have some kind of *relation* to the department and its members. This is the paradox of monochronic cultures, it creates lot of barriers to control the organization, but, to control and understand the departments you need to have information, this information is often blocked by the very own barriers, which was created to control the organization.

Discussion

The data I have used in this section of the analysis is from Zlatan Ibrahimović's autobiography 'I am Zlatan Ibrahimović'. Zlatan clearly had an unfortunate time in FC Barcelona, and therefore it is presumed, that he will be colored by his experiences in FC Barcelona. But, how he experienced FC Barcelona and their culture does comply with what Xavi said after he moved away from Barcelona, that football players are not valued for their individual abilities, as they are in England, a monochronic country according to Hall. Furthermore, other journalists and experts such as Niva, Brand and Frandén had also expressed that there was something that did not fit between Zlatan and FC Barcelona. Furthermore, the data I used in Fabregas case also displayed similar problems, such as both player never understood what their role was, this could be because of the type of

communication polychronic organizations like FC Barcelona use. The data used in Fabregas' case is from quotations journalists have written down, but, as mentioned above, the quotation comply with what Zlatan had experienced. Furthermore, I have used data from two bloggers Morris and Whitehouse, where I have cross-checked their postulations with other medias and journalists. It is important to mentioned that even though these authors credibility can be questioned, but, with my use of constructivism and interpretivism, where I investigate the players historical and cultural background, and their life experience be able to understand these players' social reality. The same is for quotations in the analysis of Real Madrid. Perez's background and the players' experiences is included. And at last the data extracted from medias should always be handle with critical view, and that is also why I have multiple quotations of the same subject. I am also aware of that medias copy the stories, and that wrong or false history could be copied by multiple medias. Furthermore, I have created list of all the sources I have used in the analysis, with name, profession, nationality and quotation in the analysis, this is conducted to for the sake of transparency.

Chapter V

Conclusion

'What challenge is created by organizations' polychronic and monochronic culture in recruitment, integration and retention of employees?' Was my problem orientated research question. To find out I partitioned the research question in two parts; 'What challenges is created by the polychronic culture of an organization in recruitment, integration and retention of employees?' and 'What challenges is created by the monochronic culture of an organization in recruitment, integration and retention of employees?' in my analysis, therefore to make it transparent I will also divide my conclusion in two parts; 'What challenges is created by the polychronic culture of an organization in recruitment, integration and retention of employees?' and 'What challenges is created by the monochronic culture of an organization in recruitment, integration and retention of employees?'

What challenges is created by the polychronic culture of an organization in recruitment, integration and retention of employees?

FC Barcelona's strong polychronic culture created problems in their recruitment of Fabregas, and maybe with Zlatan. But, with Fabregas FC Barcelona displayed a maybe over emphasis in their

relation to Fabregas, that forgot or ignore the fact is that Fabregas probably had changed to a more monochronic player than FC Barcelona's system on the field could handle, did not fit into their predetermined *boxed roles*, which polychronic cultures often creates. It is possible with both players that FC Barcelona had their focus on the players' early stages of their football careers, where Fabregas was from La Masia and Zlatan in Ajax, where he had played more than 100 matches. And, forgot or ignored that these players had changed to different individuals, where Fabregas played more than 300 matches for Arsenal after he left La Masia, and where Zlatan had played more than 200 match for Juventus and Inter Milan after he left Ajax. Second challenge FC Barcelona displayed is their *subtle communication* with both players, although it seems like that Zlatan had most problem with understanding the club and the manager's actions and behaviors of and off the field, while Fabregas had most challenges on the field. This is maybe the greatest obstacle for a polychronic organization like FC Barcelona, is, that they will have difficulties if the individuals they hire are monochronic and cannot code their *subtle communication*, as these individuals are used to *direct communication* with detailed information. The last is that FC Barcelona's close *relation* with Fabregas blinded the organization to understand and recognize that this is not functioning well enough, instead they kept him and tried to adapt their organization, with change of system and role, which in the end only did things more critical. These change could have been the reason why of their best managers in their entire history and a promising talent left the club. In many ways these findings verifies Hall's theory and him comment *'Like oil and water, the two systems do not mix'*. Zlatan and Fabregas displayed monochronic signs, and challenges in fitting in, although these findings also show that individuals national background is not necessary the focus must be, when stereotyping them under monochronic or polychronic individuals. Instead organizations should pay attention to individuals' background in the organizations they worked in, the organizations' culture and the individuals' role in the organization.

What challenges is created by the monochronic culture of an organization in recruitment, integration and retention of employees?

The monochronic culture of Real Madrid make them to also try to recruitment the best and the most famous players in the world, the problem is that the members who decide these purchases do little or no clue of what the team needs, which means that they too often end up buying players who have difficulties in integrating into the squad, for example Real Madrid spent £180mil in replacing

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Makélélé, with only little success. This lack of information is probably because of the barriers monochronic organizations create to control time and everything, these barriers unfortunately also block or complicate the information to flow to the decision makers in the organization. This constant buying the best and the most famous also create a short-term relationship with the players, where players will be replaced by another, which is more popular at the most, but the lack of *relation* to the squad create dissonance among the other players, and by that disrupt the 'harmony' in the squad, for example the departure of Özil and Di Maria. The same behavior also create discourse where the young talents will be overlooked and ignored. This constant craving for success on the football and marketing field had made Real Madrid into a club, where it is difficult to break through as a young talent. Young talents' *individual abilities and achievements* are limited, and takes time to develop, unfortunately monochronic organizations' emphasis on achieving a *result* within a certain time interval, which is created by their perception of time is *limited.* This constant change in the Real Madrid squad could also be the reason why Real Madrid do not have a football philosophy as FC Barcelona has, but on the end Real Madrid still win trophies and sell shirt, which is what their culture is about, where the *result* triumphs the *relation,* while for FC Barcelona the *result* is only a bonus, the aim is to create *relation.*

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