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# Depiction Of Preference For Internationalization Of Finance Minds.

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**ABSTRACT**

The evidence for both the local and international investors actions are believed to be linked to their preference for matters of international concern and the particular focus group of investors in question. These potential investors can be very diverse. This research study aims at depicting the responses of seventy-Two finance professionals who have worked for different international and local companies in Ghana. It is a quantitative analysis which was done by the use of questionnaire to assess professionals mind on important areas of international finance specifically on exchange rate changes and its effect on multinational restructuring. The population for the study was the finance professionals working in the study area of Santasi where the study was conducted in Kumasi, and a simple random sampling method was adopted .A sample size of seventy-two Finance professionals were selected and asked to respond to the questionnaire independently. The responses received were analyzed through descriptive statistics in the form of percentages, mean score , standard deviation statistical pie charts and line diagrams. The results of the study indicate that greater number of the Finance professionals have high preference for international subjects on exchange rate and multinational restructuring. The study concluded that foreign financial factors are impinging on the performance of local firms. Based on the results, the study recommends that future researchers can organize training courses on exchange rate for local managers on what actions to take in case of unexpected changes in exchange rate to restructure their subsidiaries.

Index items: Restructuring, Multinational, professional, depiction, international.

## 1. 0 INTRODUCTION

Knowledge of international finance on exchange rate and multinational restructuring is vital to the well-being of the Ghanaian economy. Any professional who aspires to progress on international issues must have a thorough understanding of the principles involved in international finance. Lending managers in domestic branches often deal with propositions which involve some aspects of international business. Those managers who have a sound grasp of that aspect from international finance are able to deal confidently with such lending propositions, and are able to cross sell relevant international services. International finance refers to the activities of providing financial services to clients (both institutional and individual) located in many different countries. This encompasses a wide range of activities, including transactions with foreigners and domestic residents relating to deposits and lending in domestic and foreign currencies, facilitating foreign currency transactions and foreign exchange risk hedging, participating in international loan syndications, and facilitating international trade finance for clients. This research deals with the changes in exchange rate and their effect on multinational companies in the aspect of restructuring. Johansson (2007) stated that fluctuating exchange rates will routinely create problems with revenues and prices in a foreign market and can powerfully affect the performance of local subsidiaries. Johansson statement has been affecting many international companies in Ghana because fluctuating exchange rate has been the problem of many countries. A particularly potent threat is the chance of government devaluation. It is on this basis that this research is being done to assess the mind of the finance professionals in the Santasi area of Kumasi, Ghana.

### 1.1 Research Background

Fischer (2001) mentioned that each of the major international crises since 1994—Mexico in 1994; Thailand, Indonesia, and Korea in 1997; and Russia and Brazil in 1998 has in some way involved soft-pegged exchange rate regimes .These exchange rates will routinely create problems with revenues and prices in a foreign market and can powerfully affect the performance of local subsidiaries. Companies normally exchange one currency for another through a commercial bank over telecommunications network or through spot market. When the foreign exchange rate opens in the developed countries such as United States each morning, the opening exchange rate quotations are based on the prevailing rates quoted by banks in London and other locations where the foreign exchange markets have opened earlier. News occurring in the morning before the US market opens could have changed supply and demand of British pound reducing the price for the pound. This implies that the problem of exchange rate is not dictated by only internal factors but external factors from the international market because of this, multinational companies operating in different nations of the world can hardly manage to make expected gains. Many international companies have incurred losses due to the episode of globalization. Globalization is not an immutable economic force but it brings about financial integration for companies operating internationally. Therefore, managers are always under pressure to find out what is happening in the international financial markets. Their preference very often moves to the events of international markets in order to maintain consistent performance.

### 1.2 Statement of the problem

In addition to the problem of exchange rate affecting multinational companies as stated by Johansson (2007) and Fischer(2001) ,it is also observed that International financial markets has influenced not only the business around the world but countries as well. Government of various countries uses their influence to reduce exchange rate fluctuations and advocate fixed rate exchange system with the motive of stability. Today, the exchange rate is not fixed because in some developed countries one day transaction is larger than some countries so government cannot influence as years before. Government of the affected poor countries also do not want to face the consequences of protecting the value of currency with increasing interest rate and unemployment and therefore adopt various financial strategies to protect their currency .Jorion(1990) posit that exchange rates is a major source of uncertainty for multinationals being typically four times as volatile as interest rates and ten times as volatile as inflation. Steiner and steiner (2009) also stressed that multinational corporations are critical source of capital for less developed economies. When a giant multinational corporation invests heavily in poor country, the effects can ripple through its economy and create jobs, taxes, and new prosperity. However, the problem remains where multinational companies have to restructure or move away from developed countries due to problems of exchange rate fluctuations that lead to huge losses being posted in the financial statements of the subsidiary. Some of the developed countries have their currencies very depreciated to about four or five times compare to a dollar, pounds or euros. Companies operating in such developed countries such as Ghana are always seen as

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underperforming in terms of profitability. Due to this facts many financial managers tends to prefer international financial issues that brings common but universal solutions to their problems at both the parent and the subsidiary level.

**1.3 Purpose of the study**

The purpose of this research is to measure the extent of Finance managers' choice of preference for international financial matters from different individuals in Ghana. Most people believe that local factors are putting pressure on the international markets while many believe otherwise. Experience finance professionals portray a large array of foreign preference and believe that foreign factors have greater impact on local performance therefore affecting local performances in the organization. The purpose of this research is to measure the extent of the respondents' level of preference on the key issues of international finance on exchange rate changes on multinational restructuring. Multinational corporations suffer frequently from exchange rate fluctuations which affect their operations such as , loss of employee confident and loyalty to the companies leading to high turnover . Zdaniuk and Levine (2001) found out that at the local level ,loyalty was manifested by staying in the group and dishonesty was manifested by leaving. Capelli(2000) and others have argued that professionals tend to have more loyalty to their immediate workgroup in local matters even than to their employing organization in the international arena.

**1.4 Research objectives**

The objectives of this research are to assess the following:
i). Asses the level of manager's preference for international finance in exchange rate and multinational restructuring.
ii) Identify the local factors that contribute to increase trend of preference for international finance.
iii). Compare the level of opinions on the level of preference on both the local and international financial markets on exchange rate.

**1.5 Research Questions**

The research questions for the study are as follows:
i.) What are the main factors that influences the financial managers' preference for financial matters.
ii). What are the underlying local factors that cause financial managers to prefer international financial matters.
iii).What are the reasons why these local factors opposed international firms and why are they impinging on local performance.
iv). How well can these factors provide a reasonable basis for comparison for future research**?**

**1.6 The significance of the study**

The significant of this study is to bridge gap on academic research on international finance for professionals while encouraging its citation in academic literature at both local and international level. Many problems faced by multinational corporations are as a result of failure of many of the managers' preference for international issues as opposed to local matters which contribute to low profit margin. This research assesses candid opinion on professionals' mind on why firms suffer from exchange rate fluctuations and to assess the level of preference on international issues among finance professionals in the Santasi area of Kumasi.

**1.7 The scope and Limitation of the study**

The research focuses more on the issues of international arena for multinational corporations which are operating in different countries experiencing exchange rate fluctuations and restructuring problems. This research is not related to any specific company in any particular country and this might be limitation to this research. Although the scope is limited to Ghana within the selected sample in the Santasi area, however, the findings can be applied to many companies in different countries around the world which are operating with different subsidiaries and experiencing financial restructuring as a result of exchange rate fluctuations.

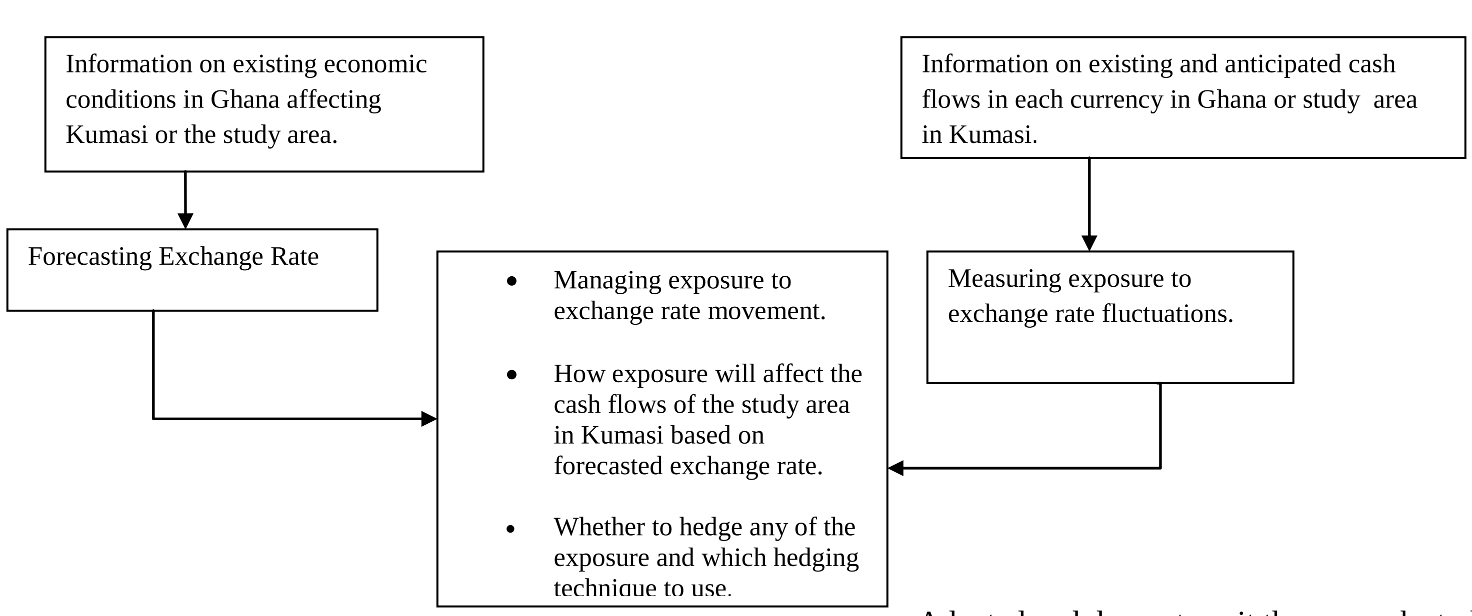
**2.0 Literature Review**

**2.1 Introduction**

The literature review for the study covers the introduction to the conceptual framework on the exchange rate risk and definitions of key terms related to exchange rates. Many authors have different perceptions about international finance and preference for changes happening on the international exchange markets. Some of the key terms used in the study related to finance which have been defined. The related studies also give a background on the history of international finance as a process and its associated pros and cons and why Multinational corporations decide to locate in overseas countries.

**2.2 Framework of Exchange rate risk management**

Madura and Fox (2007), on international financial management stated that the summary of the exchange rate risk management can be depicted pictorially.




Adapted and drawn to suit the research study

Rajagopalan, Rasheed and Datta (1993) noted that the absence of such integrative models has resulted in process research remaining fragmented, characterized by limited theory building and empirical testing. Managing exchange rate risk in multinational companies is a very heavy task to international financial experts. Information on economic conditions of various countries is collected with their respective exchange rates on one hand so that firms can compete among each other. Chen(1996) provides a framework for considering how diversified firms might attack and defend against each other. On the other hand, anticipated cash flow are measured with its exchange rate exposures to assess how the exposure can affect forecasting exchange rate to suggest which hedging technique strategy to be used to manage risk because Teresa(1991) said, the use of risky debt, in turn, may lead to underinvestment which create conditions for continuing poor performance. The framework above depicts that while information on existing economic conditions can be used to forecast exchange rate of various countries, information on existing and expected cash flow can be used to measure the exposure to exchange rate fluctuations so that multinational firms can reduce the level of exposure to these risks in different countries.

**2.3 Definition of Terms**

The key terms in the research article are :

Exchange Rate – Rate at which one currency may be converted into another. The exchange rate is used when simply converting one currency to another such as for the purposes of travel to another country or for engaging in speculation or trading in foreign exchange market.

Exchange rate fluctuations: Exchange Rate fluctuation is simply the rise and fall in the value of one currency against another. Exchange rates fluctuate every second, and these movements are generally caused by things such as Economic Data, Political Data, Natural Disasters and acts of war etc.

International Finance-This deals with studying global capital markets and involves monitoring movements in foreign exchange rates, global investments flows and cross border practices.

Multinational Restructuring –This may involve debt consolidation, changes to the size of the organization or the scale of operations in order to prevent bankruptcy.

**2.4 Measurement of variables**

Foreign currency markets measure the level of changes in the exchange rate fluctuations. In the Developed countries, Currencies are traded on the currency exchanged markets. Currencies such US dollar, Japanese Yen, pound sterling's and Euro etc. are traded on international currency market and an appreciation or the depreciation of their values after a day's transaction can be measured. However, currencies from most of the developing countries are not internationally convertible and are not traded on international market. Ghana Cedi, Nigerian Naira and many of the currencies in Africa are not traded in the international currency markets. The measurement of changes can often times be measured by using pegged exchanged rate system where a unit of the currency is pegged against a multiple of a unit of international currency traded on the international markets to assess whether local currency is appreciating or depreciating. In the context of this research, no specific currency measurement was assumed in the questionnaire, however, the finance professionals in the study area of Santasi were requested to provide their candid opinion on the questionnaire on exchange rate and their effect on multinational firms in order to achieve the research objectives. These responses received were analyzed through descriptive statistics in the form of percentages, mean score , standard deviation , statistical pie charts and line diagrams to provide solutions to the research objectives.

**2.5 Related studies on tracing the History of international finance**

Actually, key changes in banking occurred since the 1800s. Some authors call the rise from 1860 to 1914 "the First Age of Globalization," in which increasing connectivity between nations brought about "large-scale capital investments (such as in railways), a deepening of global finance, and expanded prosperity." The start of the First World War brought all to a halt. World War I marks the onset of the second period—what economists call "The Great Reversal of 1914 through 1939." This period is characterized by financial collapse and the Great Depression. They forcefully argue that this episode shows that globalization is not an immutable economic force, and a backlash against it can be disastrous. Indeed, financial integration again collapsed with World War II and recovered slowly thereafter. Recognizing the importance of avoiding the mistakes of the interwar period, the Allies met in Bretton Woods, New Hampshire, in 1944 to create institutions to oversee the repair of the international financial system and to ensure trade and recovery among nations. This effort gave rise to the International Monetary Fund and the World Bank, and in 1947 to the General Agreement on Tariffs and Trade (in Geneva), which evolved into the World Trade Organization. The policy focus of these organizations was institution-building, recovery, and the financing of at least temporary balance of payment difficulties that arose at the sovereign level. The last period "Second Age of Globalization "spans roughly 1960 through the end of the twentieth century. The era is characterized by intense financial integration. Therefore, financial integration has been a major policy in many financial managers of today's multinational corporations. Most of them have single financial policy that integrate all subsidiaries operations in different countries which allow decentralization to facilitate easy payment to contractors and outsourcing of jobs at the local level rather than waiting on long period of approval from a bureaucratic and a centralized system that does not achieve efficiency.

**2.6 International Finance encompasses International Banking**

International banking is the process in which financial institutions allow foreign clients-both companies and individuals to use their services. Perhaps the most talked about international banks are located in Switzerland. However, many other countries have fully developed international banking infrastructures. Many individuals and companies participate in international banking to minimize (or evade) their tax liability. International banking refers to the activities of providing financial services (banking) to clients (both institutional and individual) located in many different countries. This encompasses a wide range of activities, including transactions with foreigners and domestic residents relating to deposits and lending in domestic and foreign currencies, facilitating foreign currency transactions and foreign exchange risk hedging, participating in international loan syndications, and facilitating international trade finance for clients. One choice to make when it comes to international banking is whether one wants to open an offshore bank account or a local bank account, or both. Offshore banking can give one easy access to financial savings, but these accounts may be inaccessible for some expatriates, as such banks often require high initial deposit. In general, mostly wealthy individuals and companies use international banks. While there are many benefits to international banking-particularly taxation, the process can be quite expensive. Some advantages of international banking include tax evasion, foreign direct investment, protection from lawsuits, the fostering of international trade and protection against fluctuating domestic interest rates .International banking also makes sense for companies that operate internationally. Despite the benefits of international banking, several disadvantages exist. First, if the country where the banks are located becomes economically or politically unstable, it could cause dire financial risks, like nationalization of firm's assets. Second, while offshore banking certainly falls into a gray area of U.S. law, if one is determined to be illegally sheltering money, the Internal Revenue Service imposes stiff penalties for such abuse. Currency exchange rates can fluctuate, therefore potentially devaluing one's assets.

**3.0 Methodology**

3.1 Introduction

This research uses quantitative analysis which is analyzed through statistical means. The focus is the presentation of the responses in numerical data in terms of percentages and charts to analyze the behavior and the trends of the responses provided to the questionnaire by the finance professionals. The objective of the questionnaire was to assess the responses from the finance professionals who work at the various companies on their level of preference for international matters on exchange rate fluctuations as prevailing in Ghana and how these changes affect restructuring of the multinational firms located in Ghana.

3.2 Study type and design

A quantitative approach was used to gather the information needed through a questionnaire. Quantitative research may be defined as a formal, objective, systematic process to describe and test relationships and examine cause and effect interactions among variables. Bryman and Bell (2006) also define quantitative research as entailing the collection of numerical data and exhibiting the view of relationship between theory and research. So this specific form of research uses quantitative data for analysis because it involves description and measurement of the level of occurrences on the basis of numbers and calculations. Respondents were asked to select their preferences numerically and in percentages. The questionnaire was designed to allow room for responded who want to incorporate decimals between whole numbers as is usually common in most of the exchange rate fluctuations.

3.3 Study setting and area
Santasi is located in Kumasi in the Ashanti region. Not many businesses are located in the area but there are lot of own businesses located around the vincity.In addition, resident of the area are usually from other parts of the country who stay there for the purpose of improving their education while conducting their own businesses. The professionals of the individuals are varied ranging from entrepreneurship in the form of small and medium scale retail shops to whole sale and complex schools and universities. Most of the professionals come to classes after the working hours in the evenings while others usually attend classes on Saturdays.

3.4 population and Sampling technique:
population can be defined as all elements(individuals, objects and events) that meet particular criteria for inclusion in a study. The study population consists of all the professional finance employees working in financial institutions around Santasi area in Kumasi. Leedey and Ormrod (2004) stated that research is conducted to learn more about a particular category of objects, a sample of the research is therefore selected from that category to be studied and then a conclusion can then be drawn about the category as a whole. In view of this simple random sample was used to select seventy –Two working finance professionals who are working but studying in Santasi area of Kumasi with the intention of finding out something about the total population from which they were taken. Therefore, a sample can be defined as elements selected with the intention of finding out something about the total population .The sample includes finance managers, bankers ,financial experts and potential financiers. The sample size of Seventy-two respondents were all matured respondents having prominent positions in finance corporations in Kumasi area. These respondents were selected randomly and specifically to meet the research objectives. The evaluation of respondent positions reveal that eight of the respondents were at senior level finance positions while the other Sixty-four (64) respondents were occupying middle level positions at their respective businesses.

3.5 Sources of data
The data source for this research was gathered from the respondents in the field of finance. The questionnaire was issued to the respondents and the responses obtained from the respondents were the primary source of data which were used for the analysis.Questionnairre issued as a primary source of data seemed very appropriate for the research so that the research objectives could be achieved by these means.

3.6 Research Instrument
A questionnaire was chosen as data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the respondents. The questionnaire was in English .The respondents read and provided their answers for them. The questionnaire tested the respondents knowledge on exchange rate fluctuations and multinational restructuring that most of the international companies face. Both the Open ended and closed-ended questionnaire were included. Open-ended questions were included because they allow subjects to respond to questions in their own words and provide more details. Closed-ended questions were included because Polit and Hungler(1993) emphasized that closed ended questions are easier to administer and to analyze. They are also more efficient in the sense that a respondent is able to complete more closed-ended items than open-ended items in a given period of time.

3.7 Ethical Consideration
The conducting of research requires not only expertise and diligence but integrity and honesty. The respondents were assured that the rights of anonymity and confidentiality will be maintained. Information through the data collected will be used for the purpose of the research and not for disclosure of any individual identity when publishing this study. To achieve this, questionnaire had no names on them but was numbered to ensure the number of respondents. Ethical issues in research has become of major concern recently between researchers and respondents but this research ensures that demographic identities of the individual finance professionals are undisclosed bur rather represented by statistical variable.

4.0 Analysis
4.1 Introduction
The analysis was performed on the seventy-two finance specialists in two stages. The first sample consists of eight (8) finance professionals who were senior managers taking strategic financial decisions for their companies to respond to the questionnaire on international finance with respect to exchange rate changes and multinational restructuring .The Second stage comprises of the remaining sixty-four (64) finance employees who are middle level managers taking tactical financial decisions for their companies to provide their candid opinion on the questionnaire on exchange rate and restructuring . The results of the analysis for the Eight (8) professionals are depicted in figure 1 while figure 2 indicates responses of the remaining sixty –four managers with respect to their responses on the exchange rate scenarios .Responses on multinational restructuring were analyzed and indicated on figure 3 and figure 4.

4.2 methods of data analysis and presentation

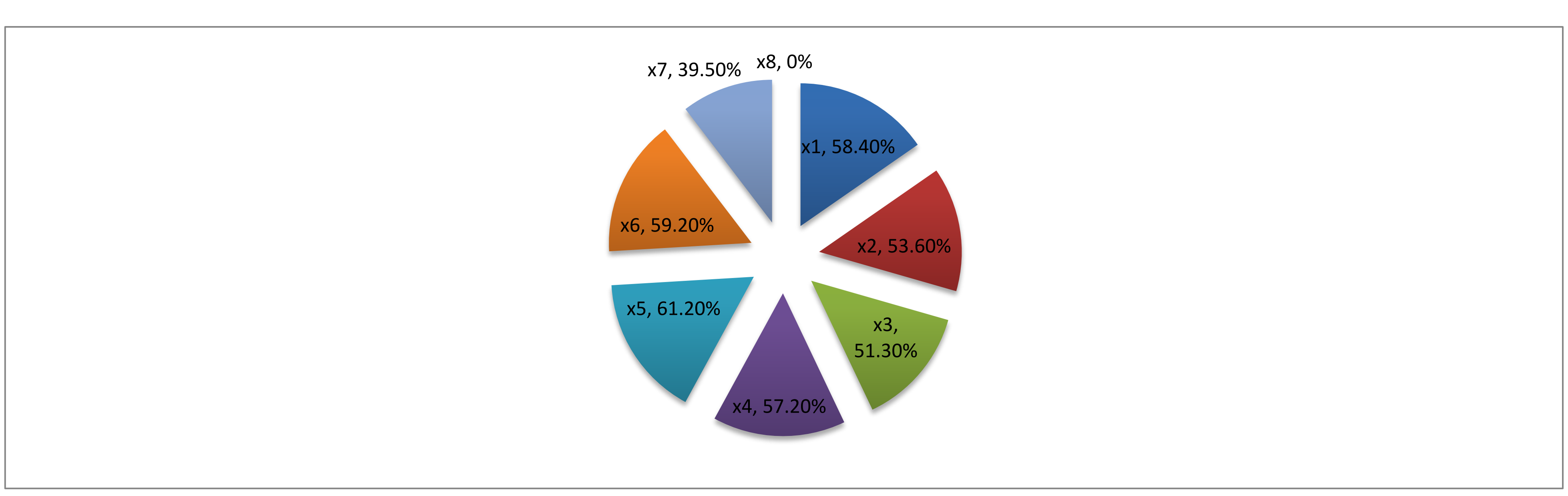



Figure 1 : The responses of first Eight( 8) Senior finance Managers on the questions of exchange rate fluctuations .

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For the purpose of animosity the managers are represented by variable X .

The mean rating of these finance professionals is computed as $= \dfrac{X1+X2+X3+X4+X5+X6+X7+X8}{\text{Number of respondents ( N)}}$

$$\bar{X} = \frac{58.4+53.6+51.3+57.2+61.2+59.2+39.5+0}{8}$$

$$\bar{X} = 47.55\%$$

| Respondents(X) | Responses on rating (1-100%) | X - 47.55 | Standard Deviation |
|---|---|---|---|
| X1 | 58.4 | 10.85 | 117.7225 |
| X2 | 53.6 | 6.05 | 36.6025 |
| X3 | 51.3 | 3.75 | 14.0625 |
| X4 | 57.2 | 9.65 | 93.1225 |
| X5 | 61.2 | 13.65 | 186.3225 |
| X6 | 59.2 | 11.65 | 135.7225 |
| X7 | 39.5 | -8.05 | 64.8025 |
| X8 | 0 | -47.55 | 2261.0025 |
| Total | | | 2909.36 |

$$\frac{2909.36}{8-1} = 415.57$$

The variance is 415.57 and the standard deviation is the square root of 415.57 = 20.39.

Since the standard deviation can be thought of measuring how far the data values lie from the mean, we take the mean and move one standard deviation in either direction. The mean is 47.55 and the standard deviation is 20.39.

47.55. – 20.39 = 27.16

and

47.55 + 20.39 = 67.94

What this means is that most of the senior finance professionals have preference for international matters on exchange rate ranging between 27.16% and 67.94%.

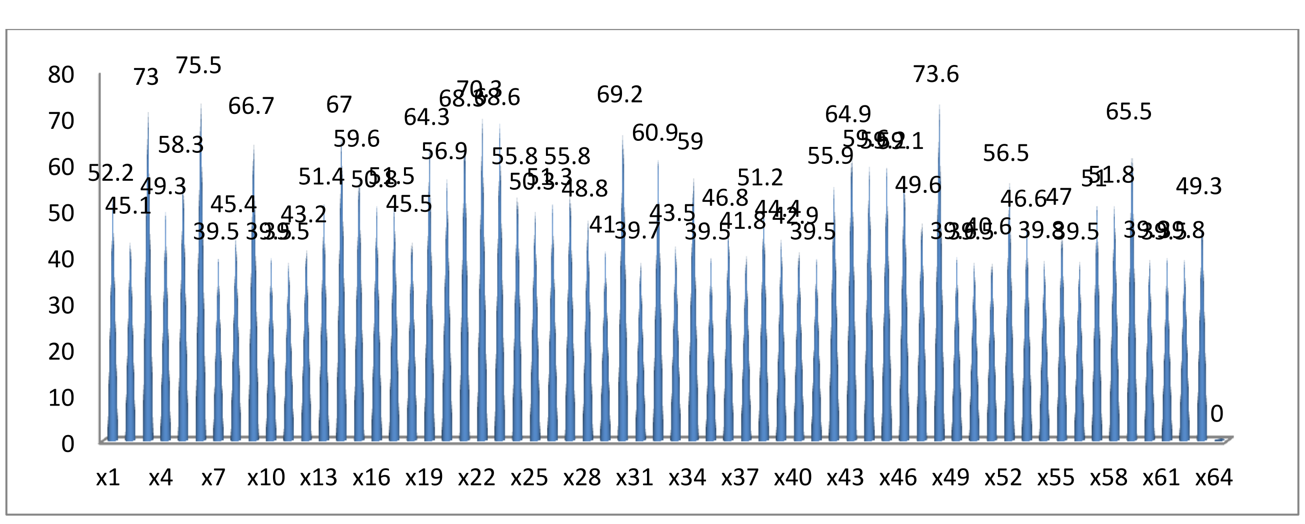


Figure 2: The responses of remaining Sixty-four (64) middle-level finance managers on the questions on exchange rate fluctuations are depicted as follows:

The ratings from the sixty four middle-level finance managers in various responses show significant improvement. The highest rating of preference was 75.5% with the lowest rating as 39.5%. The statistical range which is the difference between the lowest and highest values is 75.5 – 39.5 = 36%.

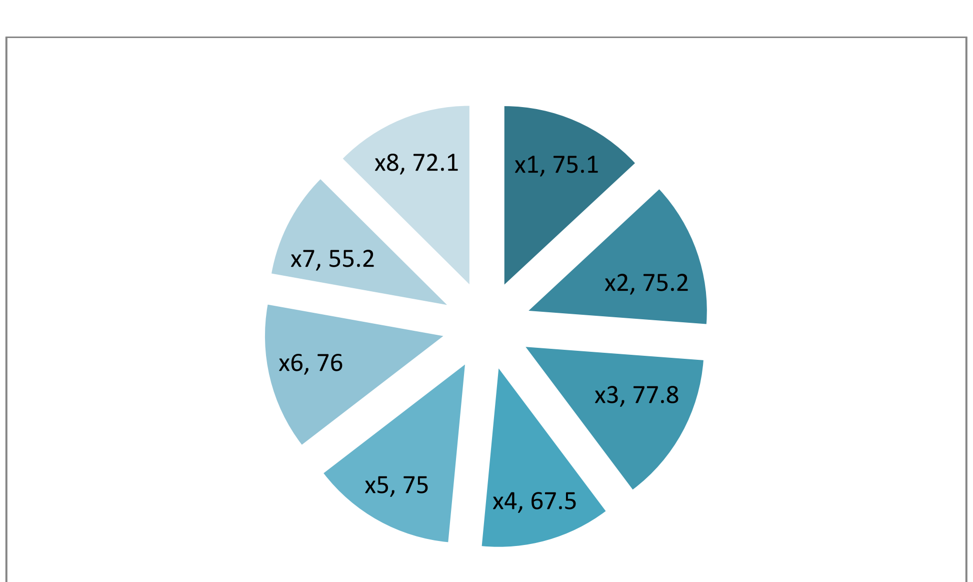

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Figure 3 : The responses of first Eight (8) Finance professionals on questions of effect of exchange rate fluctuations on multinational restructuring.

The mean rating of the finance professionals is computed as $= \frac{X1+X2+X3+X4+X5+X6+X7+X8}{\text{Number of respondents ( N)}}$

$\bar{X} = \frac{75.1+75.2+77.8+67.5+75+76+55.2+72.1}{8}$

$\bar{X} = 71.74\%$

| Respondents(X) | Responses on rating (1-100%) | X - 71.74 | Standard Deviation |
|---|---|---|---|
| X1 | 75.1 | 3.36 | 11.29 |
| X2 | 75.2 | 3.46 | 11.97 |
| X3 | 77.8 | 6.06 | 36.72 |
| X4 | 67.5 | -4.24 | 17.98 |
| X5 | 75 | 3.26 | 10.63 |
| X6 | 76 | 4.26 | 18.15 |
| X7 | 55.2 | -16.54 | 273.57 |
| X8 | 72.1 | 0.36 | 0.13 |
| Total | | | 380.44 |

Now

$$\frac{380.44}{8-1} = 54.35$$

Hence the variance is 54.35 and the standard deviation is the square root of 54.35 = 7.37.

Since the standard deviation can be thought of measuring how far the data values lie from the mean, we take the mean and move one standard deviation in either direction. The mean is 71.74 and the standard deviation is 7.37

71.74 – 7.37 = 64.37

and

71.74 + 7.37 = 79.11

What this means is that most of the senior finance managers preference for international matters on the effect of exchange rate on multinational restructuring can be rated to be between 64.37% and 79.11%.

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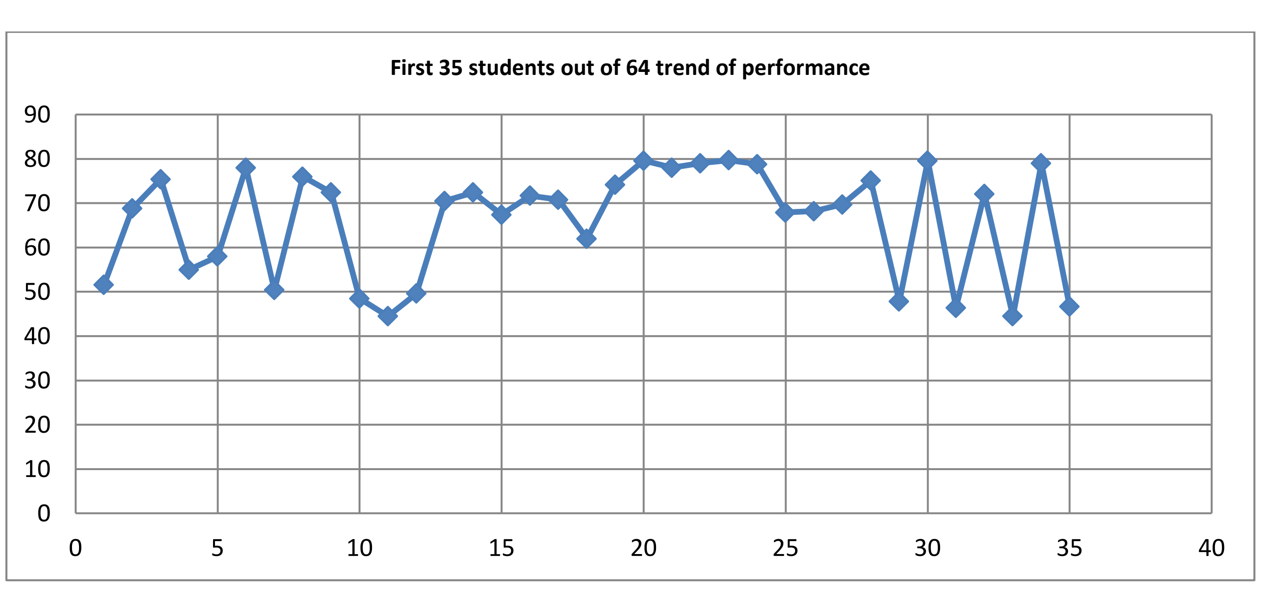
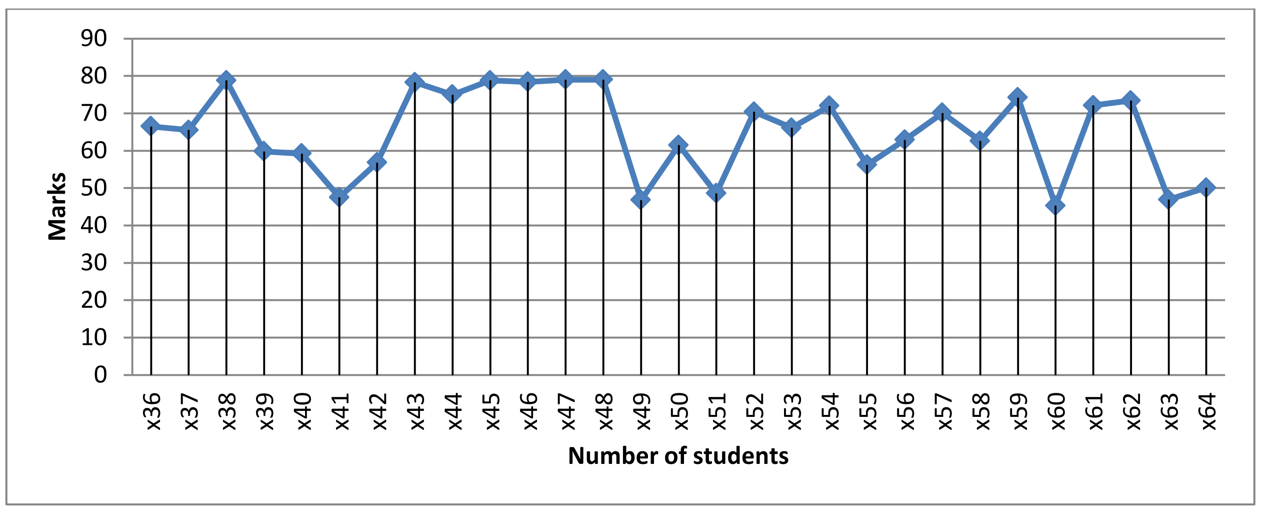



Figure 4

The responses of sixty-four(64) middle-level Finance employees on questions of multinational restructuring.

29 students out of 64 trends of performance




The ratings from the sixty four finance managers shows significant improvement. The highest rating of preference was 80% with the lowest rating as 42%. The statistical range which is the difference between the lowest and highest values is 80 – 42 = 38%.

4.3 Discussions and Findings

The main point of this research is to assess the level of finance professionals' preference on international financial issues relating to exchange rate changes and multinational restructuring as stated in the research objectives. The sample of seventy –two professionals and finance managers both at the senior and middle level gave varying degrees of rating from zero to hundred . The responses were categorized into two since eight of the professionals were more experience finance professionals than other sixty four who have finance experience but not at top level managers of financial corporations. The responses were given in two sections mainly the responses on exchange rate and responses on multinational restructuring. The first responses on exchange rate from the eight experience professional gave a mean of 47.55% . This implies that on average, each of the senior finance professionals have preference level for international matters on exchange rate at the rate of 47.55%. In other words, the senior level finance managers in multinational corporations in the santasi area's level of preference for international issues on exchange rate can be assessed or rated at 47.55% . The standard deviation was computed to be 20.39%. This deviation shows the spread of the responses from the mean. Which means that respondents' preferences for issues on exchange rate on the international markets ranges between 27.16% and 67.94%. Most of the senior managers cited efficiency of local market hypothesis where information receive at the local level are not perfect. The efficient market hypothesis syndrome of weak form, semi-strong form are more prevalent at the local market level which result in low percentage of preference for finance issues on exchange rate .The few who value international market to be more efficient than local financial markets are always on a look out for more changes resulting in higher percent of preference.

Comparing the same senior level professionals responses on the aspect of multinational restructuring, the responses look quite better and improving. The mean rate on the professionals responses to multinational restructuring is 71.74% and the standard deviation is 7.37%. It therefore suggests that the experience finance professionals preference for multinational restructuring ranges between 64.37 and 79.11.These preference is very high. This is because most of the senior managers are more careful to control restructuring by adhoc measurement so that an undesirable can be prevented. A lot of multinational corporations rely on expatriates with special skills to cut down costs and also plough back retained earnings as well as engaging in hedging agreement to overcome the local factors that affect local subsidiary performance. As a result, local factors such as high labour turnover, low employee morale, low productivity and eroding value of the local currency are often curtailed by assistantship from parent companies and these factors have been identified as very common and often lead to increase managers preference for international issues .

The responses from the remaining sixty four middle level finance managers also show some significant pattern in preference. On the aspect of international finance issues on exchange rate, the highest rating was 75.5% whiles the lowest rating was 39.5% . A statistical range between these gives 36% which give an indication that majority of the finance managers at the middle level rating on international finance issues on exchange rate changes at least exceed 36% but most preferences were below 75%.
The same middle level managers response rating was little different and encouraging when it comes to multinational restructuring. The responses rating range between 80% to 42% . The statistical range is found to be different between the highest rating of 80% and lowest response rate of 42% giving a result of 38%. These result was quite higher than their least score on exchange rate (36%) indicating that respondents preference for knowledge on multinational restructuring continue to increase as understanding of international issues are continuously affecting their businesses.

5.0 Conclusion and Recommendation.

5.1 Introduction:

The research indicates clearly that both the senior level and the middle level finance professionals often need more time to get themselves abreast with international financial issues. Most of the working professionals hardly can trace happenings on foreign exchange market due to their busy schedule of working. Ghoshal(1987) in his research pointed out a key strategic focus on increased efficiency. If a firm wants to leverage intellect, most of employees have to set aside time to learn about issues around . Quinn, Anderson and Finkelstein(1996) also described forms through which firms engage in leveraging intellect which a firm can use to create a knowledge based that serves an ever-expanding set of nodes. Researchers interested in international research must use different focus groups for both working and non-working groups in different nationalities .Another area of research is in the area of those working at home. There is little research for working adults at home on how they get used on everyday international issues as compared to their counterparts working on regular jobs.

5.2 Summary of findings:
The research pointed the following findings which are very consistent with research objectives.
First, financial managers are constantly checking out changes in exchange rate on the international markets because they are involved in many subsidiaries of companies. Factors that affect one subsidiary tends to affect other subsidiaries located in the different regions in terms of their profitability. Restructuring of these subsidiaries become very necessary especially if the subsidiaries are posing loses to the firm.

Local factors such as inconvertibility of local currencies and political instability as well as high interest rates and exbortant inflationary levels are some of the reasons for high level of managers' preference for international issues. Comparison of both responses show greater interest in multinational restructuring. The mean level for managers' preference for multinational restructuring is quite higher than the mean level for preference for managers on exchange rate. Not only that the rating for majority of respondents was found to be higher in multinational restructuring than exchange rate because most of the managers believe that proper and effective restructuring can result in stable exchange rate on the international markets no matter the local or foreign factors that might militate against the international currency markets.

5.3 Conclusion

The main reason for this research is to find out the finance professionals preference for international currency markets on exchange rate and multinational restructuring. Preference for international subjects have biblical foundations and implications such as Matthew 28:19 where it states " go therefore and make disciples of all nations baptizing them in the name of the Father and of the son and of the holy Spirit." This research focuses on assessing the information to meet the research objectives which tries to compare local factors and international factors and assess the level of preference for these key financial indicators. Findings have shown very clearly the managers preference for international finance matters are no doubt very high. The trend of responses also depict very high preference for multinational restructuring .The conclusion is that foreign financial matters are rather impinging on local industries rather than thinking that the local factors impose threats to foreign industries. The preference of managers can be used to plan the strategies of the local firms especially if the firm plans to expand its operations to international markets.

5.4 Recommendations

The following recommendations are given for this research. First, future research can explore other financial markets indicators other than exchange rate changes. Large sample size from different countries can also be used to measure managers' preference from different countries. Root causes on Local factors on inflation, interest rate and other economic factors that discourage managers' preference for local matters can be assessed especially from developing countries. It is also recommended that research can be made to assess all factors that affect multinational firms performance at local companies and request managers to rate those factors on their level of preference for them in order to assess and evaluate stand alone performance for local firms without inclusion and influence from international markets.

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