

A Study of Cultural Diversity in IT companies in INDIA

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To the

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By

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Under the Supervision of

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2019

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ABSTRACT

The rationale of the study is to find the impact of cross culture in selected IT companies in the present era of global competition. The need of the study is felt due to the emerging issues related to cross culture. The present research is intended to study and evaluate the impact of cross culture and its importance in the multi-cultured organizations. The primary aim of the study is to determine the impact of cross culture on employees and how the cultural differences could be leveraged in increasing global competencies.

The study aims at highlighting the role of international human resources management in managing cultural differences in the organization. The role of human resource management becomes more complicated and challenging to meet the global requirement of the organizations. The study will give an insightful analysis of how to improve productivity, employee morale and employee retention of international workforce. A better understanding of cross-culture will enable the organization to expand globally.

The study will help the employees and organizations with international perspectives, as it reflects the existing cross culture behaviors being practiced in the IT companies and how far these practices are helpful in reducing the cultural differences. It has been noticed that cultural diversity have impact on employee's performance, interpersonal relations, compensation, conflict resolution, cultural adoption and adjustment, the study has tried to bring in focus these parameters and how they are affecting the employees in the IT companies. Under this study the above factors are examined to find the impact of cultural diversity on employee and organizations.

Today's workplace presents a world of challenges. The global economy is creating new markets, unprecedented opportunities and endless sources of competition. Organizations are changing at a fast pace in order to meet the growing list of challenges thrown upon them. To meet new challenges the company must embrace the diversity. It provides better chance to survive and grow better in future.

The present study will help in identifying the impact of cultural diversity and ways to reduce cultural differences, so that the organization and employees can reap the benefit of diversity and become more globally competent.

CANDIDATE'S DECLARATION

I hereby, declare that the work which is being presented in the thesis entitled: “**A Study of Cultural Diversity in IT companies in INDIA**” in partial fulfilment of the requirement for the award of the Degree of Doctor of Philosophy, carried out under the supervision of Dr. Ummed Singh and submitted to the Department of Business Administration, in the faculty of Commerce and Management University of Kota, Kota represents my ideas in my own words and where others' ideas or words have been included, I have adequately cited and referenced the original sources.

The work presented in this thesis has not been submitted elsewhere for the award of any other degree or diploma from any institution. I also declare that I have adhered to all principles of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea / data / fact / or source in my submission. I understand that any violation of the above will cause for disciplinary action by the University and can also evoke penal action from the sources which have not been properly cited or from whom proper permission has not been taken when needed.

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This is to certify that the above statements made by **Shalu Solanki** Registration no. **RS/294/16**, is correct to the best of my knowledge.

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ABBREVIATIONS

- ASSOCHAM – Associate Chambers Commerce of India
- AWSC – Andersen Worldwide Society Cooperative
- B2B – Business to Business
- B2C – Business to Customer
- BHIM – Bharat Interface for Money
- BPM – Business Process Management
- BPO – Business Process Outsourcing
- CAGR – Compound Annual Growth Rate
- CDCP – Certified Data Centre Professional
- CG&S – Consumer Goods and Services
- D&I – Diversity and Inclusion
- DCG – Data Centre Group
- DIPP – Department of Industrial Policy and Promotion
- FDI – Foreign Direct Investment
- FERA – Foreign Export Regulatory Act
- FWA – Flexible Work Arrangement
- FY – Financial Year
- GBS – Global Business Services
- GBSC – Global Business Solutions Centre
- GDP – Gross Domestic Product
- GST – Goods and Services Tax
- HCL – Hindustan Computers Limited
- HR – Human Resource
- HRM – Human Resource Management
- IBM – International Business Machine
- ICT – India Information and Communication Technology
- ISO – International Organization of Standards
- IT – Information Technology
- ITes – Information Technology enabled services

- ITS – Integrated Technology Services
- KPO – Knowledge Process Outsourcing
- MNC – Multi National Company
- NASSCOM – The National Association of Software and Services Companies
- NDLM – National Digital Literacy Mission
- OB – Organizational Behaviour
- R&D – Research and Development
- RIL – Reliance Industries Ltd.
- S&D - Sales And Distribution
- SAAS – Software as a Service
- SE – Software Engineer
- SMAC – Social, Mobility, Analytics and Cloud
- SME – Small and Medium Enterprise
- TCS – Tata Consultancy Services
- UID – Unique identification
- USA – United States of America
- USD – United States Dollar
- USP – Unique Selling Proposition

CHAPTER - 1

PROFILE OF IT COMPANIES IN DELHI/NCR

1. Introduction and Profile of IT Companies in Delhi/NCR

1.1 Evolution and Growth of the IT in general

This chapter gives a quick glance at evolution and growth of Indian Information Technology (IT) industry. Technology has played a vital role in enabling an industrial revolution, economic change as well as social transformation in India. Information Technology has its advancements and results continuously spreading at a rapid pace, as in dependency on technology has increased in general. Information Technology refers to the digital processing, storage and communication of information of all kinds. Information Technology can be defined as a computing and telecommunication technologies that provides tools for handling information. The evolution of Indian IT industry can be divided into four phases:

Phase-1(1980) which has not shown much recognition for software companies, software used were in built with the system. The West felt the need of software development, at this time the Government of India realized the potential of earning foreign exchange. The software Export Scheme of Indian government supported the growth of software industry in India.

Phase-2(1980-1990), during this phase export of software was heavily dependent of imports of hardware and lack of infrastructural facilities for software development. To counter this, Government of India formulated New Computer Policy (1984) and established Software Technology Parks in India. The main protectionist policy was the FERA-1973, Foreign Exchange Regulation Act, which allows the foreign firm to operate in India with a minority interest.

Phase-3(1990-2000), this phase noticed many economic changes, including trade liberalization, opening up of Indian economy to foreign investment, devaluation of the rupee and relaxation of entry barriers. These changes attracted many foreign entities (MNCs) to India. The MNC in India, introduced an offshore model for software services, according to which, the companies used to service their clients from India itself. This was the period when the many players entered in the Indian

market and the competition got intensified. Thereafter, the companies started investing in research and development to distinguish their services from others.

Phase-4(Post 2000) this phase brought the global problems like the Y2K, the crash and recession in the US economy, proved to be a boon to Indian IT industry. The Y2K problem demanded the existing software to be compatible to the year 2000. There was shortage of US based programmers during this period and many mid-sized firms were forced to utilize the services of Indian firms. This had placed the Indian IT industry on the global map. After the period of 2002- 03, the industry had registered a robust growth rate because of increase in the number of clients, large sized contracts and a strong global delivery model.

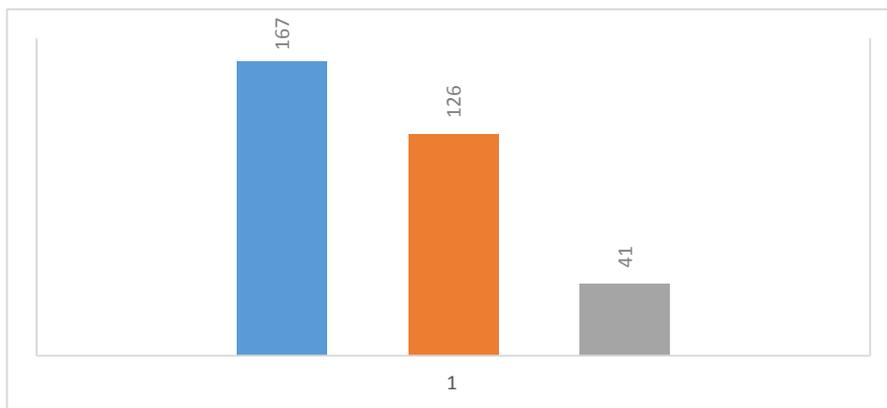
The Indian IT industry has been growing despite the global meltdown in the year 2009. This was the time when the whole world witnessed the negative growth, but Indian IT industry shown growth rate of 5.5%. Indian IT/ITes sector is growing substantially with its expansion into different verticals, differentiated services offering and expansion at new more locations. The cities accounting nearly 90% of software exports are Bangalore, Chennai, Hyderabad, Delhi, Mumbai and Kolkata. The Indian IT industry has been moving slowly and steadily from the exports of lower end services to providing higher end services. The global giants in India are Accenture, Oracle, Microsoft, IBM, Cognizant and Lenovo. The domestic major companies in India are Tata consultancy services Ltd (TCS), Infosys Ltd, Wipro, HCL technologies and Tech Mahindra.

The phenomenal success of the Indian IT/ITes industry can be attributed to the favorable government policies, ongoing demand, growth of related industries and competitive environment prevalent in the industry. The back-and-forth of these forces has led to putting the industry on the global map.

The Indian IT industry has been moving slowly and steadily from exporting lower end services to providing higher end services. The below graph shows the growth trend of the three sectors of IT industry- Software, IT services and ITes/BPO. According to NASSCOM report of FY 2018 the contribution of Indian IT-BPM to revenue is USD 167 billion which marked an increased growth of 8%; exports is USD 126 billion which marked an increased growth of 7.7%;domestic is USD 41

billion which marked an increased growth of 8.7%. The latest report of NASSCOM for the FY 2019 says that Indian IT has shown the growth of 9.2%, which hits 3 year high in IT sector. NASSCOM says that it is the highest growth in IT sector in the last three years. This growth of IT sector for the FY 2019 has contributed USD 169 billion to companies.

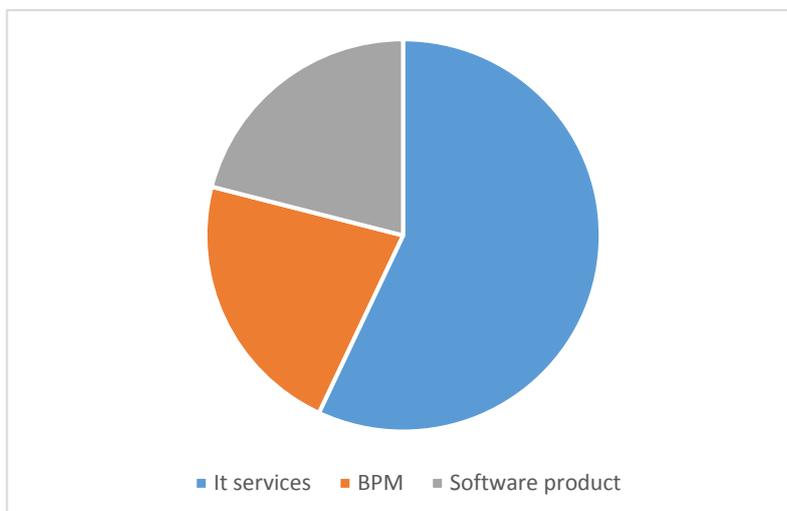
Figure 1.1 Growth trend of IT-BPM FY18



Source: NASSCOM

The sector wise distribution of export revenue in FY 2017 according to the report of NASSCOM shown in the chart below, which is showing that IT services has 57% share, BPM has 22% and Software products has 21% share.

Figure 1.2 Sector wise export revenue distribution FY 2017



Source: NASSCOM

The contribution of India's IT-BPM industry in FY2018 to GDP is 9.5% , market share is 55%, entrepreneurship 3100+, investments 53%(USD 6 billion), employees 3.5 million, diversity > 1.2 million women. Under the digital India mission the government of India has focused on deployment of technology for digitization of India, its driving investments in domestic market. The Indian IT sector has shown the growth rate of 12% - 14% for FY2016-17 in constant currency terms. The sector is also expected triple its current annual revenue to reach USD 350 billion by FY 2025. Total spending on IT by banking and security firms in India has increased by 8.6% year-on-year to USD 7.8 billion in FY17. India's internet economy is expected to touch Rs 10 trillion (USD 146.72 billion) by 2018, accounting for 5% of the country's GDP.

The public cloud services market in India is slated to grow 35.9% to reach US\$ 1.3 billion according to one of leading market research IT consultancy (Gartner). Rapid expansion of internet (including in rural areas) and rise of e-commerce are the main drivers for continued growth of data center co-location and hosting market in India. The Healthcare Information Technology (IT) market in India is valued at US\$ 1 billion currently and is expected to grow 1.5 times by 2020.

India's business to business (B2B) e-commerce market is expected to reach USD 700 billion by 2020 whereas the business to consumer (B2C) e-commerce market is expected to reach USD 102 billion by 2020

Cross-border online shopping by Indians has been 85% in 2017, and total online spending is projected to rise 31% to Rs 8.75 lakh crore (USD 128 billion) by 2018.

India ranks among the top five countries in terms of digitalization maturity as per Accenture's Platform Readiness Index, and is expected to be among the top countries with the opportunity to grow and scale up digital platforms by 2020.

1.1.1. Structure of IT in India

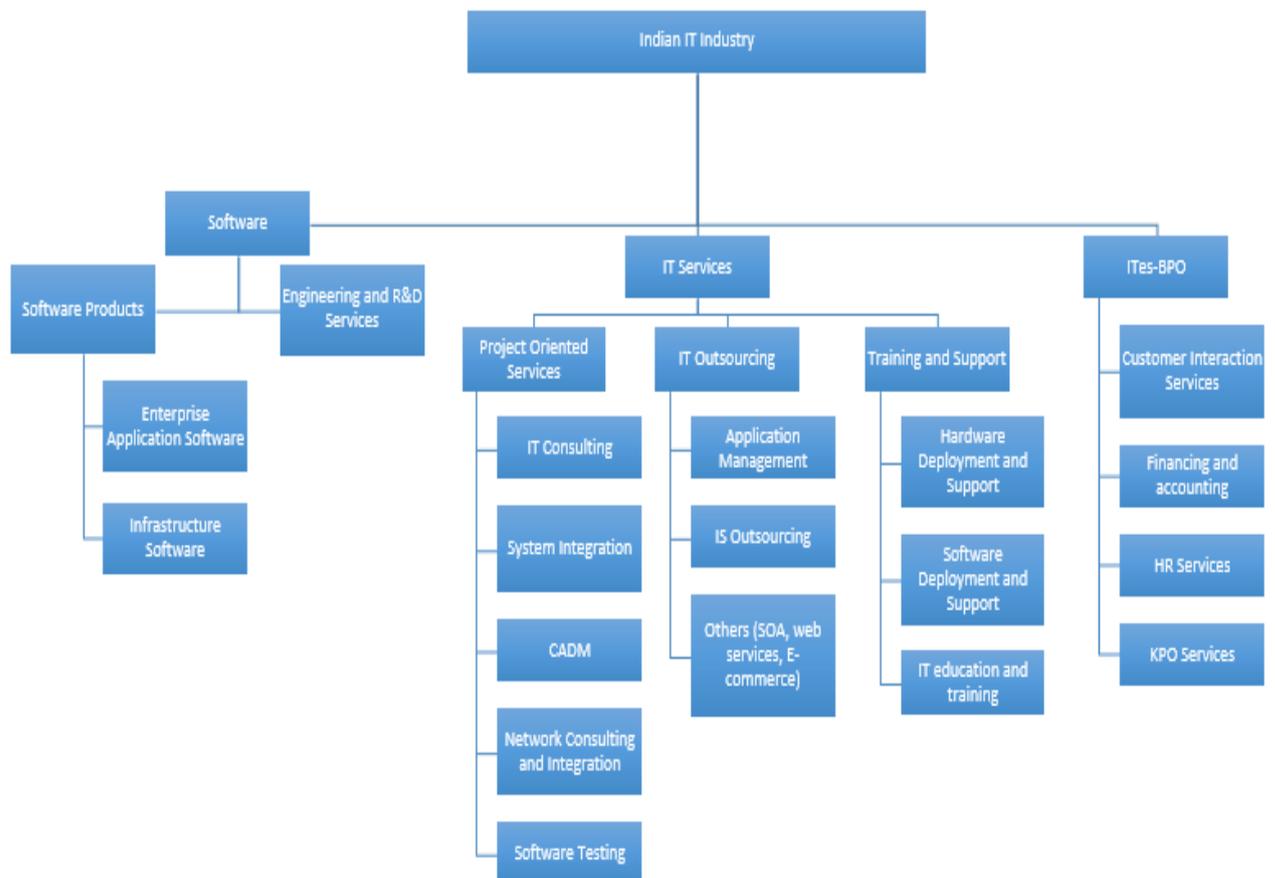
IT industry can be broadly classified into three sectors:

- A. Software
- B. IT Services
- C. IT enabled Services (ITes)- BPO

In India IT Software comprising of Software products and Engineering and R&D services. The market of software product is growing as small and medium enterprises as well as large organizations. Software products are further categorized in Infrastructure software and Enterprise Application software. These software are highly in demand in national and international market giving a great opportunity to Indian IT market to grow vigorously.

India is one of the leading provider of IT services. The basic model followed is known as offshoring wherein Indian firms cater to the specific requirement of its clients. IT services provided are categorized as project- oriented services, IT sourcing and Training & support. In India IT enabled services (ITes) consisting of services which are delivered using software as a means of production and Internet as a means of transmission.

Figure 1.3 Structure of IT industry



Source: Innoversant

The Indian IT industry comprises of well-established billion dollar firms as well as start-ups or the emerging players. The industry can be described as fragmented yet concentrated. In terms of the expanse of presence of the small and medium enterprises (SME) and their offerings, they can be termed as Fragmented. But, on the other hand, when the dominance of the leading players are taken into consideration, because of their earnings as well as their offerings, the industry can be referred to as Concentrated. In India BPO and KPO services are growing very fast due to low cost advantage, technically skilled work force and favorable government policies.

The IT industry in India can be further categorized into the following tier based upon their share in the market-

Tier I Players: The number of players in this category account for almost 45% of IT Services and 4 - 5 % of BPO exports. These firms have been able to increase their sales with the help of their strong management capabilities and Global Delivery Model. They are venturing into new services like IT consulting, Research and Development (R&D), testing etc.

Tier II Players: The number of players in this category is also low, but they account for 25% of IT services and 4- 5 % of BPO. Due to limited number of clients, service lines and verticals, these players have registered a lower growth rate than the Tier I players.

Offshore Global Service Providers: These players recorded inorganic growth through acquisitions in low cost destinations including India. But, due to complex local market conditions, they are facing challenges in integrating Indian operations.

Pure Play BPO providers: The number of players in this category have hovered around 40- 50. They account for around 20% of BPO exports. These players are facing serious challenges in terms of increasing customer expectations in terms of quality and delivery of service.

Captive BPO Units: There are about 150 players in this category. They account for 50% of BPO exports. They are also increasing their presence in Tier II cities, primarily for cost and resource considerations. **Emerging Players:** The number of

players in this category is over 3000. They account for about 10- 15 % of IT services exports and 5 % of BPO. These players are facing several challenges as they have limited access to markets and the lack delivery scales.

1.1.2. Advantages To India

The biggest advantage to India is its technically skilled professionals. India has a huge reservoir of technically skilled manpower. This has proved to be one of the most critical success factor for Indian IT sector. This growth is also complimented by the demographic profile of India, where over 50 per cent of the population is below 25 years of age. The growing number of world class educational institutions along with the policy for educational loans, have geared the growth of the industry.

India has the large number of English speaking population. Because of India's colonial past, the medium of education in India is primarily English. This has proved to be boon to the industry. The presence of an educated English speaking labour pool makes India a significant destination for call center and outsourcing operations for many U.S. and European firms. In addition, a large number of Indian engineers and managers have had to move out of India to handle important positions and projects in other countries, thus increasing cross-cultural interaction and fusion. Starting with the boom in the I.T industry in the year 2002, the demand for technical and managerial staff has increased significantly thereby resulting in a sharp rise in salary packages. The growth in the I.T sector and call center industry has increased intense competition and at the same time experienced high attrition rates as well. When compared with the European and U.S. salaries, the Indian salaries are typically low within the same industry (Munuswamy, 2008). India is the second largest nation in the world in terms of English speaking population, first being USA. India has built a robust telecom infrastructure. The telecom industry in India is well established. The telecommunications network in India, is the third largest network in the world and the second largest among the emerging nations in Asia. The availability of superior, robust and reliable telecom connectivity has added to the success of the whole industry in India.

The industries are focusing on rendering customized, end to end and niche services/ and solutions. Due to the increasing pervasiveness of IT and huge potential for

earning foreign exchange, Indian firms have slowly graduated from giving customized solutions to end to end services and also niche solutions/ services.

India offers lower costs of offshore outsourcing, thus making India a first choice for outsourcing globally. The initial driver for offshoring to India was cost. But, India has proved to deliver quality services at affordable costs. According to AT Kearney, offshoring to India results in saving 25-60 % of the base cost.

Favorable governmental policies are another advantage to India. After the liberalization of Indian economy, entry barriers for foreign investors have been removed. Therefore, liberalized FDI policies, tax exemptions, basic infrastructure, subsidies etc. from the government has definitely given a boost to the establishment of the industry in India.

Indian IT companies are trying to give a quality orientated services. Indian companies are certifying themselves with ISO 9001, Six Sigma, and Just in Time, CD CP certifications to attract foreign clients.

Figure 1.4 Advantage to India



Source: Innoversant

1.1.3. Market Avenues in India

Indian IT's core competencies and strengths have attracted significant investments from major countries. The computer software and hardware sector in India attracted cumulative Foreign Direct Investment (FDI) inflows worth US\$ 22.83 billion between April 2000 and December 2016, according to data released by the Department of Industrial Policy and Promotion (DIPP). Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in block chain, artificial intelligence to clients using innovation hubs, research and development centers, in order to create differentiated offerings.

There are some of the major developments in the Indian IT and ITeS sector, which will prove to be of great business to Indian IT sector. Google plans to set up its three data center in India in Chennai, Pune and Mumbai by 2017, to improve its services to local customers wanting to host their applications on the internet, and to compete effectively with the likes of Amazon and Microsoft, SAP SE, in partnership with the Associated Chambers of Commerce of India (ASSOCHAM), has rolled out a knowledge sharing resource center which will serve as a one-stop portal for businesses looking to adopt or migrate to technology that will make them future ready for the biggest taxation reform of goods and services tax (GST). Freshdesk, one of first companies from India to offer Software-as-a-Service (SaaS) to global companies, has raised USD 55 million in the latest round of funding led by Sequoia Capital India and existing investor Accel Partners, estimating to value the company at USD 700 million. Intel Corporation plans to invest in Digital India related solutions such as India stack, Unique Identification (UID), e-government 2.0 and other government initiatives, and scale up operations of its data center group (DCG), as per Mr Prakash Mallya, Director DCG, and Asia for Intel Corporation. Reliance Industries Ltd (RIL) plans to set up entrepreneurship hubs in key cities and towns, and Rs 5,000 crore (USD 748 million) fund, under the name of Jio Digital India Start-up Fund, to invest in technology based start-ups. Gurgaon-based digital wallet start-up MobiKwik, which is owned and operated by One MobiKwik

Systems Private Limited, has raised USD 40 million from Nasdaq-listed firm Net1, a South African payments technology company. KartRocket, a Delhi based e-commerce enabler has completed its USD 8 million funding round by raising US\$ 2 million from a Japanese investor, which will be used to enhance Kraftly, a mobile-first online-to-offline marketplace targeting small sellers, individuals and home-based entrepreneurs in India in product categories such as apparel and accessories. Nasscom Foundation, a non-profit organization which is a part of Nasscom, has partnered with SAP India to establish 25 National Digital Literacy Mission (NDLM) centers in 12 cities across India, as a part of Government of India's Digital India initiative.

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. Social, Mobility, Analytics and Cloud (SMAC) are collectively expected to offer a USD 1 trillion opportunity. Cloud represents the largest opportunity under SMAC, increasing at a CAGR of approximately 30 % to around USD 650-700 billion by 2020. The social media is the second most lucrative segment for IT firms, offering a USD 250 billion market opportunity by 2020. The Indian e-commerce segment is USD 12 billion in size and is witnessing strong growth and thereby offers another attractive avenue for IT companies to develop products and services to cater to the high growth consumer segment. India is the world's largest sourcing destination, accounting for approximately 55 % of the USD 146 billion market. The country's cost competitiveness in providing Information Technology (IT) services, which is approximately 3-4 times cheaper than the US, continues to be its Unique Selling Proposition (USP) in the global sourcing market.

India's highly qualified talent pool of technical graduates is one of the largest in the world and is available at a cost saving of 60-70 % to source countries. This large pool of qualified skilled workforce has enabled Indian IT companies to help clients to save USD 200 billion in the last five years. India's IT industry amounts to 12.3 % of the global market, largely due to exports. Export of IT services accounted for 56.12 % of total IT exports (including hardware) from India. The Business Process

Management (BPM) segment accounted for 23.46 % of total IT exports during FY15. The IT (BPM) sector is estimated to expand at a CAGR of 9.5 % to US\$ 300 billion by 2020.

1.1.4. Government Initiatives:

The Government of India has launched the Digital India program to provide several government services to the people using IT and to integrate the government departments and the people of India. The adoption of key technologies across sectors spurred by the 'Digital India Initiative' could help boost India's Gross Domestic Product (GDP) by USD 550 billion to USD 1 trillion by 2025.

India and the US have agreed to jointly explore opportunities for collaboration on implementing India's ambitious Rs 1.13 trillion (USD 16.58 billion) 'Digital India Initiative'. The two sides also agreed to hold the US-India Information and Communication Technology (ICT) Working Group in India.

In the Union Budget 2017-18, the Government of India announced the following key proposals:

- The Government of India has allocated Rs 10,000 crore (USD 1.5 billion) for BharatNet project under which it aims to provide high speed broadband to more than 150,000 gram panchayats by 2017-18.
- Indian government has launched the Bharat Interface for Money (BHIM) app, an Aadhaar-based mobile payment application that will allow users to make digital payments without having to use a credit or debit card.

In the union budget 2018-2019, the Government of India has announced the following for Digital economy in India-

- The NITI Aayog will initiate a national program to direct efforts in artificial intelligence.
- Department of Science and Technology will launch a mission on Cyber Physical Systems to support establishment of centres of excellence for research, training and skilling in robotics, artificial intelligence, digital

manufacturing, big data analysis, quantum communication and internet things.

- The budget has been doubled the allocation on Digital India programme to Rs 3073 crore in 2018-2019.
- The broadband access in villages, the government proposes to set up five lakh Wi-Fi hotspots to provide net connectivity to five crore rural citizens.
- A budget of Rs 10000 crore is allocated in 2018-2019 for creation and augmentation of Telecom infrastructure.

1.2 Profile Study of cultural diversity in IT Industry in general

In India IT industry has the potential to transform a developing country into a modernized global economy by bringing improvements and advancements in technology and infrastructure. Indian IT industry is an internationally competitive high technology industry with diversified workforce. India is a global IT hub, which contributes culturally rich and heterogeneous workforce, with employees of different nations, languages, religions and different provincial states working together to fulfil organizational goals. The impact of India's diverse society is reflected in patterns of lifestyle, occupational searches and succession rules. In India workforce diversity started with gender diversity which further expanded to cultural diversity, generational diversity and inclusion of differently able workforce. There is about thirty percent of female employees in total workforce of IT in India, more efforts are being made by all the IT giants to increase this ratio and make it a fifty- fifty one. This has created cultural diversity and gender diversity organizational climate in all IT companies. Different diversity management practices have been adopted to manage all sorts of diversity in organizations.

Diversity can be defined as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to their age, culture, ethnicity, gender, physical and mental ability, race and sexual orientation. (Este, et al., 1995). Diversity management is a need as well as challenge for all the multinational companies in India. The companies has taken initiatives to meet the needs of the

diverse workforce and put them together to maximize the potential productivity of the employees. Workforce diversity management is done for achieving the common organizational goals through improving employee performance, reducing interpersonal conflicts, improving communication at all levels, improve decision making and introducing new pool of talent. Diversity management programs in any organization does bear a cost, the managers needs to balance this cost with profit making by the company. Diversity management process is valuable to enhance the productivity of the organization. Many times it has been noticed that diversity management programs do not meet the desired output, so it is important to track execution and evaluation of the diversity management programs closely.

1.2.1. Cross cultural difference and their implications in IT Companies

There has various studies been conducted in the field of improving cross cultural human resources in IT sector. The most widely accepted among them is studies conducted by Geert Hofstede. He has conducted studies of cultural implications on employee's contribution towards organization in large number of companies worldwide. His studies have become the base for cultural training modules for MNC, which is used by them for the continuously improving the employee performance throughout the organization.

Since the beginning, IT sector have recognized the importance of human resource as their core competence. Information Technology sector has provided the platform for employees from different culture to work together. Though, a lot of care has been taken to develop the best HR practices in all the IT companies all around the world as they are dealing people at the global level, and it has been observed that it's difficult to develop coordination among employees. HR core competencies can be developed only through well planned and well-structured HR policies and practices. There are various parameters on which, it has been found that companies face problems. The major area of HR concern are organizational culture, employee performance, various HR training programs, communication, expatriate adjustment and adoption and employee compensation which varies from country to country.

All these factors together contribute to the employee contribution towards organization.

Information Technology companies also face problems related to recruitment and selection. They always have thrust to hire the best brains, and the biggest challenge for them is to retain these brains. In the cross cultural perspective these HR issues become more complicated to be dealt. IT sector is most organized sector with respect to adopting best HR practices, as compared to other sectors. They have been continuously doing R & D on the various aspects of human resources, as these companies have realized that they need to retain the brains working for them, and they are the backbone of their success in business.

1.3 General profile of IT Companies Researched for the survey

(Historical background, Organizational Set up and Geographic Location of IT companies researched for survey)

There are many IT companies operating in India, they are of national and international origin. In this study two IT companies of national origin and two IT companies of international origin are selected for the study, this is done for the purpose to get clearer picture of the impact of culture in these companies. In this section the details of the IT companies related to their historical background, organizational setup and geographical location will be given.

1.3.1. Accenture

Accenture PLC is a global professional services company and provides consulting services in digital, technology and operations. One of the leading multinational companies in the field of management consulting and outsourcing. Accenture has wide span of operations in different industries, allowing professionals with an industry specialization to build deep, marketable skills and gain experience that adds value to their professional development.

Accenture is a fortune global 500 company, headquartered in Dublin, Ireland (since September 1, 2009). Accenture was previously a business and technology consulting division of an accounting organization called Arthur Andersen. The first

undertaking was automating payroll processing and manufacturing for a client in Kentucky. In 1989, Arthur Andersen and Andersen Consulting became separate units of Andersen Worldwide Society Cooperative (AWSC). On 1 January 2001, Andersen Consulting adopted its current name, "Accenture". David Rowland, is currently the chairman and CEO of Accenture in 2019, Pierre Nanterme, a French business executive was the previous CEO of the company, he steps down from the CEO position due to health reasons and he is now an advisor to the new CEO. Accenture offers services in widely 5 categories which are Communications, Media and Technology, Financial Services, Products, Resources, Health and Global Resources. Within these broad groupings, Accenture provides strategic, technological, business, operational and digital solutions to numerous sub-industries. In India Accenture is headquartered at Mumbai. Rekha M. Menon is the chairman of Accenture in India and Anindya Basu is the country managing director in India.

The company's client span the full range of industries around the world, with an industry specialization. Accenture offers services to various industries. The following are the operating groups and industry groups of Accenture-

- Communication, Media and technology- The industry groups are Communications and Media software and Platform high tech.
- Financial services- The industry groups are Banking, Capital market, Insurance and Risk management.
- Health and Public service- The industry groups are Defence and public safety, Health, Human services, Public service operations and Management.
- Products- The industry groups are Consumer goods and Services (CG & S), Retail, Infrastructure and Travel Services, Auto, Industrial and Life sciences.
- Resources- The industry groups are Chemicals, Natural resources, Energy and Utilities industry.

The revenue generated by Accenture is USD 39.57 billion in 2018 and net income is USD 4.06 billion. Accenture has approximately 459,000 workforce with

approximately and operations in 212 locations in 53 countries situated in the Americas, Asia-Pacific, Europe, Middle East and Africa.

1.3.2. International Business Machine (IBM)

International Business Machine (IBM) a multinational computer technology and IT consulting corporation earlier nicknamed as 'Big blue'. IBM headquartered in Armonk, New York, United States. IBM was founded by Charles Raulett Flint on 16th June 1911. Presently IBM is headed by Virginia Marie Ginni Rometty. IBM was formed as a result of merger of three companies i.e. the Tabulating Machine Company, The International Time Recording Company and The Computing Scale Company. The company operates through five segments- Cognitive Solutions, Global Business Solutions, Technology Services & Cloud Platforms and Systems and Global Financing. IBM operates the following business from India which contributes worldwide in a global delivery framework- India Software Labs (ISL), India Research Lab (IRL), Linux Technology Centre, Global Technology Services (GTS), Global Business Services (GBS), Global Business Solutions Centre (GBSC), Integrated Technology Services (ITS) and Sales And Distribution (S&D). IBM in India has grown to an extent where it gives challenge to many domestic IT companies in IT global delivery and manpower management. IBM India Private Limited over a decade after capturing outsourcing contract from telecom firm Bharti Airtel Ltd, has touched USD 5 billion revenue in India-making it larger than domestic firms.

The company has built a strong domain hold in wide range of industry verticals. IBM has positioned itself as a strategic and innovative technology led solution provider to business problems. IBM has been expanding globally, the following are the verticals, in which the company is dealing –

- Industry segment- This segment includes wide range of industries like Automotive, Aerospace, Defence, Banking and financial services, Chemical and petroleum resources, Communication, Education, Electronics, Energy,

Healthcare, Consumer products, Life sciences, Travel and transport, Media and entertainment, Insurance and Retails.

- Business consulting services- Business analytics and strategy, Application development and innovation, Big data analytics, Mobile consulting and solutions, Digital operations, Enterprise applications Global process services, IBM interactive experience, Cloud business solutions and Risk management.
- Software or products segment- This includes SPSS for statistical analysis, Kenexa, Versa, Cognos, DB2, Maximo, Q radar, Cloud security enforcer, BPM, Rational DOORS, BPM, MQ, Lotus notes, Mobile first platform and Unica.

IBM stepped in India in the year 1992, it has facilities in Bengaluru, Ahmedabad, Kolkata, Mumbai, Chennai, Pune, Gurgaon, Noida, Bhubaneswar, Coimbatore, Visakhapatnam and Hyderabad. Current India head of IBM is Karan Bajwa. Total number of employees in India is 130,000. (Source: www.nytimes.com/2017/09/28/technology/ibm-india.html)

The revenue generated by IBM in FY2017 was USD 79.1 billion and market capitalization of IBM in FY2018 is USD 139.7 billion. IBM is operating at 166 locations all over the world, with 380,000 employees.

1.3.3. Tata Consultancy Services (TCS)

Tata Consultancy Services (TCS) is an Indian IT firm, which is a part of most respected 144 year old Tata group and along with India TCS is operating in 46 countries. The subsidiaries of TCS are TCS china (In 2017 was associated as a joint venture with the Chinese govt.) and TRDDC. It was founded By JRD Tata and F.C. Kohli in the year 1968. TCS is headquartered in Mumbai. The chairman of TCS is Natarajan Chandrasekaran, CEO is Rajesh Gopinathan. TCS offers IT services, Business consulting and Outsourcing services.

TCS is one of largest Indian companies by market capitalization. TCS has been placed among the most valuable IT services brands worldwide. TCS ranked 64th in

Forbes for world's most innovative companies. TCS has further expanded its market captivity through acquisitions of many national and international companies like- CMC limited in 2001, Airline Financial Support Services India (AFSI) in 2004, Aviation Software Development Consultancy India (ASDC) in 2004, Phoenix Global Solutions in 2004 and Swedish Indian IT resources AB (SITAR) in 2005, Pear Group in 2005, Citigroup Global Services in 2008, Alti SA in 2013 and more.

TCS and its subsidiaries provides a wide range of information technology related products and services which include application development, business process outsourcing, capacity planning, consulting, enterprise software, hardware sizing, software management, payment processing and technology education services. The established products of TCS are TCS BaNCS and TCS Mastercraft. TCS established first software research center, the Tata Research Development Design Centre (TRDDC) in Pune, India, in 1981. TRDDC undertakes research in software engineering, Process engineering and system research. Mastercraft was developed at TRDDC which is a digitization and optimization tool. The company portfolio is as follows-

- Industry group- This includes Banking and financial service, Manufacturing, Media and information services, Chemical and Natural resources, Energy, Government, Healthcare, Retail and consumer products, Telecom, Travel, Transportation and Utilities.
- Service segment- It includes Business process services, Consulting, Digital enterprise, Eco- sustainability services, Enterprise security and risk management, Enterprise solutions, IT infrastructure services, Platform solutions, Supply chain management and Industrial services.
- Software or product segment- This segment includes Digital software and solutions, TCS Cloud plus, TCS BaNCS, TCS Technology product and TCS Master Craft.

In April 2018 TCS has become first Indian IT Company to breach USD 100 billion market capitalization. The revenue generated by TCS in FY2018 is USD 19.08 billion. Total number of employees in FY 2018 are 400,875 in which 31% are women.

1.3.4. Tech Mahindra (IT Services and Telecom solution)

Tech Mahindra is an Indian multinational company providing Information technology, Networking solutions and Business process outsourcing all over the world. The chairman of Tech Mahindra is Anand Mahindra, the company is headquartered at Mumbai. Mahindra & Mahindra started a joint venture with British telecom in 1986 as a technology outsourcing company. For over two decades Tech Mahindra limited has been chosen to be transformation partner for wire line, wireless and broadband operators in Europe, Asia-Pacific and North America. Later in the year 2009. Tech Mahindra acquired Satyam Computer Services. This was one of the largest merger in India's tech industry, this new organization was led by Anand Mahindra as chairman, Vineet Nayyar as vice chairman and C.P. Gurnani as the CEO.

Tech Mahindra provide services to the following verticals-

- IT services- It offers various services such as solution integration, application development and management, consulting, application management, infrastructure management and revenue management services.
- Research and Development services- The Company provides technological solutions such as software development, testing, hardware development, network offering etc. to leading telecom equipment manufacturers across the globe.
- BPO- Tech Mahindra provides outsourcing services in the areas of Finance and Accounting, HR outsourcing, Order management, Contract management, Inventory management and many others.

Tech Mahindra is operating and has offices in more than 60 countries. In India the company has offices in Bengaluru, Bhubaneswar, Chandigarh, Chennai, Gandhi nagar, Gurgaon, Hyderabad, Kolkata, Mumbai, Noida, Nagpur, Pune, Ahmedabad and Visakhapatnam. The revenue generated in the year 2018 by Tech Mahindra is

USD 4.77 billion, net income is USD 588 million. The number of employees 113,550+ in Q1 2018.

1.4 Diversity and Inclusion initiatives taken in selected IT companies

Diversity and inclusion go hand in hand in IT industry in India. To manage diversity successfully, organizations needs to facilitate inclusion at work culture. Diversity has many forms like gender, ethnicity, age, sexual orientation, ability, region and religion. Inclusion is a respect and appreciation of these differences. Inclusion is a deliberate act of welcoming and valuing diversity. Diversity encourages innovation and financial performance of individuals and organization. Diversity and inclusion needs to be initiated from top down and to be supported at every management level. Inclusion helps the organization grow and thrive. It inspires a culture of respect where more ideas can be shared and heard. Workforce is the greatest asset for the organization and diversity gives insights to deal with business challenges or opportunities.

The organizations with diversity are better able to attract top talent and offer improved customer orientation, decision making and satisfaction. IT companies have more influence of cultural diversity, as they operate globally and deals with employees, customers, vendors and suppliers from diverse cultural background. Thus the companies needs to adopt transparent diversity strategy, to minimize to cross-cultural differences.

1.4.1. Accenture

Accenture has promoted an extremely harmonious and comfortable work culture. Cultural diversity is promoted and placed due emphasis on team building initiatives, which keep in line with Accenture's core value of attracting, developing and retaining the best talents for their business. Accenture has implemented policies to reduce gender discrimination. Accenture have 150,000 women, which is nearly 40% of global workforce. Company is targeting this ratio to reach fifty percent by 2025.

Diversity and inclusion (D&I) is a collective organizational goal to incorporate the diversity and inclusion agenda into overall human capital strategy. Accenture's human capital strategy framework highlights the integration and interdependencies to an effective D&I strategy. There are five dimensions with the human capital framework – leadership, talent, culture, organizations and analytics, each of which contribute to D&I excellence and serves as a guidance to create leading practices.

Initiatives by Accenture for Diversity and Inclusion -

- Accenture' global inclusion and diversity policy.
- Accenture diversity council.
- Accenture diversity forum.
- Women's programmes and initiatives- it includes Women's mentoring, Accenture women's network, Women's employee resource groups, Training and development programme, International women's day, Defining success forums, Leadership programmes.
- Diversity and management programmes- this include Unleashing the benefits of gender diversity, Enabling diversity at work, Leading a diverse workforce, Inclusion starts with I movement(ISWI)
- Flexible work arrangements (FWA's) - Like flexible time, part-time, work from home, compressed work week, job sharing etc.

Accenture has mobilized 1400 people in 27 cities across Accenture with disability. Walk in my shoes is such group to open dialogues about disabilities.

1.4.2. International Business Machine (IBM)

IBM's culture of inclusiveness dates back to the early twentieth century. IBM's vision is to incorporate diversity into business for better innovation and create new opportunities. To operate successfully in global marketplace and to increase workforce effectiveness, IBM has always focused on diversity and inclusion. The parameter of diversity and inclusion in IBM are-

- Gender- IBM recognises that women and men bring different skills and strengths to the work.
- Cross generational- Employee engagement, collaborations, career paths and knowledge management.
- People with disability- IBM focuses on disability strives to eliminate disadvantage and provide support to employee with disabilities.
- Work life integration- IBM's work life programmes helps employees better integrate work, family, education and personal responsibilities.
- Ethnicity/ cultural adaptability- - A more culturally diverse workforce initiates greater innovation and is necessary to serve an increasingly global and global market.
- Specific initiatives- To attract women into IT industry IBM runs many programmes like- Women's leadership council (WLC).
- Specific support for working families, Flexible working, mental health support for employees.
- LGBT initiatives- IBM ensures that all LGBT are treated fairly and equally worldwide. This policy is upheld regardless of the legislative context of the regions in which IBM operates. The employee alliance for gay, lesbian, bisexual and transgender empowerment (EAGLE) - It is a global diversity network group operating in 30 countries including India. These network help members be more comfortable and effective in the workplace.
- Reverse mentoring scheme for senior leadership team. Mentors are selected from within the constituency groups (women, multicultural, people with disabilities, LGT and flexible workers).

1.4.3. Tech Mahindra (IT services and Telecom solution)

Tech Mahindra considers diversity and inclusion at workplace as an instrument for growth. The D&I agenda is to build an inclusive workplace with equal opportunity to develop and grow a safe and harassment free work environment. The D&I council across the world, drives diversity and inclusion through intervention across

gender diversity, cultural diversity, generational diversity and for individuals with special abilities. The parameter for diversity and inclusion at Tech Mahindra are-

- Gender diversity- Tech Mahindra believe that women bring in potential and strength into organisation and optimizing the capabilities and leveraging the strengths of women will serve as a strategic difference to the company. The following programmes are initiated for empowerment of women- COLORS (Connect, Optimism, Reason, and Strength) which is an experimental learning program to help women associates to understand and discover their potential. Mentoring Tables is a program designed for women that enables focussed learning on a theme from experts and peers. Role model series is series of talks by inspiring women leaders who shares their experience and wisdom. Program for enabling working mothers. Work life programs for new moms to make effective come back to work. On-going parenting workshops and counselling sessions by professionals to cope with child care.
- EnAble- This initiative is designed to provide equal opportunities to differently abled professionals. The D&I council focuses on tapping the talent pool of specially abled individuals, ensuring infrastructure readiness and providing a conducive work environment.
- Generational diversity- At Tech Mahindra different programs are run catering the need of the baby boomers, Gen X and Gen Y associates.
- Cultural diversity- Tech Mahindra operates in many countries and have a culturally diverse set up with a series of programs, policies and initiatives to promote cultural diversity. Tech Mahindra works on the philosophy of Think global and act local. The company work on localization of talent. This includes localization of policies, Learning interventions on cultural integration, Cultural sensitivity training.

1.4.4. Tata Consultancy Services (TCS)

Tata Consultancy Services is named as one of the best company for diversity and inclusion. TCS is recognized for promoting women, addressing gender imbalances.

TCS is one of the leading global IT services, consulting and business solution organization. In 2018 in United Kingdom TCS has been recognized for promoting and celebrating outstanding contribution made by Women in Technology and Data Awards, hosted by Waters Technology, in London 2018.

TCS has more than 400,000 employees representing more than 129 nationalities and out of which more than a third are women. TCS has invested a lot in training to help women at all levels excel in their roles, including one to one coaching when they take up senior position. A rising star program for those with three to five years of experience and the path ways to success workshops, a leadership program for women with five to eight years of experience.

The following are the diversity and inclusion initiatives taken by TCS-

- IT future programme- TCS has emphasised on generation balances through this programme which emphasises on including more young blood in mainstream. This programme promotes youngsters to not only use technology but also to create technology.
- Culture Meter- It is launched in 2008 on TCS's intranet. It tells about the country, its culture, dos and don'ts and TCS's businesses information about that country.
- Maitree (Friendship) - It is a global platform for employees and their family members to join the 'caring and sharing culture' of TCS. This includes various activities such as dance, music, hobby club, books, photography, nature walk and trekking.
- Foreign language initiatives- It focuses on cultural integration and language training.
- Diversity and women's network (DAWN) - To encourage gender diversity, TCS has launched this programme to sensitise employees and make them cultural aware. The aim is to increase the number of women employees.
- Induction programme- It helps the new employees to get acquainted with Tata group ethics and culture. It builds a common culture on the Tata code of conduct.

- Relocation training for expatriates- This training is designed for the employees who work outside the home country. This training briefs the employees about the new location and its culture. This help the employee to adjust better in host country.

1.5 Socio- Economic Contribution of IT industry

The contribution of IT industry in India' economy is quite significant. The rapidly growing socio economic infrastructure has proved to be of great use in flourishing IT industry in India. The Indian IT industry has helped the country to maintain the competitiveness in global market.

India is the world's largest sourcing destination for the information technology (IT) industry, accounting for approximately 67% in IT services only, that is of the USD 124-130 billion market. The industry employs about 10 million workforces. More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy. India's cost competitiveness in providing IT services, which is approximately 3-4 times cheaper than the US, continues to be the backbone of its Unique Selling Proposition (USP) in the global sourcing market. However, India is also gaining importance in terms of intellectual capital with several global IT firms setting up their innovation centers in India.

The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science. The Indian IT and ITes industry is divided into four major segments – IT services, Business Process Management (BPM), software products and engineering services, and hardware.

Information technology (IT) industry in India has been instrumental in making India a major player in the global horizon. IT has transformed India from an agriculture-based economy to a knowledge based economy. India has invited investors to boost foreign technology induction both through FDI and through foreign technology collaboration agreements and has established greater transparency in policies and investor friendly procedures.

The emergence of Indian information technology has brought a great changes in the job market. The IT giants like TCS, Accenture, Wipro, IBM, Tech Mahindra and Cognizant has brought host of opportunities of employment in all major cities of India. The IT and IT enables service sector of India absorbs number of graduates from general streams. IT sector has helped to solve the unemployment in India and also seen a raise in average purchasing power of people. The consumption spending has recorded an all-time high, the aggregate demand has increased as a result. All these have improved the production of goods and services in the Indian economy. In nut shell Indian IT industry is the backbone of Indian economy, IT industry has been instrumental in facilitating the socio economic progress of India.

CHAPTER-2

CONCEPTUAL FRAMEWORK

2. Conceptual Framework

2.1 Introduction to the concept of cross culture

The concept of cross culture has been defined in many ways by different authors. Cross culture can be best understood as the interaction of different communities from different background. Culture can be defined as a set of beliefs, behaviours, values, and attitudes which a large group shares and hands down from generation to generation. A culture is not bound by geography and its subculture are often defined by ethnicity. The world 'culture' represents nationality associated with a particular nation and 'cross-culture' denotes intermingling or overlapping of trans-national culture. In the year 1930, the concept of cross-cultural was appeared in the Social Sciences. A Survey was undertaken by George Peter Murdock who was a Yale anthropologist, which brought into light the concept of cross-culture. Cross-culture primarily referred to comparative studies which were based on statistical compilations of cultural data. This concept gradually acquired a secondary sense of cultural interactivity. The relative sense of this concept is implied in phrases such as- a cross-cultural perspective, cross-cultural differences, a cross-cultural study and so forth. The time period particularly from 1970's and hence due to globalization saw a great shift in cross-culture throughout the world. The Indian context from 1991's (Narsimham Rao economic liberal policies) laid the new foundation of cross culture in the nation that result in upsurge of many multinationals organizations being set up in the country. Hence cross culture comes to the close proximity to not only social science but interdisciplinary subjects as well like, psychology, anthropology, sociology, political science, philosophy and management, etc. Cross culture, multi-culture, inter-culture, cosmopolitan-culture, trans-culture, hybrid-culture, etc. are the words that may be used interchangeably for cross- culture, but definitely there exists a difference in each of the term. It is also true that cross culture is not a onetime interface between the societies; it is on continuous basis and developing.

Concept of Culture

To define culture more simplistically, it can be described as how we live, how we are expected to behave and how we do things every day (Taylor, 2005). Cultures are developed over a time when people in the same community spend time together and are tied by common beliefs, goals, routines, ideas and values. Carolyn Taylor describes humans as tribal animals adapting their behavior according to the needs that require them to fit in their particular tribe. This process of adaptation is referred to as survival or existence strategy. Those who fail to do so either have to leave the tribe or are rejected by the other members of the group. As the members try to fit into the tribal environment, they strengthen the norms and accepted behaviors of the tribe, and in turn strengthen the culture. The process is further strengthened by peer pressure from the threat of newcomers to the tribe. This will allow the existing members to come together and find the weaknesses of their tribe (Taylor, 2005).

According to Schein (1985) culture can be compared to an iceberg (Thomas, 2008). Just like an iceberg has some visible portions above the waterline, a larger but invisible portion exists below the waterline as well. Some aspects of culture are clearly visible and noticeable while other aspects can only be imagined or ideated. The part which we can see is only a small part of the entire culture. A relationship exists between the invisible and visible aspects of culture and in several cases; the invisible aspect of culture tends to influence the visible part. An example to understand this is that the religious beliefs (invisible aspect) can be easily recognized by holiday customs and style of dress (visible aspect) (Peace Corps Cross-Cultural Workbook, n.d.).

Several authors have interpreted the meaning of the word culture differently. An American anthropologists Kroeber and Kluckhohn (1952) have given many definitions for culture. In regard with these definitions we can say that cross culture brings together people from their vivid culture, religions, regions, languages, customs, traditions, food, ideology, behavior and the like. Cross culture cannot be linked with a particular community, it is omnipresent; notably visible in much articles, scholarly matters, cinemas, arts and theatres, music or cuisine, marriage or communication, education or career, history or science and the list continues.

Though in the present world cross culture is much noticed in the business world where the success of international cross border trade rests on the smooth synchronization of the cross culture, participants from different nations unite together that bring different values, viewpoints and business practices. Simultaneously this also laid a growing concern on the companies that engaged their substantial resources towards the training and development of their employees for a better, enhanced and positive cross cultural experience. The result is that cross culture familiarity and empathy is expected from the employees who are recruited in multinational or transnational organizations. At the same time cross culture can be experienced by an employee who is transferred to a location in a host or another country. The employee is expected to learn the language and adaptability to the culture of those around him, and vice-versa. This becomes more challenging if the person is acting in an executive or managerial capacity; someone in this position who cannot effectively communicate with or understand their employees' actions can lose their credibility. Hence it can be said that in an ever-expanding global economy, cross culture and adaptability will continue to be important factors in the business world. Indian IT companies do face the same cross culture issues in day to day business life, though might be possible our cross culture issues may not be as same as the West. But still some cross culture issues in Indian IT companies may be like, managing the relationship with the different ethnic groups, work culture differences, vivid perspectives over knowledge sharing and team performance, difficulties in project handling management, etc. It is also true that cross culture at one side of the coin bring issues and differences among the members but simultaneously some opportunities and strengths are also crept in. Hence altogether cross culture greatly affects the human resources and vice versa. The following study by the researcher is to know and analyze some of the cross culture issues in the Indian IT companies.

According to Kroeber and Kluckhohn, the concept of culture can be construed as following (Holden, 2002), a set of ideas, concepts or notions, especially values are shared by the members of a culture. These set of ideas is transferred from one generation to another through symbols. Culture is assumed to exist from the past

actions of members of a group. Culture is learned and molds behavior and changes one's perception of the world.

According to Hofstede (1994), culture has a tendency to influence values in the human endeavor. Holden (2002), has categorized culture into six broad levels as international, national, regional, organizational, professional and personal. Culture prevailing in a country and common to its nationals is called national level culture. Culturally different groups existing in a nation having similarities based on regional, ethnic, religious and linguistic behavioral levels. The level of gender is depending on whether a person is male or female. The generation levels consisting of differences in generations between grandparents, parents and children. The professional level is associated with differences in education and occupation of individuals. The organizational level is determined by how it is operating at corporate level required by the members of that organization.

Types of culture

The concept of culture is as vivid as one move from one country to other and even within the country. The culture can be distinguished between nonmaterial culture which includes values, beliefs, symbols and language of that society. The other type is material culture which includes physical objects such as tools and technology, clothing, eating utensils and means of transportation etc. (Andy Schmitz, Sociology comprehensive edition, V.1.0, 2012). There are many authors who have described different types of culture, here I have mentioned few types of culture relevant to the present study. There are several different types of cultures, to mention some are as follows-

- National cultures- These cultures are about more than geography and may include different communication styles, outlook, and assumptions.
- Subcultures- These cultures often exist under the umbrella of a national culture. They are formed by small groups in the societies.
- Organizational or corporate cultures- These cultures may be intentionally fostered and developed, or may simply develop over time. For longer-

standing companies, the culture may include unwritten or even unspoken rituals and roles.

- Industry cultures- These cultures generally grow over time and can be based on factors like the type of work, educational requirements, and customer expectations.
- Professional and functional cultures- These cultures may be based on types of responsibilities and educational requirements. The culture of the industry is often serious, efficient, and focused on numbers and metrics with low risk tolerance.

Cultural layers

Every culture has multiple layers. Edgar Schein created a model to demonstrate a culture's multiple layers. This model helps us to understand the concept of organizational culture and why people behave differently in different organizations.

There are three basic layers:

- Artefacts and products- These are part of the outer or explicit layer. This layer includes the more obvious facets, like dress, food, music, and humor.
- Norms and values- These are contained in the middle layer and refer to acceptable behaviours and a sense of what is right and wrong.
- Basic assumption- These are contained in the innermost or implicit layer and refer to the core and deeply-held beliefs of the culture. Members may or may not consciously recognize them, and cultures with similar norms can have very different core beliefs. This is often the basis for miscommunication and conflict.

Productive cross-cultural communication involves navigating the explicit cultural artifacts and products in order to appreciate the inner core of norms and values. However, the ultimate goal here is to have an understanding of the core beliefs that shape feelings, perceptions, thoughts, and actions, all within the culture.

Hall's theory of High and Low Context Cultures

The term low context and high context were developed by Edward T Hall who was a renowned anthropologist. This concept help in understanding the differences in communication styles between societies and different ethnic groups.

- Low context communication- In this type of culture very little context is required, as relationship carry little weight and any necessary background is contained within the communication itself. This type of culture is characterized as it is direct and to the point, it is logical and sequenced, information is in detail, meaning is contained in the message and feelings are aligned with meaning. The low context culture include USA, Canada, German and Scandinavian.
- High context communication- In high context culture type there is a need of background, as personal relationship are key in business. This type of culture has features like it is indirect, cyclic order, understated (reserved, restrained and impersonal), attention given to nonverbal behaviours. The high context culture includes Korea, China and Japan.

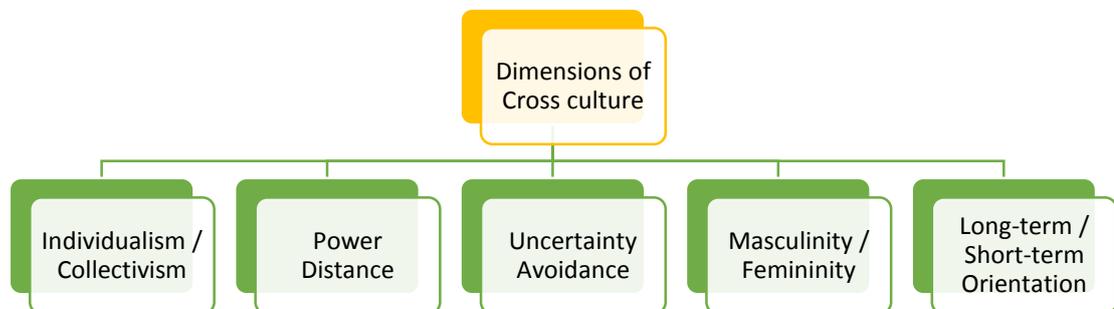
According to Edward T Hall no culture or group is entirely low or high context. Within the group there is range of behaviors. Awareness of these differences help to learn to communicate across cultural boundaries. Throughout the world, there is a range of low context to high context cultures and groups. As we move from low context to high context, communication becomes more intuitive and less explicit. Many theories around cultural dimensions have been developed. Hall's theory questions the amount of context or unspoken background someone needs in order to understand a statement or a behavior. People of different cultures, societies and groups often communicate very differently from each other. This can make the communication across culture a very tricky job.

Hofstede's Dimensions of Culture

Hofstede (1980, 2001) conducted a research in the 1970s which illustrates the effect of culture on the manager and the person being managed. The theory has multiple:

- Power distance- This is the degree to which members of the organization accept the unequal distribution of power.
- Individualism versus collectivism- This is the degree to which people are integrated into groups. Individualism stresses independence and loose ties, while collectivism emphasizes strong cohesive groups where loyalty is traded for protection.
- Uncertainty avoidance- This is the level of tolerance people have for being placed in new, unexpected, or uncertain situations.
- Masculine versus feminine- In masculine societies, gender roles are separated and distinct, whereas in feminine societies, there is a great deal of overlap.
- Long- term versus short- term- Long- term orientation sets a high value on perseverance and thrift. Relationships are ordered by status. Short- term orientation sets a high value on social traditions and obligations, as well as respect.

Figure 2.4.1 Hofstede’s dimensions of cross-culture



Cultural conditioning

To understand more deeply about the culture, one must understand the cultural conditioning. Cultural conditioning helps to understand how people acquire their culture and learn about their behaviors and values that are accepted or rejected by their society. This process is known as cultural conditioning, which focus on a particular group and varies significantly from culture to culture (Peace Corps Cross-

Cultural Workbook). This process of conditioning starts to develop in early childhood but continues to develop throughout the life of an adult as new behaviors and values are acquired continuously.

The following steps are involved in the process of cultural conditioning (Peace Corps Cross-Cultural Workbook)-

- Observation/Instruction- In this process, one observe a particular behavior without actually doing it yourself.
- Imitation- At this stage, people try to do things themselves. This situation creates little nervousness as full concentration is applied to doing things without making any mistakes.
- Reinforcement- People will guide others on how to do things correctly and tell them about their mistakes. Over the course of several attempts, one can learn to improve on his/her skills and try to do what people ask them to do.
- Internalization- This is the stage, one do not need much reinforcement and practice helps them to learn how to do things correctly. At this stage with little attention one can perform well and start working with more accuracy and improvement.
- Spontaneous Manifestation- This stage refers to the ability of a person to do things the right way without paying much attention to what they are doing. It comes naturally to them.

Culture comparison

Hofstede (1980) presented four dimensions derived from differences in national cultures across the world. The four dimensions as mentioned by him are individualism-collectivism, power distance, uncertainty avoidance, and masculinity-femininity. He has explained the work values in different culture around the world. The following are the dimensions given by him, this will help in understanding more deeply about the different cultures.

Individualism: It refers to the extent to which an individual identifies one's self. The characteristics of individualism include being self-sufficient and self-dependent without the need for reliance on the group. People position themselves

to be psychologically and emotionally distant from each other. The success acquired by an individual is independent of the success in the group.

Collectivism: An individual associates himself with a large group or a team, for example, family or work team. The survival and success of the individual is dependent on the team's success. In collectivism the cooperation and integrity is required of all the team members in a group to achieve a common goal. Here all the group members are similar in their psychological and emotional orientation but this may vary with members of other groups.

Power Distance: It determines the attitude of the society toward power differences, that is, how cultures perceive the notion of power and status. It is best shown especially in workplace relationships, particularly in the relationship between managers and subordinates. There can be high power and low power distance cultures depending on acceptance in power differences.

High power distance is where people regard power and status as natural and accept that some people are powerful and influential. In such culture types, power and status are used to distinguish members of the society as the people with greater power are required to take more responsibility and initiative.

In case of low power distance, contrary to high power distance, people see power and status as artificial and pretentious. Culture with low power tend to reduce the differences by distributing the responsibility and initiative equally.

Uncertainty avoidance: This dimension of Hofstede's model deals with interpretation of uncertainty of life in various cultures. The societies are affected by uncertainty but the level of threat varies differently among different cultures. In such type, some cultures feel highly anxious about the uncertainty in life and are known as high uncertainty avoidance, while low uncertainty avoidance cultures are more tolerant to threats and anxieties.

Masculinity and femininity: It is the extent to which cultures differentiate between gender roles. Here male orientations are characterized by ambition and excellence whereas female orientations have propensity more toward quality of life and harmony.

Cultural distance

Cultural distance is the degree of difference between two social systems that ranges from minimal to substantial gap. Cultural distance helps in accessing the amount of cultural adaptation that employees can achieve in moving from home country to host country. Cultural distance has direct impact on feedback and response of employees in the organization. It has been noticed that employees have difficulty in distinguishing the culture of home country to the host country's culture, signifies the degree of cultural distances that might result to being ethnocentric. Cultural distance may have deep impact on employees to adjust and perform in new environment, thus it is important to manage this and remove the cultural barriers.

Culture shock

In this era of globalization there is need of movement of employees from one nation to other, and it is very common in IT industry. Employees thus tend to experience the culture shock, though the MNC's tries hard to provide sufficient culture training before sending an employee to other country. In real world it is not possible to work in isolation to accomplish business objective. Interaction and collaboration is required with subordinates, superiors, customers, suppliers and many other associates as a part of the daily working of the organization to achieve business objectives. But as we know that we humans are not simple but are complex bundle of many emotions and we decide for ourselves what is right and what is wrong and reach certain conclusions and make opinions about people and situations (Fisher and Sharp, 1999).

Culture shock is the terminology used to express the strain and tension which can be physical or mental, experienced by an employee when goes from home country to host country. There are other signs of culture shock like confusion, feeling of depression, inability to adapt socially, feeling of isolation and frustration. To understand culture shock better, here are the different stages of culture shock-

- The honeymoon stage- This stage often overwhelmingly positive, as a person travelling becomes infatuated with the language, people and food in new surroundings. On short trips, this stage have not much effect but on longer trip, this stage will usually phase out.

- The frustration stage- At this stage, the fatigue of not understanding gestures, signs and the language sets in and miscommunication happens frequently and this triggers frustration.
- The adjustment stage- At this stage frustration are often subdued as the person starts feeling familiar and comfortable with the surrounding with the help of friends and communities.
- The acceptance stage- The final stage of culture shock is the acceptance after wrestling with the emotional stages. The person develops familiarity and is able to draw together the resources needed to feel at ease.

Culture shock can lead to development of antagonism towards new culture and/or country in the person(s) experiencing frustration and anxiety due to the new environment and can be detrimental in interpersonal relationships (Ferraro, 2006; cited in Xia, 2009). The cultural environment completely changes when an employee is moved to other country. The culture shock is often experienced by the employees, the present study is done for the purpose to throw light on this aspect that despite of so many efforts by the organization, an employee still faces the effect of culture and find it difficult to adjust in other country. Through this study we will try to find out the ways to reduce this effect and improve the efforts of the IT companies to reduce the drifts and make the employees more productive for the organization.

Cultural challenges

Companies operating in international environment choose a model as defined by (Heenam and Perlmutter 1979) which influence the strategies and decision making of the organization, the framework is called EPRG model. The framework includes Ethnocentric, Polycentric, Geocentric and Regiocentric. Based on this model the following challenges are being faced by the global organizations:

- Ethnocentrism versus parochialism- Ethnocentrism is the view that your way is best and you are not interested in any other options. Parochialism

takes that a step further, with the belief that there is only one way to do things.

- Cultural stereotypes- These describe values and characteristics in judgmental and negative terms.
- Cultural determination- This believes that the culture is responsible for the actions of the individual or group, are not the individual or group themselves.
- Cultural relativism- This is the belief that because cultures vary, everything is relative and there are no absolutes.

Cross-cultural management

After understanding the concept of culture clearly, now we have to understand the term management. There are many definitions given by as many authors, it can be concluded from these definitions that management is the process of achieving organizational goals through planning, organizing, directing, coordinating, and controlling of the organizational resources in an environment (Taylor, 1911, 25-114; Simon, 1960, 1-50; Fayol, 1998, 1-157). Thus it can be said that the cross cultural management is a process of achieving organizational goals through planning, organizing, coordinating and controlling the organizational resources in the cross cultural environment. Since management differs in different environment, thus for cross cultural management the managers should have clear understanding of culture of home country and the host country. This help to overcome the conflicts generated due to cultural differences. The managers need to learn and promote the ways of management according to the new knowledge learned from the cross culture management experiences.

The concept of cross cultural management was prevalent in ancient international trade and business exchanges too, when early civilizations began overseas trade and they knew how to do business with people with different cultural backgrounds. The only difference then and now is that the world has become a very small place now, due to advancement in the technology; on the other hand the complexities of cultural understanding have also increased and the need to study the different cultures has become important.

2.2 Position of human resource management in organization

The role and position of HRM has been observed to be more dynamic in recent years apart from performing the traditional role of recruitment, staffing, training etc. With the advancement in technology, the conventional methods are being replaced by newer techniques. Due to globalization the companies are spreading all around the world and no longer restricted by geographical barriers. Economies in the world are rising and falling and being evolved globally continuously. Adding to the mayhem, are strict laws and regulations passed, leading to a constant void waiting to be filled with effective policies that follow all the legal guidelines. The HRM have to look into to it, so as not to compromise on the organization's survival. To cope up with all this, is a function necessary, the human resource function. In a quest to integrate all the operations and strategies of a business across a wide array of products, services, ideas and cultures, the role of HRM has become very important. The HRM which was earlier restricted to handling basic data work and routine record keeping, is now exposed to an evolving nature of diverse workforce complexities, legal obligations and strategic management of the organizational goals. While the HRM has been focusing on ensuring compliance with employment law and maintaining employee levels, in recent years we have seen a shift in the role of HRM becoming more strategic and more involved in business operations. The following are the major role and responsibilities of HRM in the organization- Recruitment, Employee relations, Employment law compliance, Health and safety, Staff training, Professional development, Appraisals, Rewards and incentives, Maintaining work culture, Resolving conflicts, Management, Payroll management and so on.

The HRM in the organization accounts for a large chunk of organization's assets. It is of utmost importance to have an equally professional and well managed HR department, to build a team of professionals. The slipshod HR function may cost to the organization's future and compromise on its achievement. The role of HRM is to maintain law and order in the organization and among the employees, which further extends to attracting, engaging and retaining top talent.

International HRM and cross cultural issues

The spectrum of HRM has been extended from performing the traditional HRM functions to playing as a strategic business partner in the organization. In the present time where people from diverse culture work together, for HR it is important to retain the talent for the organization's good apart from looking into attrition of employees. The performance of HRM in the organization is measured by its direct contribution to the success of the organization.

From the management viewpoint, the concept of culture can be explained as a set of shared mental descriptions that shape the way in which managers interact with the world (Thomas, 2008). For the organization it is important to understand the way to behave and act in their roles and how cultural diversity influences the other members of the organization. Today successful organizations prepare their leaders to fully understand their culturally diverse work atmosphere and work effectively with people from different cultural backgrounds having different ethics, values and business rules (Society for Human Resource Management, 2008).

Procuring cross-cultural skills requires considerable time, training, teaching, experience, knowledge, susceptibility and awareness. The ignorance of such intercultural expertise results in miscommunication, mismanagement and relationship disasters, thereby having serious implications on business services, project failures and increased competition (Society for Human Resource Management, 2008). The unawareness of cultural differences on the international level may result in dominance by powerful countries and corporations and they appear not to value cultural diversity. As a result, it increases confusion and resentment and directly impacts trade relationships. Authors define this stage of deficit and threat as a negative spiral starting to evolve in the business environment and then having serious implication on its functioning (Quappe & Cantatore, 2005). The role of HR professionals is to look for ways to reverse the effect of this spiral, leverage cultural diversity as a powerful resource to increase productivity, and develop means which meet the needs of the global business (Quappe & Cantatore, 2005).

The HRM acts as a channel in the organization to implement cross-cultural intelligence and encourage cross-cultural communication throughout the organization (Society for Human Resource Management, 2008). Thus the key

responsibility of HRM is to manage such cross cultural differences and reduce the miscommunication.

2.2.1 Human Resource management in India

The role of HRM has become very crucial in Indian IT industry, due to advancement in technology and need of improved HRM practices. The HR department need to adapt to new changes and live up to the organization's expectations. The sustainability of the organization is in preparing its workforce for the future competition, for this HR has major role to play. HRM is being recognized as a source of competitive advantage in the organization which helps in building an excellent workforce which can globally compete. The major challenge for the HRM is to balance between domestic and international approach of management, which requires strategic human resource management approach. In India due to foreign direct investment policy, more MNC's are entering in Indian economy, the role of HRM is not only human resource activities but also involving effective and appropriate management for the welfare and prosperity of humanity. The HRM has to look for better option for the employees to work and life balance, as there is lot of pressure to complete the project deadlines due to global competition. Indian companies have modified their bureaucratic business methods from labour intensive to capital intensive system and developed the workforce according to international standards (Budhwar and Debrah, 2001).

The implication of global competition faced by Indian companies from multinational can be understood with this that they have to stand up to the technological advancement but also develop and maintain a highly diverse workforce in a skilled, impelling and productive work environment. The stress on HRM has increased, as it has to deal with cultural implications caused by fusion of distinct belief and notions of both domestic and foreign employees. Thus the role of HRM in India have become more strategic in approach to deal with cross cultural issues.

Cross cultural differences and issues in Indian IT company's HRM practices-

With the increase phenomenon of globalization, the companies are expanding business across national border, which has raised the need to emphasize on study of cultural diversity. Cross-cultural misunderstandings can be seen among people working across MNC's with diverse cultural backgrounds. The misunderstandings often tend to create repetitive phenomena involving cross-cultural conflicts, dissatisfaction and provocation leading to communication problems, and reduced employee performance (Milliman, 2002; Higgs, 1996; Monks, Scullion and Creaner, 2001).

National factor- The management techniques learned and developed by a manager in home culture do not apply equally in other cultures and thus produce several clashes and ambiguities. This problem is even more critical with HR practices as they have to deal with people from different cultures, develop HR policies and practices to manage individuals, and resolve their problems and maintain cross-border relationships (Schuler et al, 2002; Devine, Baum and Hearn, 2007; Kanter and Corn, 1994; Silverthorne, 2005).

According to Budhwar and Debrah, in developing countries the national factors have great impact on cross cultural management in the organizations. Further the authors have identified few aspects of national culture which influences the HRM policies, they are common values, beliefs, customs, socializing process, power of pressure groups, management perceptions, type of management system, personality, temperament, attitude towards work, attitude towards cultural diversity and correlation to the organization culture etc. All these aspects help in understanding the challenges faced by HRM due to variation in culture of home and host country, and the increasing diversification of workforce in terms of multiculturalism (Claus, 2008).

Motivational factor- Indian society views perquisites and titles as status symbols. A number of mid-level management and executive positions provide company housing, cars, and other basic amenities. Other perquisites that employees expect out of their positions include company loans at low interest rates for purchasing houses, transportation facilities, and other consumer durables. People are inclined to save for their future needs. Terminations are regarded with social stigma and

employees facing termination find it difficult to carry on in society and find another job with a better or similar reputation (Munuswamy, 2008). Many employees tend to prefer voluntary retirement schemes with a good salary incentive. Varying trends of promotions and incentives can be seen in both the public and private sectors. Employees believe in loyalty and trust for many public sector companies but this tendency is different in private companies. Employees are tempted to make frequent shifts in MNC's to boost their salary packages and gain promotions. Promotions and pay increase with seniority rather than performance in the public sector whereas in the private sector, promotions and variable incentives are based on performance and accomplishments (Munuswamy, 2008).

Communication style- In India the communication style has an impact, as a candid and straightforward style of communication is not appreciated in Indian society. Acts of flattery and commendation are quite common among Indians and they expect these pursuits as a symbol of motivation, respect and appreciation. People expect to have things explained to them without assuming them on their own or taking them for granted. An indirect style of communication is preferred as Indians find it hard to say no to anything. Communication styles are oriented toward relationship and vary with the age and seniority of the person in both professional and personal contexts. The manner of communication varies according to gender orientations as well. Women are expected to be more polite, considerate and submissive in their language as compared to masculine communication styles. Careful questioning and understanding of body language are expected out of a courteous, mannerly and modest Indian (Munuswamy, 2008).

Gender differences- There has been noticed huge gap in the gender ratio in Indian organization. The Indian constitution has recognized the equal status of women in society. Women in India have been increasingly taking up significant positions in professional roles. Many sectors experiencing the rise of female professionals include the IT and software industries making up nearly one third of the total employees. Further, the rise in women managerial roles and entrepreneurship in the corporate sector has been boosted by globalization and the increase in MNC's in India. Seen from the perspective of international managers, recruiting, training, and retaining women staff is not seen as a difficult task anymore. However, the

conservative nature of the citizens poses some restrictions on foreign businesswomen, who have to be conscious of their dressing styles and be careful with the unwanted attention they can attract due to their strikingly different attire. Initiating a handshake by a woman employer is seen as somewhat inappropriate but the trends are changing with Indian women becoming more familiar with education and international customs and regard acts of handshaking as an act of courtesy and social conduct. In other cases, a woman might wait for a male colleague to extend his hand for a handshake. Other displays of affection such as hugging, kissing or touching members of the opposite gender are strictly considered inept and unsuitable (Munuswamy, 2008).

Leadership style- In India, as per the study by Hofstede, high power distance is prevalent and its effect is very much observant in the managerial and leadership style. There has been observed wide gaps in education between and among different managerial levels which results in different style of management at workplace. The following section will present the nature of Indian managers in accordance with their cultural values and the differences these aspects can create when interacting with other cultures. There has been observed impact of national culture aspects on Indian managers as discussed in above section, though with the increased number of multinational companies entering in India, has brought the cultural diversity at work place which has brought into focus the need of diversity and inclusion. The human resource department in each organization has introduced new and more effective human resource policies which is gradually changing the attitude of the Indian managers.

Management style- The other factors which has impact on Indian managers are caste system, gender inequality, motivational factors and highly heterogeneous culture, have created an environment where authoritarian management is superior. Apart this a wide gap between management and employees have also acted like a roadblock to participative management. Participative management style is very effective for the success of the business, as it reduces the loopholes and gaps in management and employees and enhances more transparency at workplace, which in turn wins the trust and loyalty of employees. Despite of various human resource policies the attitude of managers in India has been noticed indifferent. With the

growing number of multi-national companies it has become vital for the top and middle management to act accordingly to achieve business goals and global competitive edge.

2.3 Role and impact of organizational behaviour in cultural diversity studies

The role of organizational behaviour is very important in understanding the effect of cultural diversity in any organization as it is the blend of three sciences, psychology, sociology and anthropology. In the present times where the whole world has become a very small place to work, people at workplace have several encounter to different culture environment, some of them are negative and some are positive. This study has focussed on various effects of cross-culture in the organization. The study of organizational behaviour helps in managing not only people but people from diverse cultural background. Human resource personnel with the help of OB, formulate effective HR policies to manage, train, attract and retain culturally diverse people. The multi-national companies hire diverse work force to make the organization globally competent.

Organizational Behavior

Managing people's behavior at the work place is a challenging task for the organization, as this is a process involves many complexities. The study of OB has contributed towards understanding the work force and accordingly managing people's behavior and heading them towards achieving the organizational goal. To understand OB first we need to know about an organization, which is a social arrangement which pursues collective goals, which controls its own performance, and which has a boundary separating it from its environment. The word is derived from the Greek word 'organon' meaning tool. Organizational studies helps to study the organizations from multiple viewpoints, methods, and levels of analysis, like that of Organizational Behavior, Organizational Development, Organizational Climate, etc. Organizational Climate is developed by the organization, it reflects internal and external struggles, the type of people who compose the organization,

the work processes, the means of communication and the exercise of authority within the individual organization. In the present scenario organizations are undergoing lot of changes over the last decades as they step into the new digital world due to the globalization, privatization and modernization. The ongoing advances in telecommunication networks have introduced a 24x7 work culture that emphasizes only on productivity. This type of culture is very widely seen in the IT sector all around the world. The work Climate is also important as people are no longer wedded to the organization and are searching for better opportunities. In such scenario, Organizational Culture and Organizational Climate represent the underlying philosophy and perceptions of members of any organization respectively.

Organizations differ in their customs, traditions, in what is valued, their ideas, functions and how they operate. It is hard to make differences between organizations in a descriptive or evaluative approach. The organizational characteristics can help in understanding the organizations which exert strong influences on the organizational members, their performance and overall effectiveness.

Max Weber defines organization as a corporate groups, whose interaction is basically focused on the close interaction pattern among them, towards pursuing common goals. He also defines that these organization differ from other social groups like family, community etc., simply because they interact through a structure. Humans are always being the part of organizations at some or the point in their lifetime. Anthropologists have found the evidence of organizations in the primitive society of humans, they were associated with. These organizations play a very crucial role in the life of every human.

OB is the integration of three sciences which helps in studying the different aspects of human and their behavior. Organizational behaviour presents a systematic study and application of knowledge about how the individuals and groups act within the organization where they work. OB helps in studying the several outcomes such as work attitude, job satisfaction, organizational commitment, job performance etc. OB studies the behavior at different levels, there are three key levels of analysis- individual, group and organization. OB does the analysis at three level which helps

in getting along with work, people, organization and help in reducing stress levels, making more effective decisions, work effectively with team members. The study of OB help in inculcating communication skills, interpersonal skills, motivation, integrity, honesty and strong work ethics.

Figure 2.3.1 OB is integration of three sciences



OB plays a vital role in understanding, predicting and controlling human behavior, through different management activities. OB is primarily concerned with the aspect of human behavior which is relevant for organizational performance.

How the three sciences have a vital role to play in OB? Here is a precise overview, which will help us understand and relate it to the study and impact of culture.

Psychology-It is the science of human behavior. It comprehends the objective and subjective form of human behavior. It studies the behavior of humans under various conditions- normal, abnormal, social, industrial, legal etc. It also studies the process of human behavior such as learning, thinking, memory, sensation, perception, emotion, feeling and personality. When we talk about personality and motivation, it is the field of psychology.

Sociology- Sociology is the discipline that studies the pattern of human behavior, the way in which people act towards each other. It studies about the social groups,

social behavior, society, customs, institutions, social class, status, social mobility and prestige. The topics of team and teamwork comes under sociology.

Anthropology- The Greek term ‘anthropo’ meaning man and logy meaning science, can be defined as the science of man. It helps in study of civilization, different cultures and its impact on individuals and groups. Together, anthropology helps in understanding the effect of culture on organizational behavior, norms sentiments, value systems and interaction.

Culture and Anthropology- The concept of culture has been defined in many discipline. The field of anthropology, the most synonymous with the study of culture. A range of definition exist within this field, but only few will be explored in this thesis.

Organizational Culture

According to Edgar Schein (1995), organizational culture refers to a shared basic assumptions that have been invented, discovered by a given group, as they learn from this to cope with problems of external adoption and internal integration in the organization. This form of culture, if works well in the organization then same is taught to other groups too in the organization, thus creating an organizational culture. It is related to commonly shared beliefs, values, norms of behaviour, thinking and emotional intelligence, routines, traditions and perspectives in the organization. They are pervaded or infused through the organization, thus creating a common culture to all employees in the organization, this is called organizational culture.

Organizational Climate

Climate can be defined as the perceived characteristics of an organization and its subsystems which is reflected in the way an organization deals with its members, groups and issues. The emphasis is on perceived attributes and the working of subsystems. Organizational Climate reflects the perceptions held by members of organization towards their organization. It represents a conceptually integrated synthesis of organizational characteristics and depends on the perceptions of the organizational members about different dimensions of the organization.

Organizational climate influences behavior of individuals in the organization and plays a very significant role in attainment of organizational goals. Organizational Climate is an indicator of Organizational achievement.

Organizational Climate represents the psychological state in the organization that is strongly affected by organizational conditions like structures, systems and managerial behavior. It is the perception of how things exist in the organizational environment that is comprised of several dimensions which in turn will depend upon the kind of organization. Thus organizational climate is the manifestation of the attitudes of organizational members towards organization itself. Thus, organizations try to keep people who best fit their climate, organizational climate (La Follette, 1983).

Organizational Climate presents a system of subtle and pervasive interpersonal affective relationships. Climate is used in the organization context, consists of a total affective system of the human group which includes- feelings, attitude towards the system, subsystems, superordinate system, procedures, tasks and conceptualizations. Climate, thus, refers to the relationships in any situation as the people in that particular situation experience these. Organizational Climate can be a useful tool for understanding the complexities of the organizations. Organizational climate may help in understanding the perception that people have regarding the organization and is a manifestation of the attitudes of the organizational members itself.

2.4 Conceptual study of cultural diversity in organization

Culture diversity is a subject getting growing attention nationally and internationally, the major factor contributing to it are the globalization of economies and involvement of international teams. Cultural diversity is a form of accepting the differences in individuals. The difference can be based on gender, age, sexual orientation, ethnic groups and social status and so on. Companies have realized the importance of acquiring a diverse workforce. Cultural diversity known as multiculturalism, is a group of diverse individuals from different cultures or societies. Cultural diversity includes language, religion, race, sexual orientation, gender, age and ethnicity (Esty, et al, 1995). Companies have started to embrace

corporate diversity in the early 2000s. This was due to globalization, many trends in demographic and changing workforce. The critical impacts of migration and globalization is the increase in the opportunities and need to interact with people who are from different culture. Due to globalization of economies and the migration of people has increased opportunities to all. On the other hand affecting organizations in a manner that it requires to be more open and accommodative towards heterogeneous working environment. Companies have started seeing the advantages that cultural diversity could bring and how a well-managed cultural diversity could help in achieving competitive edge in the market.

Types of Cultural Diversity in the workplace

There has been various types of cultural diversity identified in the workplace. To understand the impact of cultural diversity on employees in the multi-national companies, types of diversity has to be studied first. The following type of diversity has been identified in the multi-national organizations-

Ethnicity or race diversity- Ethnic diversity is related to having people from different historical, cultural, geographical background working together in the organization. The purpose of such diversity is one of the D & I strategies of the organization. It creates learning and more interacting environment in the organization.

Age diversity- This type of diversity is related to having workforce of different age group. As the young workers infuses new ideas and the experienced workers helps in formulating it effectively with their long experience.

Gender diversity- Gender diversity is an issue as well as advantage to the organization. There has been noticed wide gap in the ratio of male and female employees in the organizations despite several efforts made by the organizations. Having gender diversity at work provides the opportunity to utilize the skills of females in the organization as well as in the economy of that country.

Lesbian, Gay, Bisexual and Transgender (LGBT) diversity- The most discriminated section of the society are LGBT. The community of LGBT need to be utilized because they have many distinct groups of people with unique

experiences and challenges. They can help in making workplace and society a better place with their contribution.

Ability diversity- This comprises of inclusion of people in the organization with different abilities. There is huge of talent in differently able people, which can be effectively utilized by the organization.

Cognitive diversity- This include workforce with different thinking style. These people have ability to bring different perspectives in the organization. The diversity of thought have wider aspect and it can be seen in the formal or informal groups, mostly noticed in the millennial. It has many advantages to the organization, as it removes biasness and enables employees to put forward their unique views and perspectives. This type of diversity has the potential to lead and redefine the process of diversity and inclusion.

Expansions and intense globalization requires not just countries but also organization's capability to be more open and accommodative to a heterogamous working environment. It needs to be noticed that regardless of whether it is international or domestic, cultural diversity does influence how organization performs (Adler, 1997, p.97). Thus to excel the performance of the organization, there is a need for combination of globalization of trade and culture along with expansion of diverse workforce. An organization that effectively manages its cultural diversity succeeds with the well-deserved competitive edge while others lack (Stevens & Ogunji, 2011, p.529). Differences in people's values, attitudes and behavior that are grounded from diverse culture influence how managerial events are viewed in an organization (Adler, 1997, p.39). The organizations needs to take note of these differences in culture and benefit from it. Managing the diverse culture in an organization plays an essential role in achieving competitive edge in its market (Kundu, 2001, p.2). The survival of the organization depends on how well it absorbs the benefits from cultural diversity to increase the wealth of the organization. The multinational companies need to seek leverage of cultural difference by learn from them and accepting them for achieving business goal rather than ignoring them or allowing them to create problem (Adler, 1997, p.63). Thus culture can be defined as a set of beliefs, behaviors, values, and attitudes which a large group shares and

hands down from generation to generation. A culture is not bound by geography and its subculture are often defined by ethnicity. Thus it can be said that cross culture brings together people from their vivid culture, religions, regions, languages, customs, traditions, food, ideology, behavior and the like. Cross culture cannot be linked with a particular community, it is omnipresent; notably visible in much articles, scholarly matters, cinemas, arts and theatres, music or cuisine, marriage or communication, education or career, history or science and so on. Though in the present world cross culture is much noticed in the business world where the success of international cross border trade rests on the smooth synchronization of the cross culture, participants from different nations union together that bring different values, viewpoints and business practices. Simultaneously this also laid a growing concern on the companies that engaged their substantial resources towards the training and development of their employees for a better, enhanced and positive cross cultural experience. The result is that cross culture familiarity and empathy is expected from the employees who are recruited in multinational or trans national organizations. At the same time cross culture can be experienced by an employee who is transferred to a location in a host or another country. The employee is expected to learn the language and adaptability to the culture of those around him, and vice-versa. This becomes more challenging if this person is acting in an executive or managerial capacity; someone in this position who cannot effectively communicate with or understand their employees' actions can lose their credibility. Hence it can be said that in an ever-expanding global economy, cross culture and adaptability will continue to be important factors in the business world.

Indian IT companies do face the same cross culture issues in day to day business life, though might be possible our cross culture issues may not be as same as the West. But still some cross culture issues in Indian IT companies may be like, managing the relationship with the different ethnic groups, work culture differences, vivid perspectives over knowledge sharing and team performance, difficulties in project handling management, etc. It is also true that cross culture at one side of the coin bring issues and differences among the members but simultaneously some opportunities and strengths are also crept in. Hence altogether

cross culture greatly affects the human resources and vice versa. The following study by the researcher is to know and analyze some of the cross culture issues in the Indian IT companies.

Impact of cross culture on some aspects in order of importance to employees/ expatriates

Hiring and promoting people from different culture can be advantageous to the company, to think out of the box, to get innovative ideas, to get competitive advantages. Getting these benefits, depends on how a company deals with diversity. Important aspects on which a major impact of cross culture is studied are-

- Employee training- Training has a visible effect on the employees in the multi-culture environment. It helps the employee to learn and develop new skills.
- Employee performance- It has been observed that employees working in multi-cultural environment performs better as they get exposure to new ideas and innovation.
- Expatriate adjustments- The organization need to focus on the diverse workforce and how well they are able to adjust in the workplace. By adopting universal culture an organization can help its employees to adjust effectively.
- Expatriate adoption- Often seen that, employees find it difficult to adopt and adjust in the new culture. In such case with the help of cross-cultural training an organization can support employees to adopt the new culture and perform their best to achieve organizational goal.
- Employee compensation- There has been noticed a difference in the compensation of international and national employees, it is one of the effect of cross-culture. The organization must try to pay as per the norms followed in that nation or it should follow generalised form to provide equality in the pay to the employees. Higher level of attrition takes place due to the effect of insufficient compensation.

- Communication in the organization- Communication plays a major role in developing interpersonal relationship among the employees and it also helps in building trust among them. Without this it is difficult to have harmonious working relationship among employees at workplace.

All the IT companies who have been studied in this research have diverse work force. Having diverse workforce at work place is more than just compliance, it's about driving the organization towards success, through pulling often the best individuals from different walks of life, with most innovation solution, experiences and ideas. And this of course, why we have to learn about diversity at work place. Here we should focus on approaches towards diversity and inclusion. We also have to consider how to overcome the barriers of diversity, in order to accept the diversity and what all it has to offer. In today's global environment for all the IT companies, diversity is a priority and has to act on it. A company has to focus on the following-

- What percentage of revenue is generated by the other cultural groups?
- How many woman representatives are involved for the leadership positions?
- What measures are taken by the company to foster diversity and inclusions in the organization?
- At what level the multi-cultural groups are participating in the organizational activities?

Such type of questions helps the company to explore new competitive advantages and resources. Diversity apart from gender and races, is a much wider terms, in respect of- Thoughts, Values, Social backgrounds, Education. When people from different social backgrounds and educational level comes together, they bring diverse ways of looking at things, they contribute to diverse ideas, experiences, and this makes a perspective of business, and makes ways for positive changes in the organization. If the companies can embrace diversity, they foster the ability of the people from different culture to work together. They create an inclusive culture that can add value to the contribution of diverse workforce. They work to avoid a monoculture, and they embrace otherness.

Diversity in composition, means the entire mix of workforce with unique ideas, experience, share some similarities and differences. In all MNC everyone has something unique to contribute, they can't be a mix of bunch, and their clients come from all walks of life. In these companies they share common values, training and sense of humor. Diversity is not an issue of organization, but it starts with the individual, being exposed to diversity can enhance the creativity and problem solving skills of the workforce and broaden the perspective. Diversity can have concrete business advantages, and companies emphasize and encourage differences rather than suppressing them, fresh ideas can emerge, companies can get innovative ideas that makes them more competitive.

2.5 Evolution of cross culture as per the western philosophy and Indian culture

2.5.1 Indian culture-An insight

In this research I have tried to find the impact of culture on Indian IT industry, for the purpose it is necessary to have a glimpse of Indian culture too, which help in understanding and relating to factors impacting the employees. It has been observed that not only host country has impact on employees but to a great extent home country also have impact on the attitude and behavior of the employees. Here an attempt is being made to understand the socio-economic structure of India. In this topic the various aspects of the Indian culture will be studied. India has very rich, oldest and diverse culture, which has made India a unique country and being admired by whole world. India since independence, has achieved all round socio-economic progress.

India is the seventh largest country in the world, India stands apart from the rest of the Asia due to its mountain ranges and the sea, which gives the country a distinct geographical entity. Surrounded by the Great Himalayas in the north, it stretches southwards and at the tropic of cancer, tapers off into the Indian Ocean between the Bay of Bengal in the east and the Arabian Sea in the west. In the ancient times this unique and favorable geographical features of India has paved ways for

international trade, which still continues but in a more improved way. India has been always admired by the world for trade and its tradition. The history of India shows the magnanimity of its evolution, from a country being under colonialism to one of the leading economies in the world within the span of seventy years. The nationalistic fervor of the people of India is the greatest force behind culmination of such development. This transformation of India infuses a sense of national pride in the heart of its people within the country and abroad. There is hardly any culture in the world that is as varied and unique as Indian culture. The South, North and Northeast have their own distinct cultures and almost every state has its own unique culture. India is the home to some the ancient civilizations, including four major religions- Hinduism, Buddhism, Jainism and Sikhism. The exclusive Indian culture is a composite mixture of varying styles and influences. In the matter of cuisine, the North and the South are totally different. There are variety of festivals in India characterized by color, vivacity, enthusiasm, prayers and rituals. In the realm of music, there are varieties of folk, pop and classical music. The classical traditions in India of music includes the Carnatic and the Hindustani music. India is being admired by the world for its classical music and dances.

According to Indian born economist Amartya Sen, the culture of modern India is a complex blend of its historical tradition, influences from colonialism over centuries and current Western culture- both collaterally and dialectically. Amartya Sen has observed that external images of India in the West often tend to emphasize the differences- real or imagined between India and the West. There has been seen a considerable inclination in the Western countries to distance and highlight the differences in Indian culture from the mainstream of Western tradition, rather than discovering and showing similarities. The deep rooted heterogeneity of Indian traditions, in different parts of India is neglected by various western writers in the standardized description of India. According to Sen, the perception of Indian culture, by those who were not born and raised in India, falls under one of these categories-

- Eroticist approach- This approach concentrates on the wondrous aspects of the Indian culture. The focus of this approach of understanding the Indian culture is to present the different and strange aspects .As quoted by Hegel,

“a country that has existed for millennia in the imaginations of the Europeans”.

- Magisterial approach- This approach assumes that to deal with India, a sense of superiority and guardianship is required. There are different viewpoints about Indian culture- James Mill presented it as strangely primitive culture, while some British observers did not agree with such views about India and some non- British did agree.
- Curatorial approach- This approach attempts to observe, classify and record the diversity of Indian culture in different parts of India. This approach do not look only for the strange, not weighed by political priorities but tend to be freer from stereotypes. This approach, have an inclination to see Indian culture as more special and extraordinarily interesting than it actually may be. This approach is inspired by systematic curiosity for the cultural diversity of India.

According to an American sociologist Rosser, Americans of South Asian origins feel the Western perception of the culture of India has numerous stereotypes. Rosser noted that in the study of the United States about Indian culture is rarely devoted to independent India. People around the world are making theoretical assumptions about Indian religion and culture, but far more prudent when evaluating civil society and political culture in modern India. The contribution of South Asia is not only to ancient contribution to human knowledge but also to modernization and development. In a study conducted by Rosser vast contrast being observed between Western perception of the Indian culture, versus the direct experience of the people. Susan Bayly also observed a considerable dispute in India and Orientalist scholars on perceived Indian culture. She acknowledges that many dispute claims prevalence of caste and strict social hierarchy in modern India. The conception of Indian identity pose certain difficulties and presupposes a series of assumptions about what concisely the expression of Indian means. Despite this vast and heterogeneous composition, the creation of some sort of typical or shared Indian culture results from some inherent internal forces such as sound Constitution, universal adult franchise , secular educational policy, flexible federal

structure and some historical events like Indian independence, Partition of India, Indo-Pak wars etc.

According to an interview with C.K. Prahalad by Des Dearlove, in the diverse Indian culture with many language, religion and traditions, children begin by coping and learning to accept and assimilate in this diversity. Indians like everyone else in the world, wants to be treated as unique, as individuals, wants to express themselves and seek innovation. In another report by Nancy Lockwood of Society of HRM, writes that in the past two decades social changes in India has dramatically contrasted to the expectations from traditional Indian culture. These changes have led to Indian families giving education to girls, accepting women working outside home, pursuing career and opening the possibility to attain managerial roles in Indian corporates. The effect of these cultural changes can be seen in the growing number of women employees in Indian companies.

According to Christina De Rossi, an anthropologist at Barnet and Southgate College in London, the Western societies did not always see the culture of India a very favorable one. Early anthropologists considered culture as an evolutionary process and every aspect of human development was seen driven by evolution. Many societies outside Europe or North America, or societies that did not follow the European or Western way of life, were considered primitive and culturally inferior. This includes all the colonized countries and people such as African countries, India and Far East. However, Indians have made significant advances in architecture, art, education and medicine. India is the second most populous country after China, with the highest number of youth population.

The socio-cultural set up in India, form an integral part of HR practices. Co-existence of tradition and modernism make it essential to understand the socio-cultural characteristics, beliefs, values, and attitudes that form the fundamental constituents of Indian society and influence business collaborations with the nation. Although India being a secular state, India has experienced cases where religious partiality subsists in recruitment and hiring particularly in small-scale industries and family run businesses. Both personal and professional lives of Indians are highly influenced by religious rituals, symbols, omens and astrology. Although the traditional caste system has been eradicated legally, power distance is clearly

perceivable due to the presence of hierarchical structures in the family and business organizations in India. The contemporary aspect of time elongates negotiations and HR practices. In India impatience is not tolerated and thus things move at a patient pace in the country (Munuswamy, 2008).

There are some key concepts and values of Indian culture which has impact on the socio-economic structure of India. The socio-economic structure of India can be best explained through the values of Indian culture. Indian culture has been admitted to be one of the best in the world. In Indian culture the role of family, religion, karma is very important. The impact of Indian culture can noticed very deeply in our social and economic structure.

From the religion point of view, Indian people consider religion as an important aspect in their lifestyle and perceive it as a way of life. Indian believe in maintaining and supporting good relationships with other people through religion and faith. A diverse population of Hindus, Muslims, Christians, Sikhs, Jains and Buddhists makes up the society in India but religious tolerance exists both in the workplace as well as outside (Munuswamy, 2008). People in India believe in the concepts of Karma and perceive time as an important factor in deciding and planning major events. The decision-making processes are highly influenced by ideas of karma, believing in actions or deeds which is assumed to be shaping their past, present and future experiences. The notion of Karma is believed to be originate in their thoughts, words of speech, actions performed and the actions performed under one's instructions (Karma, n.d.).

Another important aspect is of family, which is considered a foundational aspect of society that helped in preserving the culture of the community for thousands of years. Family plays an essential role in almost every aspect of business such as decision-making, methods of management, types of approaches whether collectivist or polychromic and deciding employee benefits and gratuities. It has been observed that some organizations prefer seniority in higher positions but the trend is shifting with the shift in business practices in the new economy. The colonial mind set still persists and Indians exhibit this behavior by agreeing to a younger Western expatriate as their head (Munuswamy, 2008). Family run businesses are highly popular in the Indian work culture and hiring or promoting caste brother is viewed

as a mandatory obligation in society (Munuswamy, 2008). Involving all the members of the family in the business is seen as a natural way of doing things by preserving the resources within the family and moving the business forward.

2.5.2 India and the western philosophy of cultural dimension

The present study is based on the impact of cross culture in IT companies in India, for this various dimensions of culture given by Hofstede are discussed. This would help in getting a clearer picture of impact of the Indian culture in multinational companies. And also how far these companies are able to cope up with these differences on international platform. For the success of the business, it is necessary for the companies to reduce the cultural drifts and build strategies for workforce to be more effective, productive and competitive in the global environment. The model of Hofstede (1991), presents ranking of Indian culture based on four dimensions – individualism-collectivism, power distance, uncertainty avoidance and masculinity-femininity (Thomas, 2008). Here for the understanding purpose in this study the four dimensions of culture are discussed with reference to Indian context-

- **Power Distance-** Indian culture ranks comparatively high on Power Distance (77) compared to a world average of 56.5. Indian society is inclined toward hierarchy and inequality due to the prevalence of the caste system and class groups in its traditional history. Existence of hierarchical structures in organizations, social relations conscious of status and prestige, and preference of a superior-subordinate work relationship reflect the high power distance of the style of Indian management. High ranking of Indian culture on Hofstede's power distance model is explained by the presence of the hierarchical nature of Hinduism (again proven by the caste system), the early socialization process emphasizing the significance of the architecture of family, and the impact of British colonialism. Precedence is given to senior members in the organization in deciding about promotions and salary increments. People prefer employees from their own castes and religions and a small amount of discrimination based on these aspects can still be seen in society. Inter-group connections are questioned and discouraged by many

and the tendency of majority of the people to associate with people in powerful and reputable positions remains (Sahay & Walsham, 1997; Sharma, 1984; Budhwar & Debrah, 2001). This power distance ranking of Indian culture when compared with American (40), Canadian (39), and British (35) explains the reasons for disputable organizational correlations. For example, an Indian person may seem more fearful of people in power, more compliant to seniors and superiors, more reliant on others, and more dependent on intuition and destiny, as we compared it with Western cultures (Tayeb, 1988; Sharma 1984; Budhwar & Debrah, 2001).

- **Individualism V/S Collectivism-** India ranks medium in Individualism-Collectivism (48). India ranks low at individualism. This ranking for India can be attributed to choosing family and group achievements over actual work results. The concept of work is understood as a way not to fulfil individual satisfaction, but instead to meet the needs of one's family and social relations. In India family and social networking is the most preferred method for obtaining employment, promotions, and appraisals (Sparrow & Budhwar, 1996; 1997). Low intellectual and social mobility in India compels the organizations to recruit employees from their known pool of resources including their own families, communities, castes, and religions. The common beliefs in such practices are encouraging and promoting members of same family or community to attain and maintain higher positions in the society, creating loyalty and trust for their cultural group, preserving wealth and resources within the family and social frame (Budhwar, 1999; Budhwar & Khatri, 2001; Budhwar & Debrah, 2001).
- **Masculinity-** India ranks medium in Masculinity (56) with the world average slightly lower than 51. In terms of masculinity Indian culture exhibits a management style oriented more toward a paternalistic viewpoint. According to Kanungo and Jaeger (1990), in India there is a preference for personalized relationships in contrast to operation orientation. This encourages a personality directed toward more soft and tender decision making rather than bold and courageous measures (Sinha, 1990). Accomplishments are determined on adherence to moral values and rituals

instead of actual behavior, principles, or rules. Authors Mathur et al (1996) and Sinha (1980) have named this extraordinary transformational style of management as 'nurturant task leadership' focusing significantly on household and cultural beliefs and notions, like emotions, reliance, and interpersonal relationships (Budhwar & Debrah, 2001).

- **Uncertainty Avoidance-** India ranks low to moderate in Uncertainty Avoidance (40) compared to the world average of 65 (Thomas, 2008; Jackson, 2002; Geert Hofstede Cultural Dimensions, n.d.). The reasons for low uncertainty avoidance have been explained by several authors including Indian academics as unwillingness of the Indian managers to agree to organizational changes, not taking risky decisions or initiating problem solving tactics, being less responsive to job-related tasks, and not encouraging job feedback (Kanungo & Mendonca, 1994; Singh, 1990; Budhwar & Debrah, 2001).

Need and rationale of the study

In the present era of globalization where economies of the world are expanding all around the world to expand the business horizons, the companies are striving to achieve success despite cultural differences. The role of HRM becomes more complicated and challenging to meet the global requirement of the organizations. Today's workplace presents a world of challenges. Globalization is creating new markets, unprecedented opportunities and endless sources of competition. Revolutionary technologies promise superior products and services that require organizations to make choices that work for both customers and employees. Organizations are expanding at a fast pace in order to meet the growing list of challenges which include: producing results that enable the organization to grow or survive in an environment where customers as well as their needs are changing, competition is rising, and need is felt for attracting and retaining qualified and committed employees.

As we know that each and every organization has its own characteristic culture and climate which determines its productivity as well as efficiency. In a nut shell we can say that human resource is the major fuel for running any organization which

in turn determines the culture and climate of the organization. The study focus on developing a conceptual understanding of cultural dimensions, cultural diversity, organizational culture, organizational climate and human resource management that constitute any organization.

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CHAPTER - 3

RESEARCH METHODOLOGY

3. Research Methodology

3.1 Introduction

Research methodology is a systematic way to solve any research problems. Research is a science which helps in determining, the research done by the researcher. In it we study the steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. The researcher needs to know not only the Research methods or techniques but also the methodology. It is necessary for researchers to know how to develop certain indices and tests, how to calculate the mean, the mode, the median, the standard deviation or the chi square and how to apply particular research techniques, but they also need to know, which of these methods or techniques, are relevant and which are not, and what would they mean and indicate and why. Research methodology helps the researchers to understand the assumptions underlying various techniques and to know the criteria by which they can decide that certain techniques and procedures will be applicable to some problems and others will not. All this means that it is necessary for the researcher to design his methodology for their problem as the solution may differ from problem to problem. (Kothari, 2018)

Research as an academic activity should be used in a technical sense. Research helps to defining and redefining problems. It also helps in formulating hypothesis, suggesting solution. Research determine the collection, organization and evaluation of data collected through various research methods. Finally research helps in making deductions, and reaching to some conclusions. Research if performed by carefully testing the conclusions to determine whether they fit the formulating hypothesis or not (Clifford Woody).

Research is an original contribution to the existing stock of knowledge making for its achievement. It is the detection of truth with the help of study, observation, comparison and experiment. Broadly speaking, it is the search for knowledge through objective and systematic method of finding solution to a problem is research. It is a systematic approach which is concerned with the generalization and

formulation of a theory. Thus it can be said that research refers to the systematic method consisting of articulating the problem, formulating a hypothesis, collecting the data or facts, analyzing these collected data or facts and reaching to certain conclusions towards the concerned problem or in certain generalizations for some theoretical formulation.

3.2 Objective of the research

Primary objective

The aim of the study is to get a clear picture of cross-cultural human resource management and its impact on the employee working in the organization (specific IT industry). This will therefore help in managing working relationship among employees from different cultures and ethnic backgrounds by analyzing problems existing due to cross-cultural human resource management.

Secondary objectives

1. It will help in understanding cross-cultural human resource management deeply and comprehensively and further build a clear picture of it.
2. The study will examine impact of cross-culture on HR activities with special reference to core values of concerned organizations of I.T. industry.
3. It will let us know a series of problems regarding harmonious working relationship among employees in cross-cultural human resource management.
4. The study will help in managing cross-cultural initiatives to improve corporate culture.
5. The study will enable the organization to move into emerging markets by reducing interpersonal conflicts among employees, due to culture differences.
6. The study will help in improving working environment which will lead to increase in productivity, innovation and brand identity.

7. The study will help in knowing about the influence of culture on employees and ways to overcome that.

3.3 Significance of the research study

The present study examines the impact of cross-culture on HR activities with special reference to core values of concerned organizations of IT industry. In the 21st century, many companies have rushed into international market. In the fierce competition, the winners will be companies who know culture of other nations. Cross-cultural HRM becomes a “must” for international companies in this situation. It will help the researcher to understand the cross-cultural human resource management deeply and comprehensively and further build a clear picture of it.

In this era of globalization where companies are striving to achieve success despite cultural differences, The Five Dimensions of Culture given by Prof. Geert H. Hofstede is an important tool to study the impact of cross-culture on HRM. This will help the companies to develop harmonious working relationship among employees in cross-cultural context.

Besides the normal functions that human resource management includes, such as staff recruitment and selection, performance assessment, compensation management, and employee health and safety, the international human resource management will have more to do, which are not necessary in a domestic environment, such as international taxations, international relocation and orientation, administrative services for expatriates, host-government relations, and language translation services, those make international human resource management more complicated to research and manage. Cross-cultural human resource management is the most important part of cross-cultural management, as a series of activities based on characters of culture differences of staff selections, performance assessment, salaries management, and so forth, to enhance the effectiveness and efficiency of Human Resource Allocation and Application in the background of cross-culture of the enterprise.

The joint ventures and multinational enterprises that are equipped with two different cultures from two different countries are influenced by negative factors of cross-cultural behaviors. This is a cross-culture macro level. To the concept level,

which is applied obviously in mergers, acquisitions, and corporate restructuring enterprises, which is the parent companies' cultural differences from both parts. When two companies decide to go hand-in-hand to be married with each other, the cultures of their own, such as staff selection system, group work style, will become some points of dispute among them.

The study of impact of cross-culture on employees paves a way to identify expatriate issues and find ways to improve corporate culture. The study will give an insightful analysis of how to improve productivity, employee morale and employee retention of international workforce. A better understanding of cross-culture will enable the organization to expand globally.

3.4 Review of the literature

- 1. Arvinen M. Raisa and Perkins J. Stephen (2013).** *Organisational Behaviour*, London: UK, Kogan pages, the book emphasis to examine the body of knowledge (HRM) using what social scientist tell us about the ways in which to specify and weigh up alternative choices around getting people to do things and to behave in certain ways in the courses of these actions. The book emphasizes on the role of OB and HRM in bridging the gap between inter-cultural and cross-cultural differences and emphasizes on the organizational development. Through various case studies in the book the author has covered topics like ethical business, corporate governance, employee morale and motivation, performance management, corporate politics and conflict resolution.
- 2. Budhwar, P.S. & Debrah, Y.A. (2001).** *Human Resource Management in Developing Countries*. London: Routledge, argued that several non-contingent factors such as national culture, national business system, governmental and organizational factors and the function and capability of HR managers have an imperceptible and abstract effect on HR practices. To anatomize the concept of HRM in any country-specific context, it is important to understand and examine the impact of all these contingent factors, corporate policies and integration levels. Since the majority of the

research has been limited to Western and North American countries, comparing HR practices of organizations in different countries can help in developing an understanding of their country and culture-specific HRM models. Authors have also developed a framework for studying and investigating cross-national HRM.

3. **Budhwar, P.S. & Khatri, N. (2001).** *A Comparative study of HR practices in Britain and India.* The International Journal of Human Resource Management, Vol. 12:5, argued that Human Resource Management is expanding on its traditional role as that of a support function providing conformity with external regulation in processes such as employee selection, remuneration, termination, administrative benefits and industrial relations. It is now starting to include strategic management to provide solutions to globalization by dealing with more country-specific knowledge of union and labour policies, legal and administrative requisites, and compensation and incentive programs. In other words, HRM looks after the management and administration of all employment relationships in the organization, consolidating both management and non-management staff.
4. **Budhwar, P.S. & Sparrow, P.R. (1997).** *Evaluating Levels of Strategic Integration and Devolvement of Human Resource Management in India.* The International Journal of Human Resource Management, Vol. 8, Issue 3, opined that differential issues experienced by firms due to their entry into a more dynamic phase of international business and globalization of world markets have resulted in critical debates around international HRM. There has been significant research conducted in the area of cross-national HRM studies. HRM departments in different parts of the world are being analysed to check for differing HRM practices globally. Writers have explained the reasons for different national HRM practices due to their dependence on both 'culture-bound' and 'culture-free' components. Investigations have been made on several contingent factors that have direct and calculable causative effects on HR policies. The factors include (a) Size of the firm/organization, (b) Extent of technology dependence, (c) Age of the organization, (d) Existence of a professional HRM department in the

organization, (e) Form of proprietorship, (f) Presence of training divisions in the HR department, (g) Life-cycle stage of the organization and (h) Effect of environmental factors on HRM practices, policies and procedures in the organization.

5. **Christopher Elizabeth, (2012).** *International Management: Explorations across Cultures*, Kogan Page, from a historical perspective and a uniquely cross-disciplinary in approach, this book deals with diversity in employment, harness the power of technology to enhance cross-culture management, overcome cultural differences in motivation of leaders and followers.
6. **Crawford D. (2009).** *Contemporary Leadership and Intercultural Competence: Exploring the Cross-cultural Dynamics within Organizations*, Book review: Michael Moodian (ed.) International Journal of Leadership Studies. Vol. 5, Issue 1. In the book, many aspects of leadership in a cross-cultural context are explored. The author says that culture can be drive in into the way we do business, the previous models of leadership fail to give sufficient attention to culture thus there is a need to identify cross-cultural leadership competencies. There is also a need to enhance the multicultural leader's effectiveness.
7. **Dowling P. J., Festing M., Engle A. D. (2008).** *International Human Resource Management*, 5thed. Thomson Learning, the book defines key concept of IHRM. It deals with expatriate issues and focuses on aspects of HRM in multinational firms. It explores the implications of the process of internationalization for the activities and policies of HRM.
8. **Harkness A. Janet, (2003).** *Cross-Cultural Survey Methods*, John Wiley & Sons, Inc., USA, the book provides detail study of methods for comparative survey research. It provides a rich stock of survey methods, procedures and other standards for cross-cultural research.
9. **Hodgetts, Richard M., Luthans Fred and Doh Jonathan, (2006).** *International Management: Culture, Strategy, Behaviour*, Tata McGraw-Hill, this book specifically emphasizes on culture, behavior, and strategy as international management is such a dramatically changing field, which

needs balance of research and application. The book deals with emerging issues in international management and how it is reshaping the business environment and forcing companies to adjust their strategies and operations.

10. Hofstede Jan Gert, Pedersen B. Paul and Hofstede H. Geert, (2002).

Exploring Culture, USA, Intercultural Press Inc. and the book is a masterpiece in area of cross-cultural psychology and cross-cultural training. The book gives the use of ten synthetic cultures along with various exercises for improving cross-cultural awareness. These cultures consist of attitudes, beliefs, norms, rules, positive & negative concepts, self-definitions, values and like that are found in each of the five Hofstede dimensions. The book discusses sophisticated discussions about the way culture influences and how people get along with others.

11. Jackson, T. (2002). *International HRM: A Cross-Cultural Approach*,

London: SAGE Publications Limited, argues that human resources involve effective and appropriate management, as it is important to look after the welfare and prosperity of humanity. This requires inspiring people to move to organizations usually separating them from family, recreation and social life. Once in the organization, they are required to work hard and acquire skills and expertise that have limited importance and pertinence outside the work place. This whole process varies in different organizations depending on the culture. For example, a contractual relationship might be preferred in an individualistic culture whereas a 16 collectivistic culture might stress a humanistic approach emphasizing loyalty and obligation by the employee to the organization and vice versa. These differences in human values make it important to balance life inside and outside work organizations. It becomes critical to the organizational management to look at local stakeholders' interests, local approaches to business, local cognition, policies and practices, as well as needs and expectations.

12. Kundu C. Subhash (2001). *Managing Cross-Cultural Diversity: A*

challenge for present and future organizations. Delhi Business Review. Vol. 2. The author has given a comparative view of cross-culture with reference to Indian context. The author has emphasized on the significance

of cross-cultural training. The author based on dimensions of Hofstede has given comparative view of India and other countries. There is explanation of cultural diversity and management in the paper. Author emphasizes on the valuing and utilizing diversity for the organizational success.

- 13. Lundby Kyle and Joltan Jeffrey (2010).** *Going global: Practical Applications and Recommendations for HR and OD professional in the Global workplace*, 1st ed. San Francisco: CA, Jossey Bass, the book gives an insightful analysis into what it means to be global and HR's strategic role in global organizations; it also examines the undercurrent of culture and its pervasive influence on organization and the people that comprise them.
- 14. M. D. Hamid (2017).** *An overview of International Cross-cultural Management*. FHM, Berlin, Germany. The author has emphasized on effective use of cross-cultural teams. Based on the study of Geert Hofstede on cross-cultural management, the author has presented the concept of cross-culture. The author with the help of case study of selected companies has tried to focus on the management of cross-culture and its importance.
- 15. Maehr, M. L. and Nicholls J.G., (1980),** *Culture and Achievement Motivation: A Second Look*, in N. Warren (ed.) *Studies in Cross-cultural Psychology*, Vol. 2, New York: Academic Press, opine that people pursue goals because socially desirable qualities are associated with them. People might consequently favor certain management practices because they believe that these practices are indicators of certain socially desirable characteristics. For instance, in cultures that value democracy (e.g. India), leaders might prefer to be democratic and followers might prefer to be consultative, whereas in cultures that value hierarchy (e.g. China), leaders might prefer to be loyal and followers might prefer to be obedient rather than outspoken.
- 16. Pathak, A., Bhagat, R. and Kashlak, R. (2008).** *International Management: Managing in a diverse and Dynamic Environment*, Irwin, McGraw-Hill, opine that management styles are important and effective motivators in each culture. American styles are characterized by professionalism and friendliness. Australian managers motivate employees

through continuous counsel and persuasion. The Indian manager will be most effective in a parenting-type role that includes coaching and personal attention. All people are motivated by the power of being in control of their own lives or work space. Americans feel good about being independent and in control of their own destinies. Australian motivation comes through group harmony and consensus, whereas the Indian manager strives for control of others through a parenting relationship.

17. Pellet Lizz. (2009). *The Cultural Fit Factor: Creating an Employment Brand that Attracts, Retains and Repels the Right Employees*, Society for Human Resource Management the book focus on how we can find right fit in our professional experience; how strategic thinkers in HR can find the people who will fit in their organizations and have the ultimate authentic and congruent work experience; and how we can create an employment brand that will convey the real culture of organizations.

18. Prasad M.L. (2004). *Organizational Behaviour*, 5thed. New Delhi, Sultan Chand & Sons, the book deals with understanding and managing people's behaviours in work organizations. It contains key concepts of organization behaviours that emphasizes on nature and foundation of organizational behaviour. It deals with individual dimensions and contains nature of human behaviour, personality, perception, learning, attitudes, values, emotional intelligence, motivation and its applications. This book deals with organizational effectiveness, organizational change and organizational development.

19. Prasadam, (2014). *International Human Resource Management*, 2nd ed., opine that uncertainty avoidance is the extent to which people feel threatened by ambiguous situations, and have created beliefs and institutions that try to avoid these. There are countries with high uncertainty avoidance and there are those characterized by low uncertainty avoidance. Australia and United States are examples of low uncertainty avoidance cultures. India typifies high uncertainty avoidance societies. Countries with citizens who do not like uncertainty tend to have a high need for security and a strong belief in experts and their knowledge. Countries with low

uncertainty avoidance have people who are more willing to accept that risks are associated with the unknown, and that life must go on in spite of this.

- 20. Quappe, S. & Cantatore, G. (2005).** *Cultural differences: Not just HR's business, It's everybody's business*, argued that the challenges for HR professionals are to look for ways to reverse the effect of this spiral, leverage cultural diversity as a powerful resource to increase productivity, and develop means to meet the needs of the global business. HRM's key responsibilities include an ability to understand the interaction between cross-cultural factors and HRM. It acts as a channel in the organization to implement cross-cultural intelligence and encourage cross-cultural communication throughout the organization.
- 21. Rao P. S. V. (2010).** *Human Resource Management*, 3rded. Excel Books, the book is complete handbook of all the HR concepts. The framework of book contains the basic knowledge of core HR concepts, write from definition of HR till the IHRM. The book is well supported by latest ideas and practices in the field of HRM. It provides a rich fund of contemporary knowledge, time tested principal, basic concepts, immerging ideas, evolving theories, latest techniques, ever-changing procedures and practices in the field of HRM.
- 22. Rao P. Subba (2009).** *International Business*, Himalaya Publishing House, the book is endowed with information and developments on WTO, globalization, MNC's, FDI, conflicts, negotiations, strategic management etc.
- 23. Schein, E.H. (1985).** *Organizational culture and leadership*, San Francisco: Jossey-Bass, has compared culture to an iceberg. Just as an iceberg has some visible portions above the waterline, a larger but invisible portion exists below the waterline as well. Similarly, culture has some aspects that are clearly visible and noticeable while other aspects can only be imagined or ideated. That which is visible is only a small part of the entire culture. A relationship exists between the invisible and visible aspects of culture and in several cases; the invisible aspect of culture tends to influence the visible

part. As an example, religious beliefs (invisible aspect) can be easily recognized by holiday customs and style of dress.

- 24. Sharwaila, (2012).** *International HR*, PHI, opine that, Individualism is the tendency of people to look after themselves and their family only. The opposite of this is collectivism which refers to the tendency of people to belong to groups and to look after each other in exchange for loyalty. Individualism is common in the US and Australia. The people of India exhibit collectivism, specifically; countries high on individualism have norms, values, and beliefs which accept that (a) People are responsible for themselves, (b) Individual achievement is ideal, and (c) People need not be emotionally dependent on organizations or groups. In contrast, collectivist countries believe that (a) One's identity is based on one's group membership, (b) Group decision making is best, and (c) Groups protect individuals in exchange for their loyalty to the group.
- 25. Sinha B. P. Jai (1979).** *The Nurturant Task Leader*. ASCI Journal of Management. Vol. 8 No. 2. There are various approaches to leadership styles, the author's aim is primarily to formulate a nurturant task leader through an experimental study. According to author nurturant task leader are more effective and they can be prepared for participative management. According to his study the nurturant task leaders are active, strong, dominant, firm, extrovert and encouraging. This leadership was found to be more participative.
- 26. Taylor, C. (2005),** *Culture Change: Does HR have a role? Walking the Talk: Building a Culture for Success*, Random House Business Books, has defined culture more simplistically, according to Taylor it can be described as how we live, how we are expected to behave and how we do things every day. Cultures are developed over time when people in the same community spend time together and are tied by common beliefs, goals, routines, ideas and values. Carolyn Taylor describes humans as tribal animals adapting their behaviour according to the needs that require them to fit in their particular tribe. This adaptation is referred to as survival or existence strategy. The ones who fail to do so either have to leave the tribe or are

rejected by the other members of the group. As the members try to fit into the tribal environment, they strengthen the norms and accepted behaviours of the tribe, and in turn strengthen the culture. This process is further strengthened by peer pressure from the threat of newcomers to the tribe. This allows the existing members to come together and find the weaknesses of their tribe.

- 27. Teagarden, M.B. & Glinow, M.A.V. (1997).** *Human Resource Management in Cross-cultural contexts: emic practices versus etic philosophies*, Management International Review, opined that the function of HR has extended to international expansions involving preparations for international assignments and arranging for their re-entry after their completion. HRM is being recognized as a source for competitive advantage in the organization by enhancing organizational learning and helping it build an excellent workforce to fight global competition in the coming years. Authors have defined HRM as a strategic vehicle balancing the organization's global management and local receptivity. Such diversity may exist in a joint venture or strategic alliance operating internationally or even a large local firm.
- 28. Velo Veronica (2012).** *Cross Cultural Management*, New York, Business Experts Press, LLC, the book gives a comparative description of different typologies which will be used to explain various expected behaviours in intercultural business settings. The book gives introduction to the application of cultural framework which provides new ideas to resolve various issues in organization. The author has focused on topics like relationship of employee with the culture of the organization, management of cross-cultural teams, negotiating interculturally and dealing with conflicts. It has elaborated the need for inclusion and understanding of globalized economy projects.
- 29. Weirich Heinz and Koontz Harold (2004).** *Management: A Global Perspective*", 10thed. New Delhi, Tata McGraw Hill, the book discusses managerial functions of planning, staffing, leading and controlling and covers the bases of global management theory, practices and also introduces

the systems model that serves as the framework of IHRM. The global perspective of managing is emphasized, which deals with important international issues.

30. Weiss Gerald (1973). *A Scientific Concept of Culture*. American Anthropological Association. Vol. 75, No. 5. Blackwell Publishing. The paper has focused on the culture concept in such a way so as to make it clear and distinct and to bring the significance of the concept that comes from considering society and culture mutually exclusive. The author has discussed the definitions given by Kroeber and Kluckhohn on concept of culture.

31. Yates, J. and Lee, J. (1996). *Chinese Decision-making*, in M. Bond (ed.) *Handbook of Chinese Psychology*, Hong Kong: Oxford University Press, argue that what is acceptable in one culture may not be acceptable in another culture. There is considerable evidence that national culture influences leadership styles and employee behaviour, the cultural environment moderates the effects of leadership because it strongly influences the formation of attitudes, beliefs and values, which ultimately influence perspectives on leadership. Cultural differences in decision-making styles and degree of supervision occur arguably because cultural differences in beliefs, values, religion, social institutions and traditions generally require distinct leadership practices.

3.5 Research design/methodology

Research Design/ Nature of research work – A research design is a framework or blueprint for conducting research that details the procedure necessary for obtaining information needed to structure or solve research problem. The proposed research work used by the researcher is exploratory in nature and shall include surveys and fact findings and inquiries from different groups that are employed in the I.T. industry. Exploratory research is an initial research that analyses data and explores the possibility of obtaining as many relationships as possible between different variables without knowing their end applications. Further, it covers type of data collected, methodology of data collection and various statistical tools and techniques used for analysis of data and hypothesis testing. As being exploratory study the study is based on primary data collected by researcher through well designed, structured and comprehensive questionnaire developed in view of literature review and existing research findings, personal interview and observations. In order to fulfil the desire objective of the aim the researcher will conduct a survey to analyze the impact of cross culture that is to be administered among the respondents working in the IT companies.

3.5.1. Data collection

Location/ Universe and Sampling Unit of the Study – The universe in research study will be finite that have certain number item. The study is restricted to Delhi/ NCR region. It is selected because Delhi/ NCR are the major I.T. industry based in India. It has vivid type of I.T. experts, professionals and multi linguistic citizens based background from India and abroad. The respondents will be selected from the four major I.T. companies based in Delhi/ NCR like Accenture, IBM, Tech Mahindra and TCS.

Sample size – The sample size of proposed research work will be of 400 respondents that will be chosen utilizing stratified random sampling technique i.e. members and executives from the I.T. industry that comprises:

- I. 400 respondents
 - a. 100 respondents from the Top level management

- b. 100 respondents from the Middle level management
- c. 200 respondents from the Bottom level management

Collection of Data: - To complete the research study, the researcher will collect data from primary and secondary sources.

1) Primary data – The primary data will be collected through the following:

(i) Questionnaire

Pilot survey - After framing the questionnaire the same will be distributed to some selected respondents who are actively working in the I.T. industry. Or else in case, if the respondents are not in the position to fill up the above said questionnaire than the researcher will himself asks the questions and fill the choice (s) from the answers given on behalf of the respondents.

(ii) Observation

Researcher will also make on the spot study to get first-hand information about the actual working of the said places.

(iii) Interview

A well-structured questionnaire based interviews is conducted to get meaningful information from respondents; this may enable the researcher to collect data for further interpretation.

2) Secondary data – The sources of Collecting secondary data for research study will be following:

1. Published books on advertising and consumer behavior
2. Published journals, reports and magazines
3. Newspapers
4. Research papers
5. Concerned websites
6. Published and unpublished research projects, surveys and reports

Statistical Tools and Data Analysis

The research scholar for the study will use statistical tools such as Chi square test method for the data analysis and interpretation. Appropriate software packages will also be used to facilitate inferences and to draw conclusions, in this study MS-Excel has been used for calculation purpose. In order to have a better representation of the facts, classification and tabulation of data will be done. This will be assisted by the use of tables, charts, graphs and pictorial diagrams for a comprehensive evaluation and understanding. Besides this, depending upon the current situation other tools and methods may also put into practice.

3.5.2. Research Hypotheses

Multi-linguistic IT organization relies on the superior performance of the employees to meet their customer needs and other expectations. The ever-changing job requirement of the IT industry casts undue pressure over the employees to come and meet up to the standards. For this organization that has cross culture association has a very vital role to play in providing a cordial and friendly atmosphere of working for the employees. IT industry is such organization where rapidly changing sophisticated technology, excellent skills necessitate and human oriented approach is prime requisite to complete the job.

Thus, for this employee need constraint free environment and appropriate promotable standards; In the light of such situation, cross culture issues may have problems and prospects simultaneously. As cross culture environment, also try helps to bridge the gap between the organizational infrastructural standards and human resource skills full utilization. In addition, in IT organization, a favorable cross culture may increase the job performance and vice-versa or even neutral. In the view of the above-mentioned statement, the following hypothesis is formulated for testing the course of the study:

Major Hypothesis

"The impact of cross culture consciousness is overall significant in employee's contribution towards organization".

Minor Hypothesis

H1: There is a significant impact of cross-culture on training.

H2: The cross-culture has significant impact on employee performance.

H3: The cross-culture has a significant impact on expatriate adjustment.

H4: The cross-culture has a significant impact on expatriate adoption.

H5: There is a significant impact of cross-culture on employee compensation.

H6: There is a significant impact of culture on communication in the organization.

3.6 Limitations and scope of the study

Limitations

1. This study is based on survey method. It makes difficult to contact the person.
2. It is restricted to 4 companies of IT only.
3. Time and cost is the major constraint of this research.
4. The accuracy of data largely depends on the correctness of information provided by an employee.
5. Some of the respondents give more than one answer of the questions.
6. Analysis of the researcher is based on response given by respondent.
7. There is no control over the variables, researcher is only to report what has & what is happening?

Scope

- The present study was conducted in the four selected I.T. companies in NCR.
- The area of research is the impact of cross-culture on HRM.

- The proposed study includes the eminent respondents from different I.T. professionals.

The present study covers the expatriate who frequently have to visit other nations

3.7 Expected contribution

The study will reflect the existing cross culture behaviour being practiced in IT industry. The analysis of the research findings is expected to pave a way to identify a better and clearer picture of impact of cross-culture on HRM, including definition, characteristics, environment it lives in, management problems and difficulties, together with some solutions. The predictable contribution from this research project may possibly be manifold. The conception behind is that the cross culture finds a dignified place for all of its operations and functions in the organization.

The other anticipated contributions are narrated below-

1. Study of the topic will contribute in clarifying all the concepts of cross culture HRM.
2. Research topic will help the employees and the organization with international perspectives with reference to the impact of cross culture.
3. To advice some of the precious proposals to manage cross culture HRM.
4. This research will try to help and find a suitable solution for any of the existing problems, like – fair implementation of cross culture, no discrimination deliberately made between the employees or genders, cross culture should be made friendly as per the needs, etc.
5. Contributing to improve work efficiency and productivity of an employee in IT companies, to make employees compatible to adjust and adopt in cross-culture and to improve employee moral through proper cross-culture training and development phase.
6. Try to made multidimensional benefits for the organization engaged with cross culture environment, personnel, other organizations and society.

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CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

4. Data Analysis and Interpretation

Introduction

This chapter deals with testing of hypothesis and finding the impact of cross culture. The chapter represents the reliability and consistency of the survey conducted and inferential data analysis. The hypothesis testing is done by using chi square calculation. The researcher has collected primary data through a structured questionnaire filled by the IT employees of four selected IT companies- Accenture, IBM, Infosys, Tech Mahindra, and has drawn the inferences about the cross culture and its impact on employees of selected IT companies.

The online questionnaire was distributed to 400 employees, and further likert's five point scale was used to measure the responses. All the 38 questions were answered duly by the employees. The data collected is represented through tables, charts and figures. For the analysis of data, the researcher has used chi square for hypothesis testing; general frequency and percentages; Histograms. In this research chi square is applied for measuring the significant impact of cross culture on employees at 5% level of significance. The level of significance is the confidence with which researcher accept or reject the hypothesis.

The results of the study are presented in seven parts for understanding the different parameters of cross cultural human resource management and impact of cross culture on employees.

1. General information
2. Universal perception towards cultural diversity
3. Impact of cultural diversity on training
4. Impact of cultural diversity on employee's performance.
5. Impact of cultural diversity on expatriate adoption and adjustment.
6. Impact of cultural diversity on employee's compensation.
7. Impact of cultural diversity on other human resource practices.

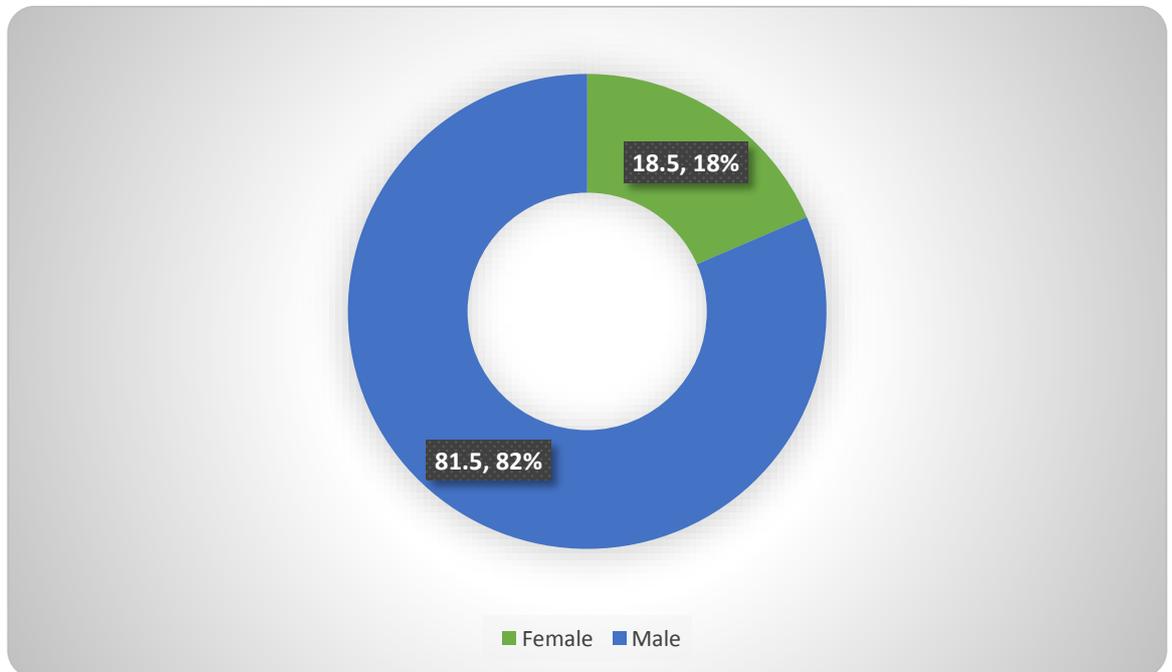
A. General information

4.1 Gender wise distribution.

Gender	Frequency	Percent
Female	74	18.5
Male	326	81.5
Total	400	100.0

Source: Primary Data

Chart 4.1: Gender distribution



Source: Primary Data

Analysis and Interpretation

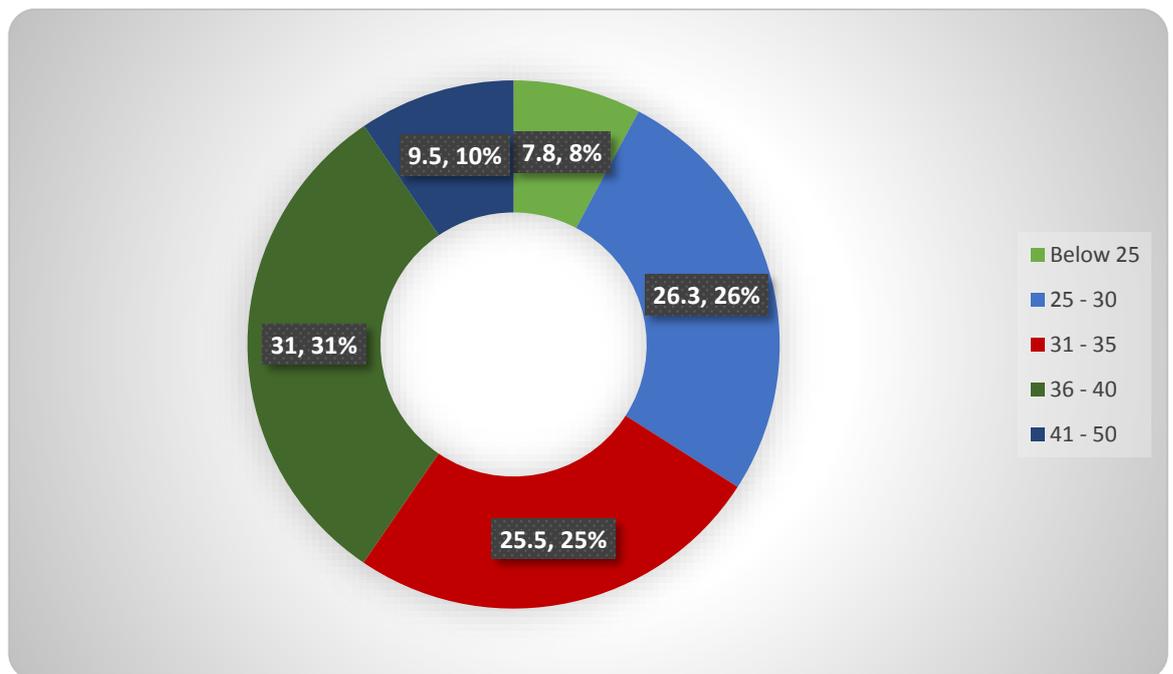
The ratio of gender distribution as per the table shows that there are 81.5% males and 18.5% are females. The IT companies are trying to reduce the gender gap by employing more female employees through various initiatives to increase the ratio of women employees. Several efforts are being made by IT companies for diversity and inclusion.

4.2 Age wise distribution of respondents.

Age (in years)	Frequency	Percent
Below 25	31	7.8
25 – 30	105	26.3
31 – 35	102	25.5
36 – 40	124	31.0
41 - 50	38	9.5
Total	400	100.0

Source: Primary Data

Chart 4.2: Age wise distribution of respondents



Source: Primary Data

Analysis and Interpretation

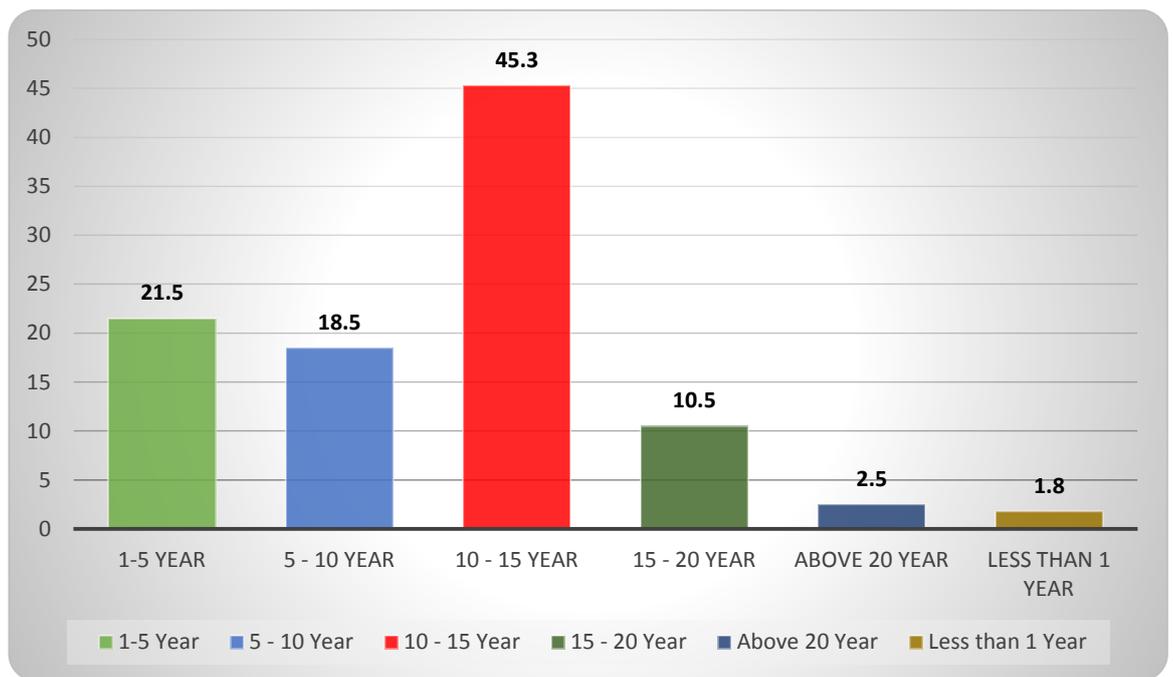
The age wise distribution is based on respondents selected from different levels of management. The above table shows that there are 7.8% below 25, 26.3% in 25-30, 25.5% in 31-35 group, 31% in 36-40 and 9.5% in 41-50 age group. The age group 31 to 50 are the employees who have frequently encountered the effect of cross cultural diversity.

4.3 Experience of respondents in IT industry.

Experience (in years)	Frequency	Percent
1-5 Year	86	21.5
5 - 10 Year	74	18.5
10 - 15 Year	181	45.3
15 - 20 Year	42	10.5
Above 20 Year	10	2.5
Less than 1 Year	7	1.8
Total	400	100.0

Source: Primary Data

Chart 4.3: Experience of respondents



Source: Primary Data

Analysis and Interpretation

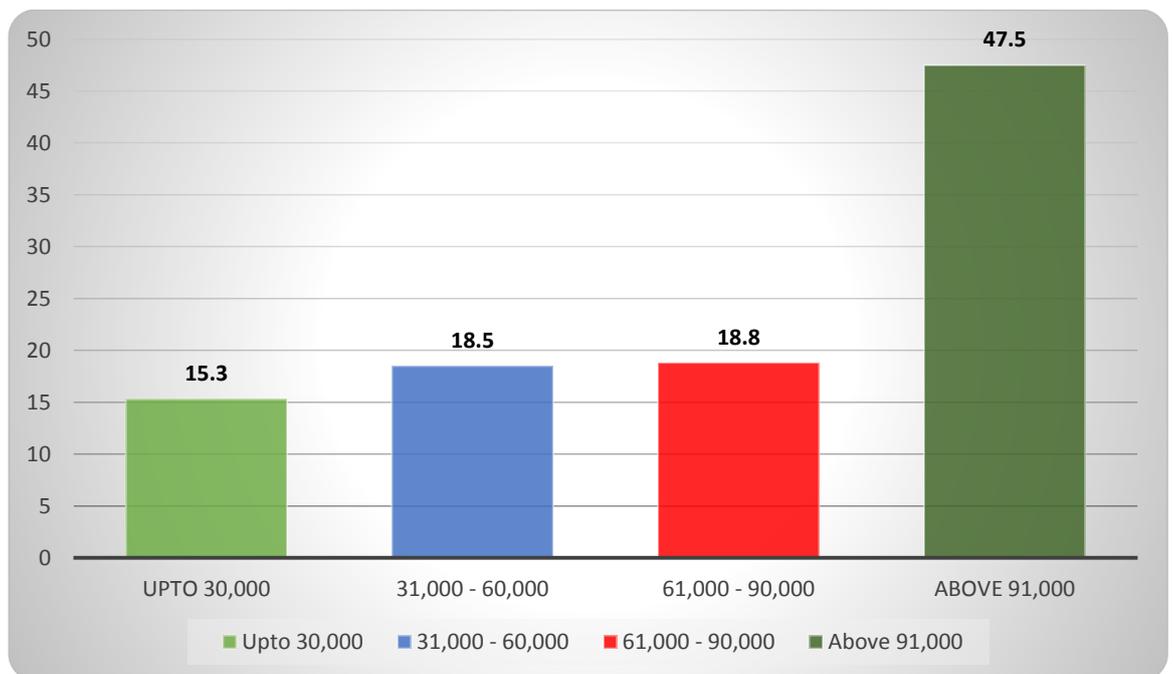
The above table shows the years of experience of respondents. The respondents come from all three levels of management. The table shows the major experience group falls in 10-15 years of experience.

4.4 Income distribution.

Monthly Income (in INR)	Frequency	Percent
Upto 30,000	61	15.3
31,000 - 60,000	74	18.5
61,000 - 90,000	75	18.8
Above 91,000	190	47.5
Total	400	100.0

Source: Primary Data

Chart 4.4: Income distribution



Source: Primary Data

Analysis and Interpretation

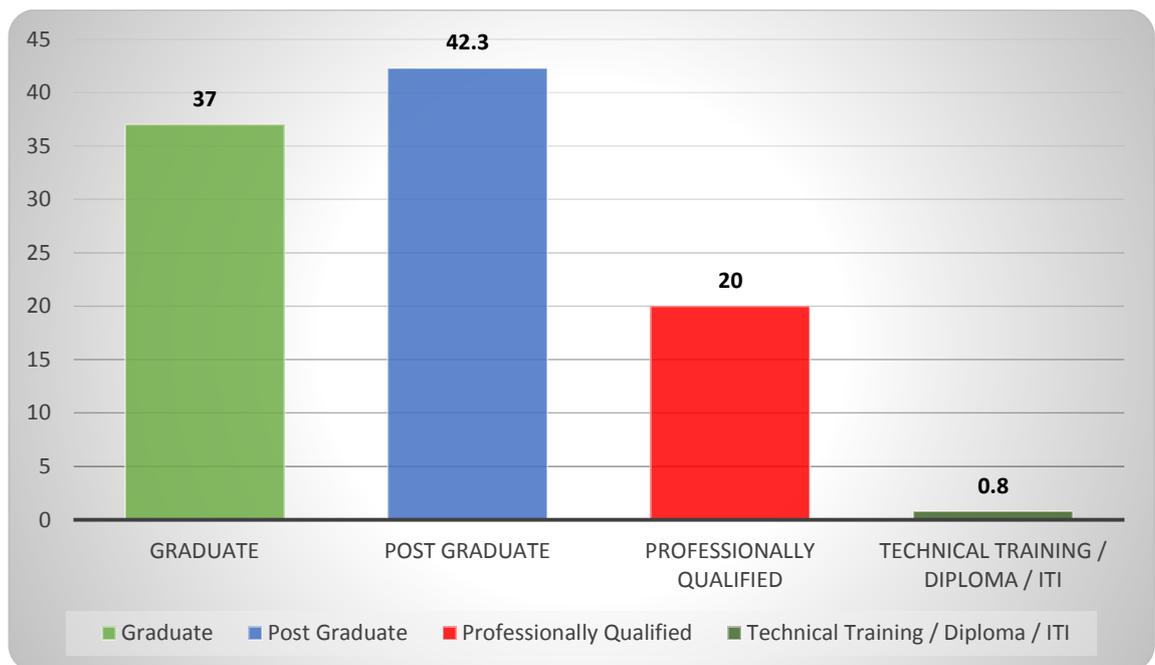
The above table shows the income distribution of respondents from all the levels of management. The table shows that compensation level in IT industry very good. Major respondents i.e. 47.5% falls in above 91000 of income group.

4.5 Educational information of respondents.

Education	Frequency	Percent
Graduate	148	37.0
Post Graduate	169	42.3
Professionally Qualified	80	20.0
Technical Training / Diploma / ITI	3	.8
Total	400	100.0

Source: Primary Data

Chart 4.5: Educational background



Source: Primary Data

Analysis and Interpretation

The above table shows 37% are graduate, 42.3% are post graduate, and 20% are professionally qualified. This shows a good ratio of skilled people in IT industry.

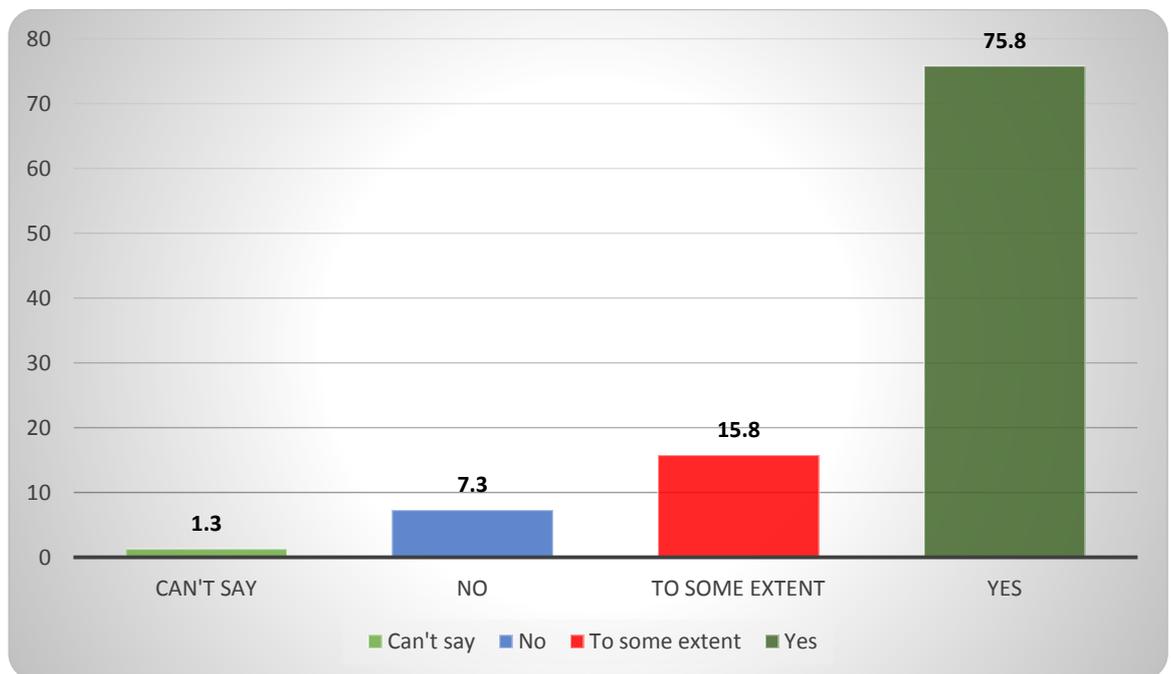
B. Universal perception towards cultural diversity

4.6 Do you understand the expression 'Cultural Diversity' in Human resources?

Options	Frequency	Percent
Can't say	5	1.3
No	29	7.3
To some extent	63	15.8
Yes	303	75.8
Total	400	100.0

Source: Primary Data

Chart 4.6: Understanding the expression Cultural Diversity



Source: Primary Data

Analysis

The employees as per the above table understands the expression of cultural diversity. As the above table shows that 75.8% employees understands what

cultural diversity is, where as 15.8% says that to some extent they understand but not completely. The 75.8% are the employees from upper management level who have encountered the impact of cross culture. 7.3% says they do not the cultural diversity and 1.3% are not clear about the concept of cultural diversity. The employee from lower management do not have very clear picture of cultural diversity.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.6.1						
Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Can't say	1.3	5	100	-95	9025	90.25
No	7.3	29	100	-71	5041	50.41
To some extent	15.8	63	100	-37	1369	13.69
Yes	75.8	303	100	203	41209	412.09
					Chi value	566.44

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 566.44$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 566.44$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

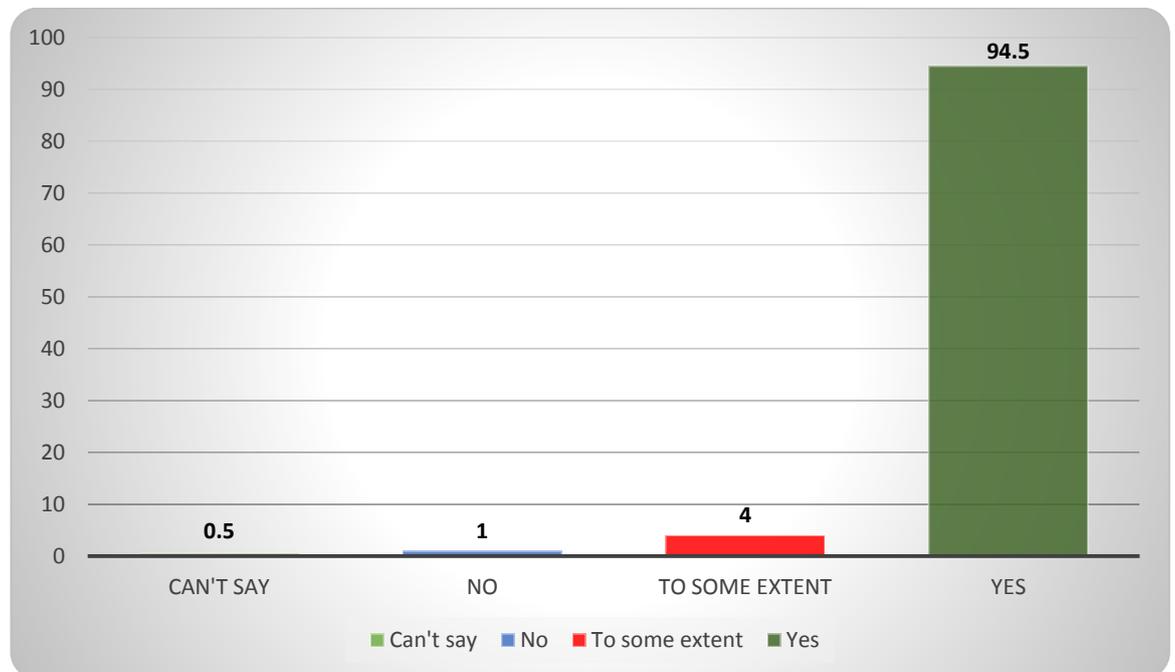
As per the calculated part, we found that the calculated value of X^2 (566.44) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.7 Do you enjoy working with people from different cultural background?

Options	Frequency	Percent
Can't say	2	.5
No	4	1.0
To some extent	16	4.0
Yes	378	94.5
Total	400	100.0

Source: Primary Data

Chart 4.7: Enjoy working with multi-cultured people



Source: Primary Data

Analysis

As shown in the above table that 94.5 % of respondents have shown interest in working with people from different cultural background. This indicates the interactive and learning nature of respondents. It also shows that respondents understands the importance increasing global competencies.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.7.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Can't say	0.5	2	100	-98	9604	96.04
No	1	4	100	-96	9216	92.16
To some extent	4	16	100	-84	7056	70.56
Yes	94.5	378	100	278	77284	772.84
					Chi value	1031.6

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 1031.6$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 1031.6$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

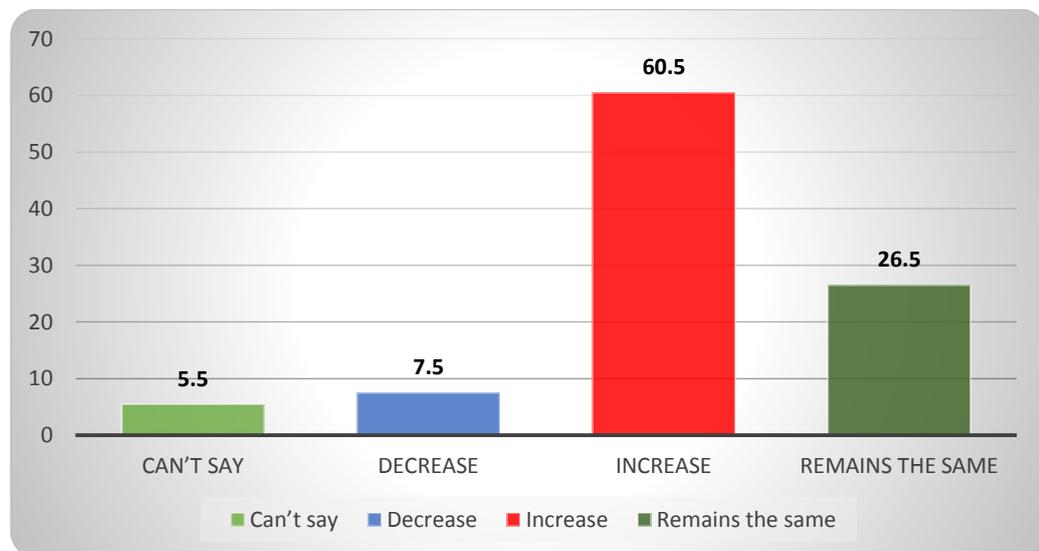
As per the calculated part, we found that the calculated value of X^2 (1031.6) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.8 While working with different cultured employees, how do you comprehend with following practices: co-ordination or co-operation or communication?

Table 4.8 : Comprehending the co-ordination, co-operation and communication in multi-cultured organization		
Options	Frequency	Percent
Can't say	22	5.5
Decrease	30	7.5
Increase	242	60.5
Remains the same	106	26.5
Total	400	100.0

Source: Primary Data

Chart 4.8: Comprehending the co-ordination, co-operation and communication in multi-cultured organization



Source: Primary Data

Analysis

From the above table it can be noticed that 60.5% respondents feels that while working with multi cultured people, the co-ordination and co-operation increase, while 26.5% believes that it remains the same. Rest 7.5% says that it decreases and 5.5% are not sure.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.8.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Can't say	9	36	100	-64	4096	40.96
Decrease	29	116	100	16	256	2.56
Increase	39	156	100	56	3136	31.36
Remains the same	23	92	100	-8	64	0.64
					Chi value	75.52

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 75.52$$

Therefore Degree of freedom = (n-1)

$$= 4-1 = 3$$

Calculated value of $X^2 = 75.52$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

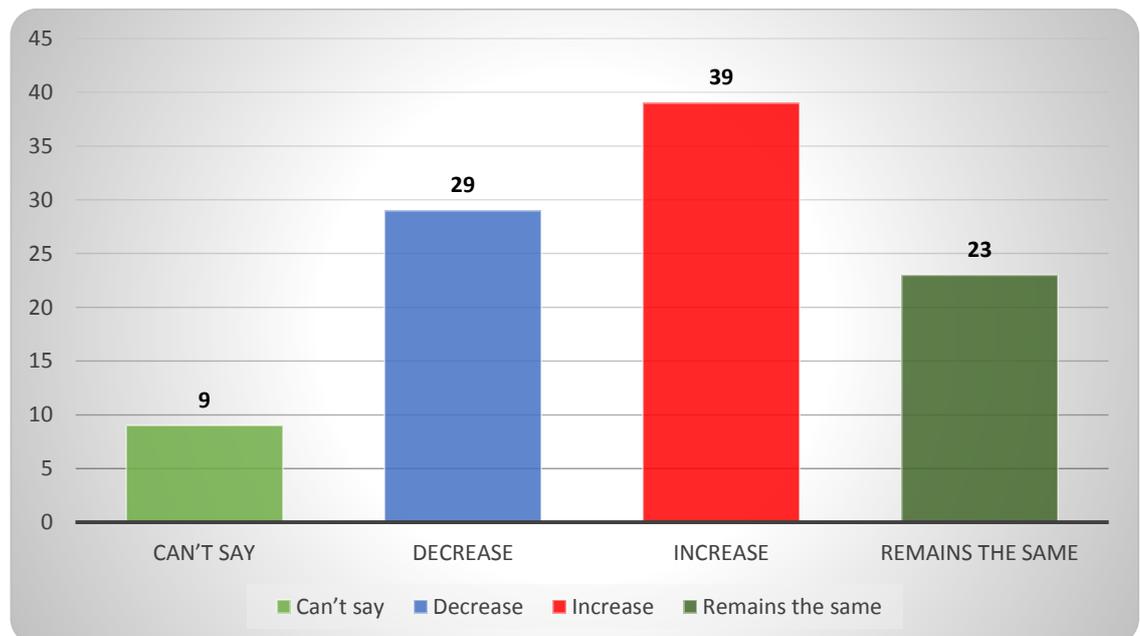
As per the calculated part, we found that the calculated value of X^2 (75.52) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.9 While working in multi-cultural organization, what changes do you notice in cultural differences?

Table 4.9 : Changes noticed in cultural differences in multi-cultural organization		
Options	Frequency	Percent
Can't say	36	9.0
Decrease	116	29.0
Increase	156	39.0
Remains the same	92	23.0
Total	400	100.0

Source: Primary Data

Chart 4.9: Changes noticed in cultural differences in multi-cultural organization



Source: Primary Data

Analysis

The impact of cultural diversity can be noticed. As per the above table we can see that respondents have noticed that cultural differences increases in multi-cultural organizations. As per the table 39% says the cultural differences increase, 29% says decreases, 23% says remains the same and 9% are not sure.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.9.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Can't say	9	36	100	-64	4096	40.96
Decrease	29	116	100	16	256	2.56
Increase	39	156	100	56	3136	31.36
Remains the same	23	92	100	-8	64	0.64
					Chi value	75.52

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 75.52$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 75.52$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

As per the calculated part, we found that the calculated value of X^2 (75.52) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.10 The most enhanced cultural diversity is noticed among you while?

Table 4.10 : Cultural diversity is most enhanced		
Options	Frequency	Percent
Attending any workshop / seminar	31	7.8
Eating together	98	24.5
Outstation event	72	18.0
Part of a special project	12	3.0
Working together	187	46.8
Total	400	100.0

Source: Primary Data

Chart 4.10: Cultural diversity is most enhanced



Source: Primary Data

Analysis

As per the above table there are various activities where cultural diversity felt most enhanced. The outcome shows that most enhanced cultural diversity is noticed while working together which is 46.8%. 24.5% says while eating together and 18% says while outstation event.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.10.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Attending any workshop / seminar	7.8	31	80	-49	2401	30.0125
Eating together	24.5	98	80	18	324	4.05
Outstation event	18	72	80	-8	64	0.8
Part of a special project	3	12	80	-68	4624	57.8
Working together	46.8	187	80	107	11449	143.1125
					Chi value	235.775

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 235.775$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 235.775$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

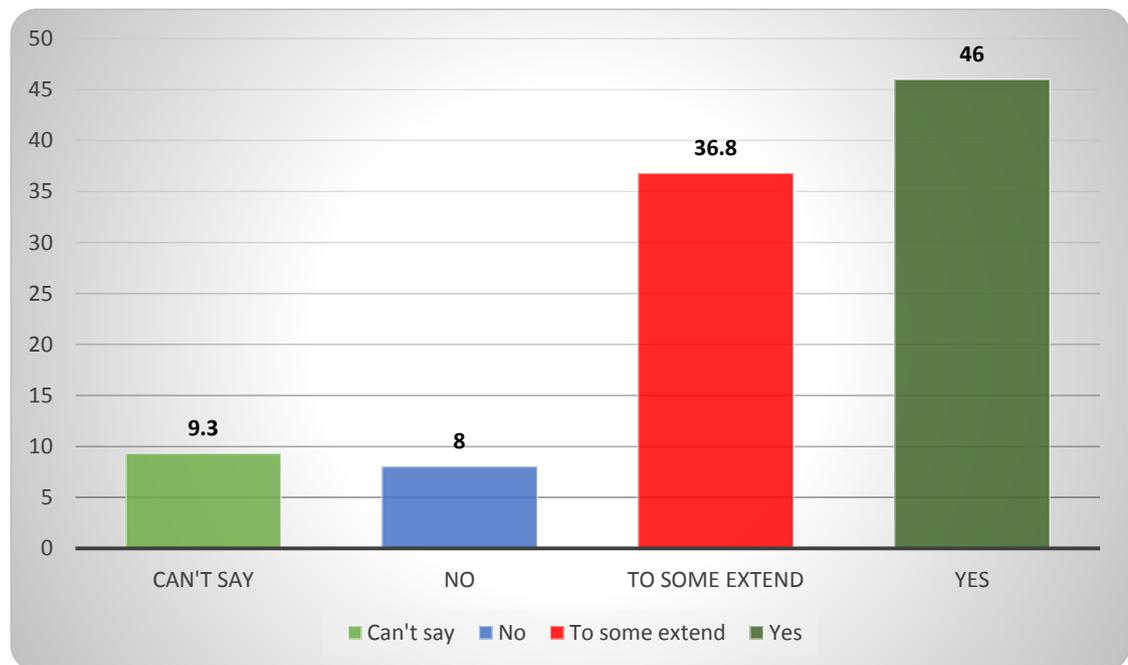
As per the calculated part, we found that the calculated value of X^2 (235.775) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.11 Your presence has direct effect on cultural diversity in multi-cultural organization.

Table 4.11 : Your presence has direct effect on cultural diversity in multi-cultural organization		
Options	Frequency	Percent
Can't say	37	9.3
No	32	8.0
To some extent	147	36.8
Yes	184	46.0
Total	400	100.0

Source: Primary Data

Chart 4.11: Your presence has direct effect on cultural diversity in multi-cultural organization



Source: Primary Data

Analysis

The impact of cultural diversity is felt not only by same culture employees but by the other culture employees too. The above table shows that there is effect of employees from different culture working in multi-national organization. 46% says yes to effect, 36.8% says to some extent, 8% says no effect and 9.3% are not sure.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.11.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Can't say	9.3	37	100	-63	3969	39.69
No	8	32	100	-68	4624	46.24
To some extent	36.8	147	100	47	2209	22.09
Yes	46	184	100	84	7056	70.56
					Chi value	178.58

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 178.58$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 178.58$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

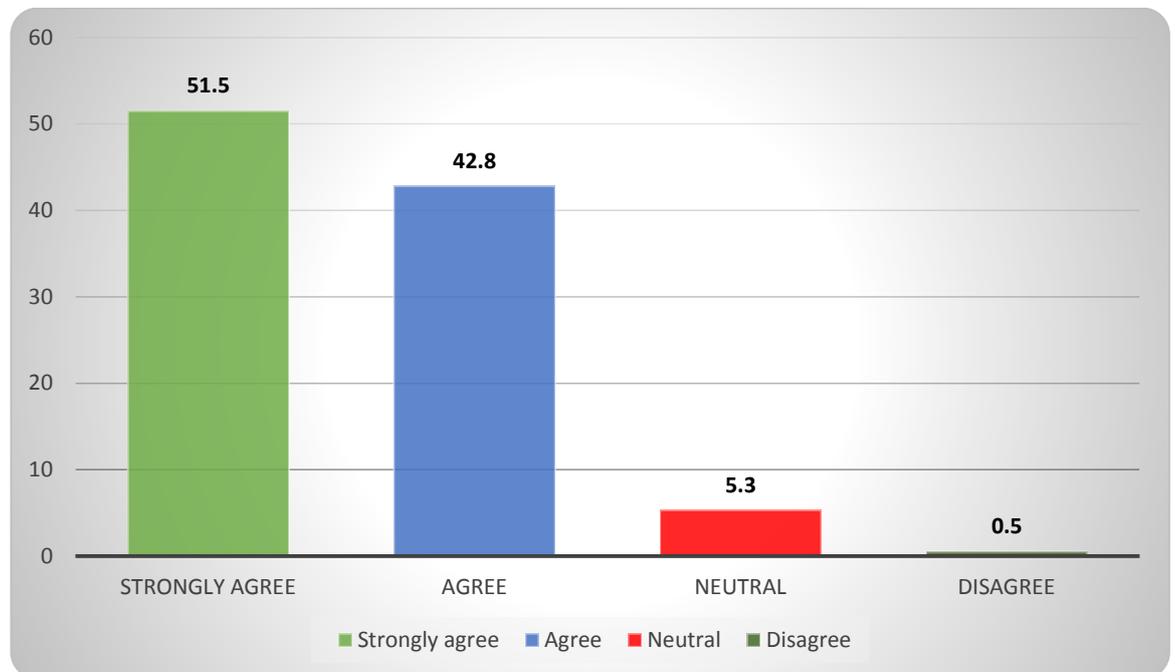
As per the calculated part, we found that the calculated value of X^2 (178.58) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.12 Overall cultural diversity helps you in learning new things.

Options	Frequency	Percent
Strongly agree	206	51.5
Agree	171	42.8
Neutral	21	5.3
Disagree	2	.5
Total	400	100.0

Source: Primary Data

Chart 4.12: Overall cultural diversity helps you in learning new things



Source: Primary Data

Analysis

Cultural diversity gives exposure to employees globally. As per the above table 51.5% strongly agree to this, 42.8% agree and 5.3% are neutral. This is an important effect felt by the respondents which make them become globally competent.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.12.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	51.5	206	100	106	11236	112.36
Agree	42.8	171	100	71	5041	50.41
Neutral	5.3	21	100	-79	6241	62.41
Disagree	0.5	2	100	-98	9604	96.04
					Chi value	321.22

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 321.22$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 321.22$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

As per the calculated part, we found that the calculated value of X^2 (321.22) is greater than the tabular value of 7.81. This states that the difference is more significant.

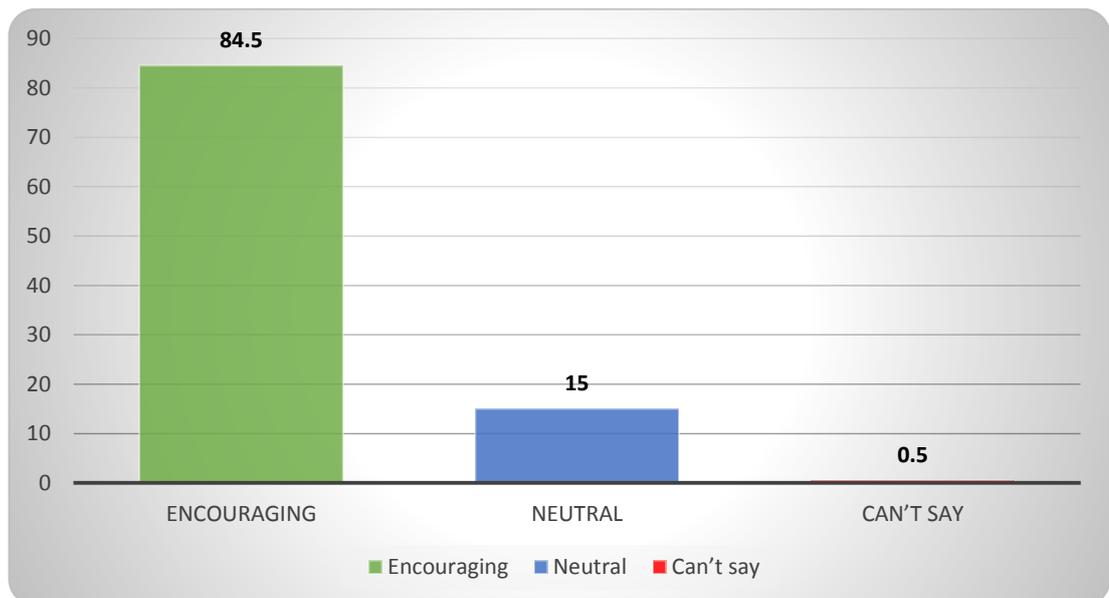
C. Impact of cultural diversity on training

4.13 What is the impact or your opinion on training when participants from different cultural background meet?

Table 4.13 : Your opinion on training when participants from different cultural background meet		
Options	Frequency	Percent
Encouraging	338	84.5
Neutral	60	15.0
Can't say	2	.5
Total	400	100.0

Source: Primary Data

Chart 4.13: Your opinion on training when participants from different cultural background meet



Source: Primary Data

Analysis

As per the above table the training plays important role in bridging the gap of cultural differences, 84.5% says impact of training is encouraging, 15% are neutral on this.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.13.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Encouraging	84.5	338	133.33	204.67	41889.81	314.18
Neutral	15	60	133.33	-73.33	5377.29	40.33
Can't say	0.5	2	133.33	-131.33	17247.57	129.36
					Chi value	483.87

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 483.8721$$

Therefore Degree of freedom = (n-1)

$$= 3-1 = 2$$

Calculated value of $X^2 = 483.8721$

The tabular value of X^2 at 5% level of significance = 5.99

Interpretation

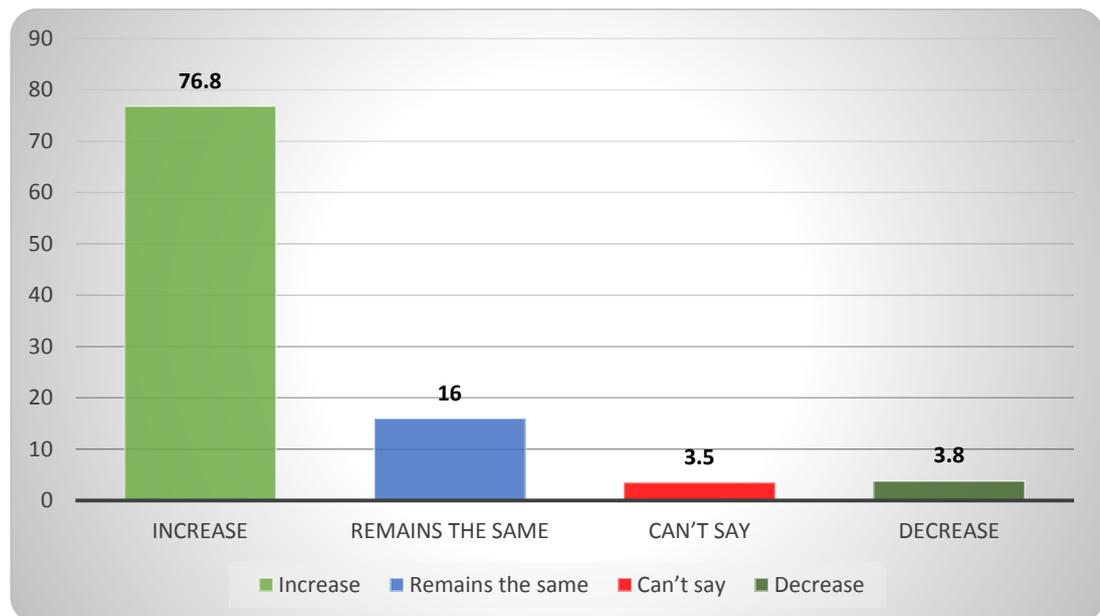
As per the calculated part, we found that the calculated value of X^2 (483.8721) is greater than the tabular value of 5.99. This states that the difference is more significant.

4.14 What is the impact over interpersonal communication during cross culture training?

Options	Frequency	Percent
Increase	307	76.8
Remains the same	64	16.0
Can't say	14	3.5
Decrease	15	3.8
Total	400	100.0

Source: Primary Data

Chart 4.14: Impact over interpersonal communication during cross culture training



Source: Primary Data

Analysis

As per the above table 76.8% says that interpersonal communication increases during training, 16% says that it remains the same, 3.5% are not sure and 3.8% says that it decreases. The overall impact of training on interpersonal communication is significant.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.14.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Increase	76.8	307	100	207	42849	428.49
Remains the same	16	64	100	-36	1296	12.96
Can't say	3.5	14	100	-86	7396	73.96
Decrease	3.8	15	100	-85	7225	72.25
					Chi value	587.66

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 587.66$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 587.66$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

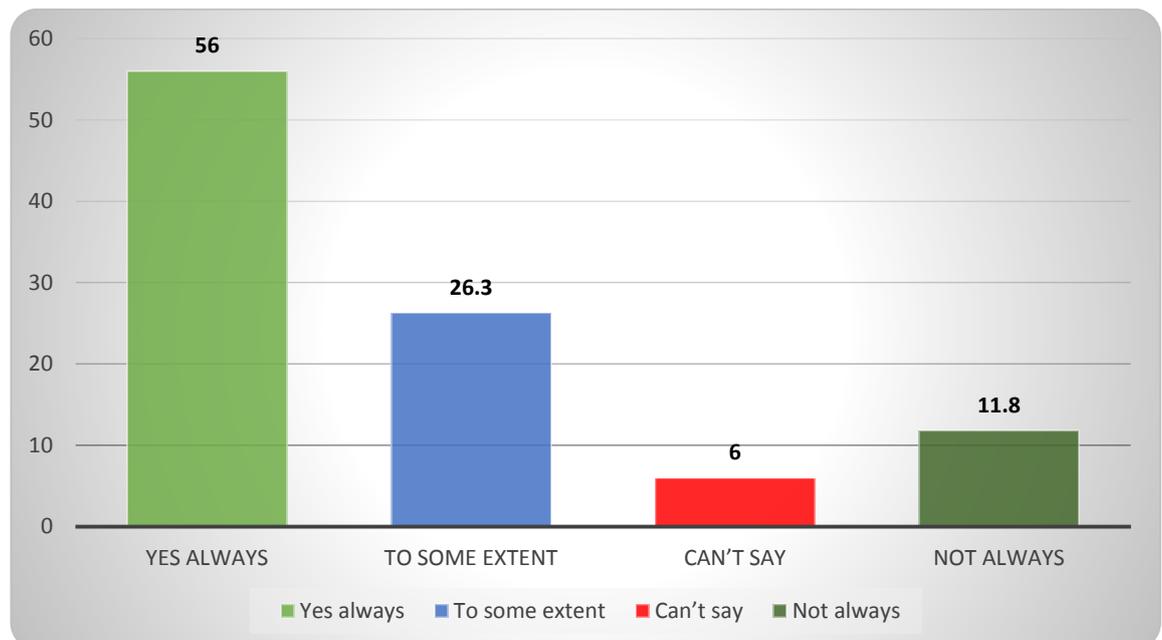
As per the calculated part, we found that the calculated value of X^2 (587.66) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.15 Cross culture training makes you to adjust according to emerging issues?

Options	Frequency	Percent
Yes always	224	56.0
To some extent	105	26.3
Can't say	24	6.0
Not always	47	11.8
Total	400	100.0

Source: Primary Data

Chart 4.15: Cross culture training makes you to adjust according to emerging issues



Source: Primary Data

Analysis

As per the above table 56% says that training helps them to adjust according to emerging issues, 26.3% says to some extent, 6% are not sure and 11.8% says not always. Overall training is an important tool to make the employees acquainted with issues and help them in adjusting and handling it.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.15.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Yes always	56	224	100	124	15376	153.76
To some extent	26.3	105	100	5	25	0.25
Can't say	6	24	100	-76	5776	57.76
Not always	11.8	47	100	-53	2809	28.09
					Chi value	239.86

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 239.86$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 239.86$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

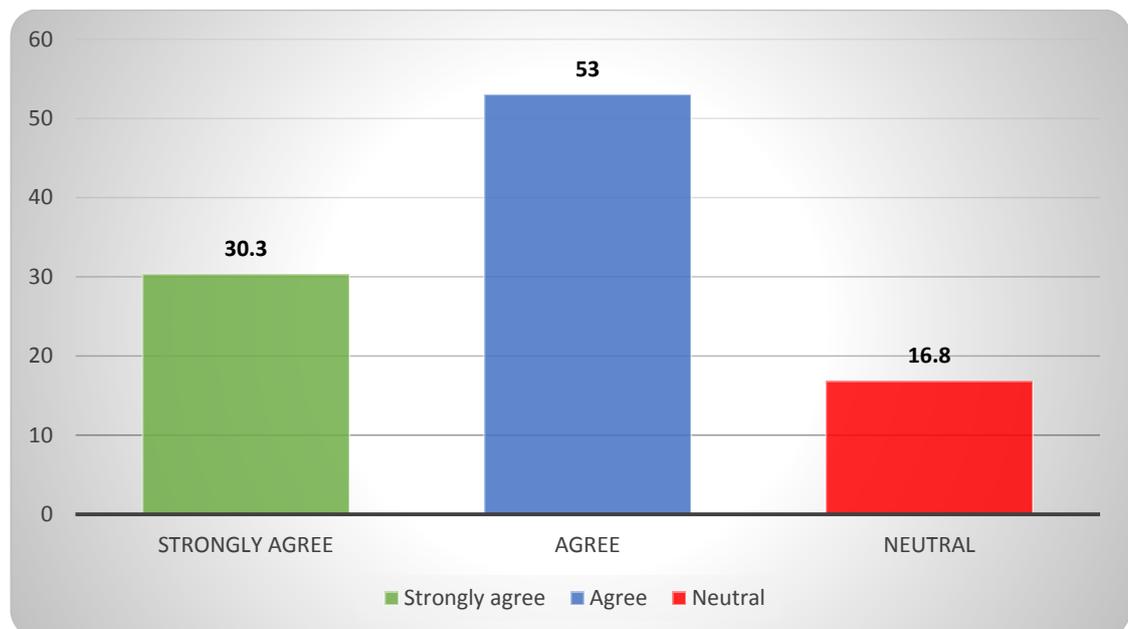
As per the calculated part, we found that the calculated value of X^2 (239.86) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.16 By and large it can be said that some issues such as interpersonal relationship, self-learning and leading skills consolidate after attending cross culture training.

Options	Frequency	Percent
Strongly agree	121	30.3
Agree	212	53.0
Neutral	67	16.8
Total	400	100.0

Source: Primary Data

Chart 4.16: Issues of interpersonal relationship, self-learning and leading skills consolidate after cross-culture training



Source: Primary Data

Analysis

As per the above table 30.3% respondents strongly agree that issues of interpersonal relationship, self-learning and leading skills consolidate after cross cultural training, 53% only agree while 16.8% remains neutral on this.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.16.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	30.3	121	133.33	-12.33	152.03	1.14
Agree	53	212	133.33	78.67	6188.97	46.42
Neutral	16.8	67	133.33	-66.33	4399.67	32.99
					Chi value	80.56

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 80.56$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 3-1 = 2$$

Calculated value of $X^2 = 80.56$

Source: Primary Data

The tabular value of X^2 at 5% level of significance = 5.99

Interpretation

As per the calculated part, we found that the calculated value of X^2 (80.56) is greater than the tabular value of 5.99. This states that the difference is more significant.

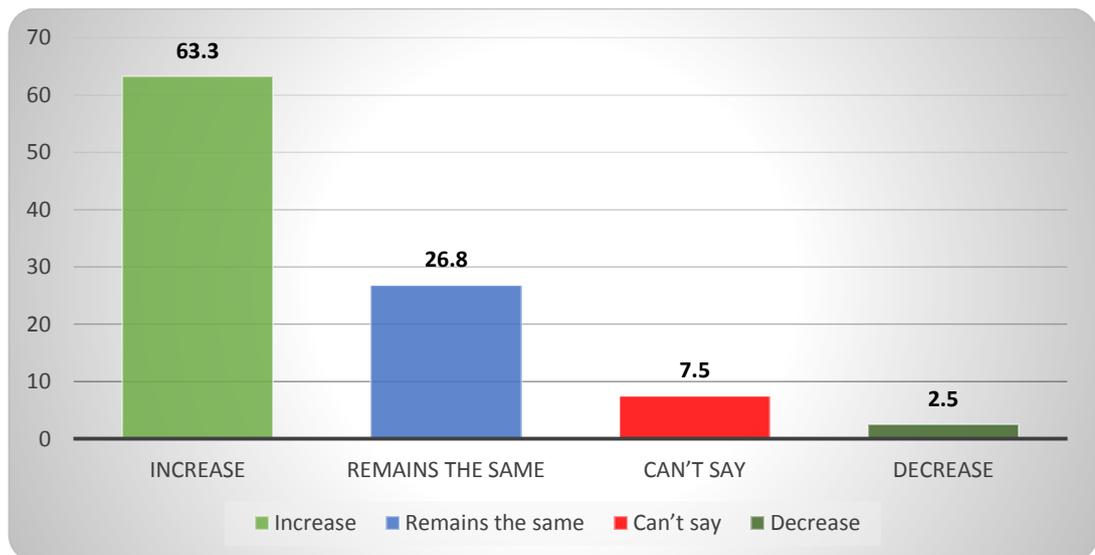
D. Impact of cultural diversity on employee's performance

4.17 While working in diverse culture environment, what is the effect noticed over employee's productivity / performance?

Options	Frequency	Percent
Increase	253	63.3
Remains the same	107	26.8
Can't say	30	7.5
Decrease	10	2.5
Total	400	100.0

Source: Primary Data

Chart 4.17: Effect noticed over employee's productivity / performance in diverse culture environment



Source: Primary Data

Analysis

Cultural diversity as we say, gives global competitiveness to employees. The above table shows that 63.3% of respondents feels that due to diverse cultural environment their performance is enhanced, 26.8% says that it remains the same, 7.5% are not sure and only 2.5% says that it decreases.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.17.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Increase	63.3	253	100	153	23409	234.09
Remains the same	26.8	107	100	7	49	0.49
Can't say	7.5	30	100	-70	4900	49
Decrease	2.5	10	100	-90	8100	81
					Chi value	364.58

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 364.58$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 364.58$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

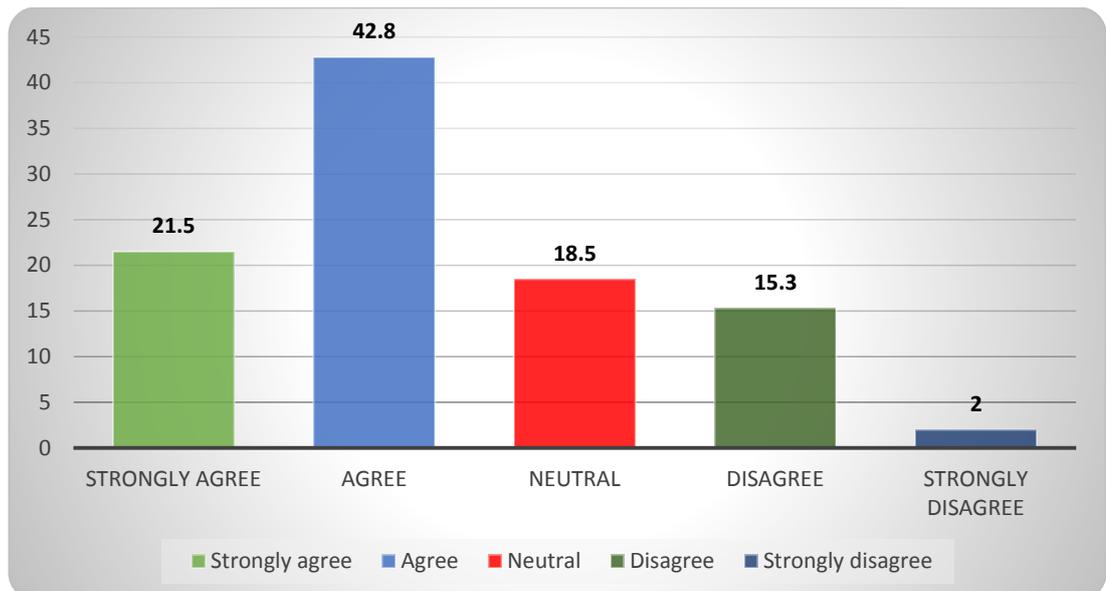
As per the calculated part, we found that the calculated value of X^2 (364.58) is greater than the tabular value of 7.81. This states that the difference is more significant.

4.18 Employee's knowledge and expertise is affected due to working in multi-cultural organization.

Options	Frequency	Percent
Strongly agree	86	21.5
Agree	171	42.8
Neutral	74	18.5
Disagree	61	15.3
Strongly disagree	8	2.0
Total	400	100.0

Source: Primary Data

Chart 4.18: Effect on employee's knowledge and expertise in multi-cultural organization



Source: Primary Data

Analysis

As per the above table 21.5% strongly agrees that their knowledge and expertise is affected in multi-cultural organization, 42.8% agrees to this, 18.5% remains neutral, 15.3% disagree and only 2% strongly disagree to this. We can see a significant impact of cultural diversity on respondents.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.18.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	21.5	86	80	6	36	0.45
Agree	42.8	171	80	91	8281	103.51
Neutral	18.5	74	80	-6	36	0.45
Disagree	15.3	61	80	-19	361	4.51
Strongly disagree	2	8	80	-72	5184	64.8
					Chi value	173.73

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 173.725$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 173.725$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

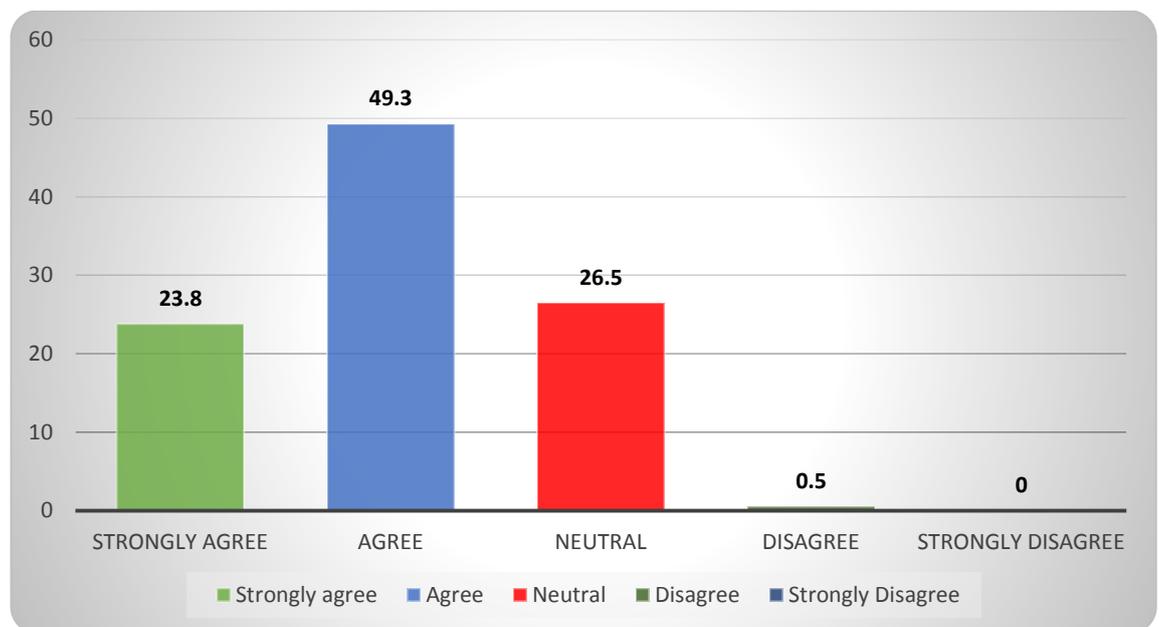
As per the calculated part, we found that the calculated value of X^2 (173.725) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.19 Multi-cultural organizations gifts you free hand for innovation to increase productivity and helps in establishing global brand identity.

Options	Frequency	Percent
Strongly agree	95	23.8
Agree	197	49.3
Neutral	106	26.5
Disagree	2	.5
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.19: Multi-cultural organizations give free hand for innovation



Source: Primary Data

Analysis

As per the table 23.8% respondents strongly agrees that multi-cultural organizations supports innovation to enhance productivity, 49.3% agrees and 26.5% are neutral. The impact of multi culture is significant on innovation and productivity.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	23.8	95	80	15	225	2.81
Agree	49.3	197	80	117	13689	171.11
Neutral	26.5	106	80	26	676	8.45
Disagree	0.5	2	80	-78	6084	76.05
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	338.43

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 338.42$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 338.42$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

As per the calculated part, we found that the calculated value of X^2 (338.42) is greater than the tabular value of 9.49. This states that the difference is more significant.

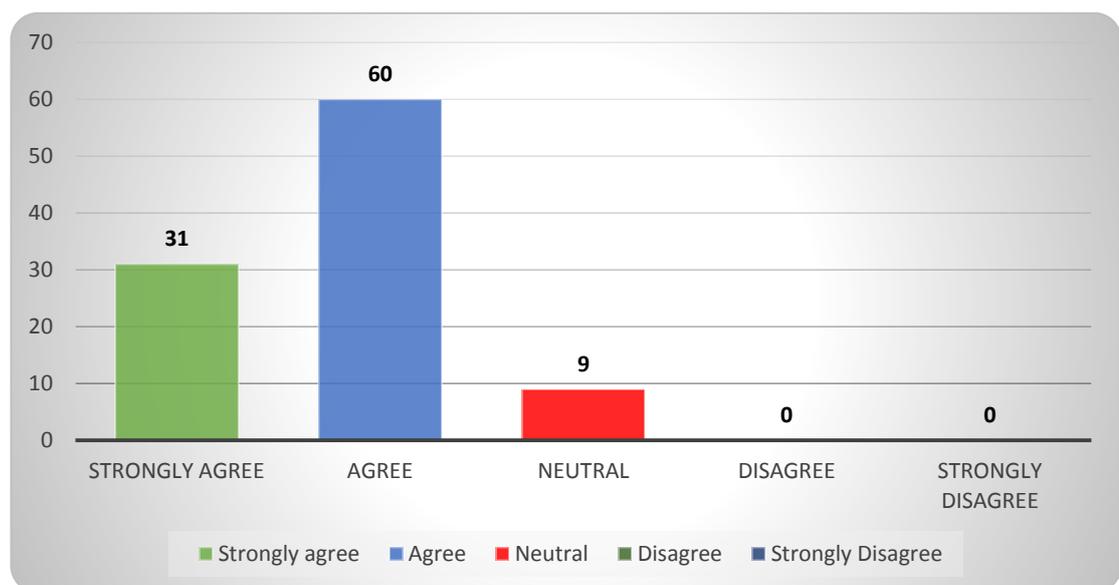
E. Impact of cultural diversity on expatriate adoption and adjustment

4.20 Adopting a universal culture makes supportive environment for employees working in multi-cultural organization.

Options	Frequency	Percent
Strongly agree	124	31.0
Agree	240	60.0
Neutral	36	9.0
Disagree	0	0
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.20: Universal culture makes supportive environment for employees



Source: Primary Data

Analysis

As per the above table 31% of respondents strongly agrees that by adopting universal culture in organization, it gives supportive environment to employees, 60% agrees and 9% are neutral on it. Organizational culture plays a vital role here. We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.20.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	31	124	80	44	1936	24.2
Agree	60	240	80	160	25600	320
Neutral	9	36	80	-44	1936	24.2
Disagree	0	0	80	-80	6400	80
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	528.4

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 528.4$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 528.4$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

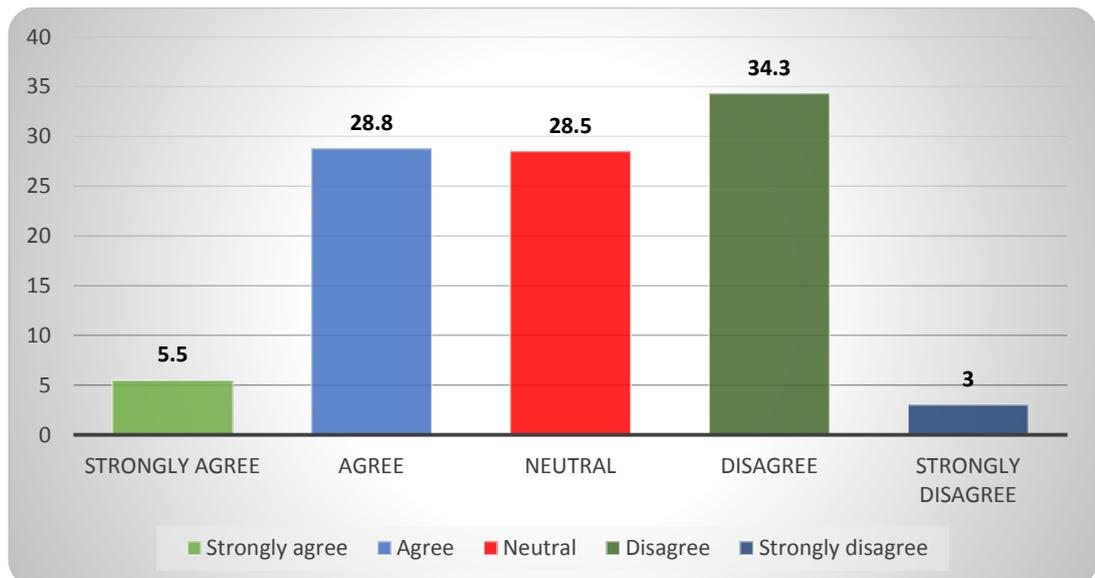
As per the calculated part, we found that the calculated value of X^2 (528.4) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.21 Conflicts, miscommunication and other hindrance increases for employees working in multi-cultural organization.

Table 4.21 : Conflicts, miscommunication and other hindrance increases in multi-cultural organization		
Options	Frequency	Percent
Strongly agree	22	5.5
Agree	115	28.8
Neutral	114	28.5
Disagree	137	34.3
Strongly disagree	12	3.0
Total	400	100.0

Source: Primary Data

Chart 4.21: Conflicts, miscommunication and other hindrance increases in multi-cultural organization



Source: Primary Data

Analysis

The above table shows that 5.5% of respondents agrees that conflicts and other hindrances increases for employees in multi-cultural organizations, 28.8% agrees, 28.5 remains neutral, 34.3% disagree and only 3% strongly disagree. Though employees tries to adjust in different culture work environment and organizations provides training to cope such situations but still the ratio of employees affected due to multi-cultural effect is too high.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.21.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	5.5	22	80	-58	3364	42.05
Agree	28.8	115	80	35	1225	15.31
Neutral	28.5	114	80	34	1156	14.45
Disagree	34.3	137	80	57	3249	40.61
Strongly disagree	3	12	80	-68	4624	57.8
					Chi value	170.23

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 170.225$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 170.225$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

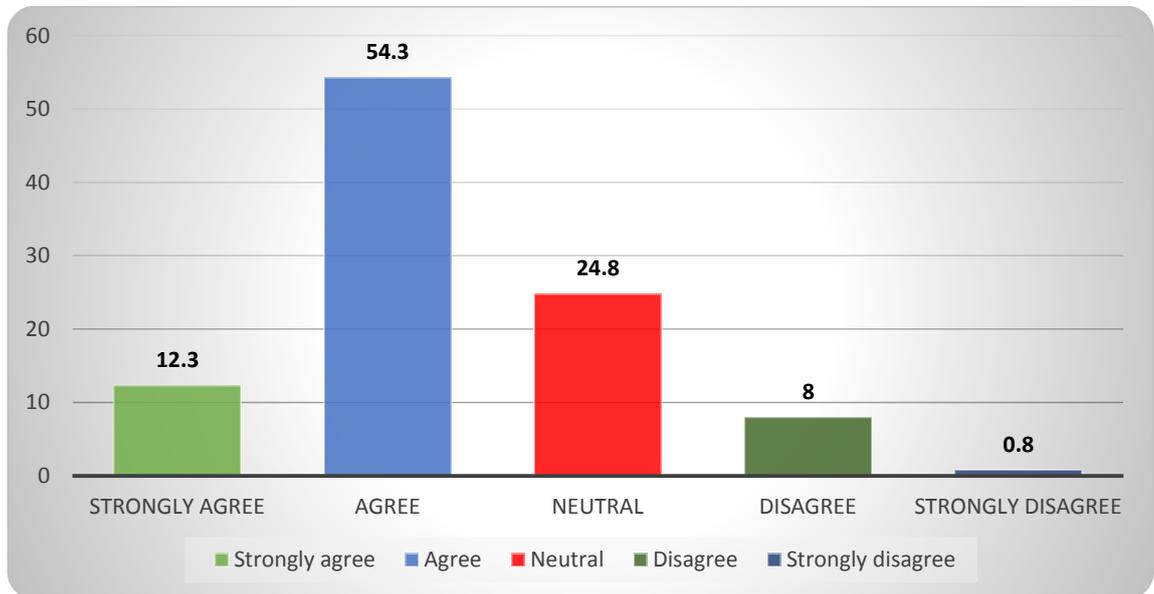
As per the calculated part, we found that the calculated value of X^2 (170.225) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.22 Working in multi-cultural environment makes you to confront and overcome risks and interpersonal conflicts arising due to cultural differences.

Table 4.22 : Multi-cultural environment helps to confront and overcome risks and interpersonal conflicts		
Options	Frequency	Percent
Strongly agree	49	12.3
Agree	217	54.3
Neutral	99	24.8
Disagree	32	8.0
Strongly disagree	3	.8
Total	400	100.0

Source: Primary Data

Chart 4.22: Multi-cultural environment helps to confront and overcome risks and interpersonal conflicts



Source: Primary Data

Analysis

The above table shows that 12.3% strongly agrees that multi-cultural environment helps them to confront and overcome risks and interpersonal conflicts, 54.3% agrees, 24.8% remains neutral and only 8% disagrees to it.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.22.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	12.3	49	80	-31	961	12.01
Agree	54.3	217	80	137	18769	234.61
Neutral	24.8	99	80	19	361	4.5125
Disagree	8	32	80	-48	2304	28.8
Strongly disagree	0.8	3	80	-77	5929	74.11
					Chi value	354.05

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 354.05$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 354.05$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

As per the calculated part, we found that the calculated value of X^2 (354.05) is greater than the tabular value of 9.49. This states that the difference is more significant.

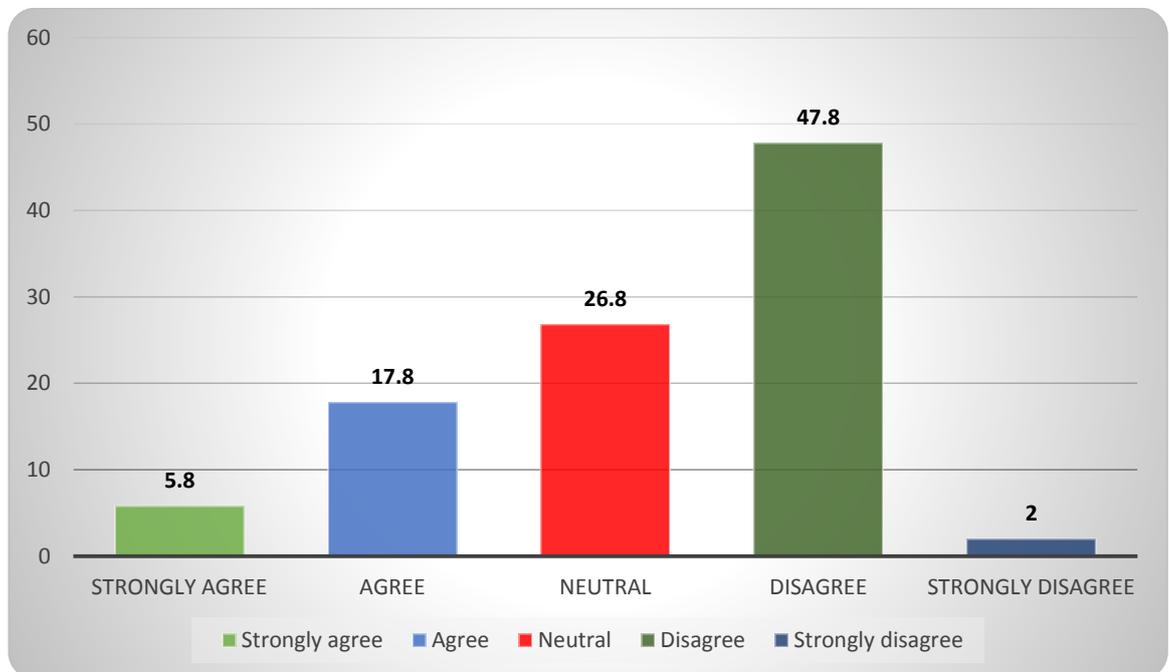
4.23 Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome.

Table 4.23 : Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome

Options	Frequency	Percent
Strongly agree	23	5.8
Agree	71	17.8
Neutral	107	26.8
Disagree	191	47.8
Strongly disagree	8	2.0
Total	400	100.0

Source: Primary Data

Chart 4.23: Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome



Source: Primary Data

Analysis

The responses as per the above table comes out to be varied on stages of cultural adoption. As per the table 5.8% strongly agree that initially adopting new culture is exciting but thereafter it appears to be complicated and tiresome. This is what we call human psychology, in learning phase we are excited about new things but thereafter we find it tiresome. 17.8% agrees to it, while 47.8% disagree and only 2% strongly disagree.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.23.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	5.8	23	80	-57	3249	40.61
Agree	17.8	71	80	-9	81	1.01
Neutral	26.8	107	80	27	729	9.11
Disagree	47.8	191	80	111	12321	154.01
Strongly disagree	2	8	80	-72	5184	64.8
					Chi value	269.55

Source: Primary Data

Hence

$$\begin{aligned} X^2 &= \sum(O_{ij}-E_{ij})^2/E_{ij} \\ &= 269.55 \end{aligned}$$

$$\begin{aligned} \text{Therefore Degree of freedom} &= (n-1) \\ &= 5-1 = 4 \end{aligned}$$

Calculated value of $X^2 = 269.55$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

As per the calculated part, we found that the calculated value of X^2 (269.55) is greater than the tabular value of 9.49. This states that the difference is more significant.

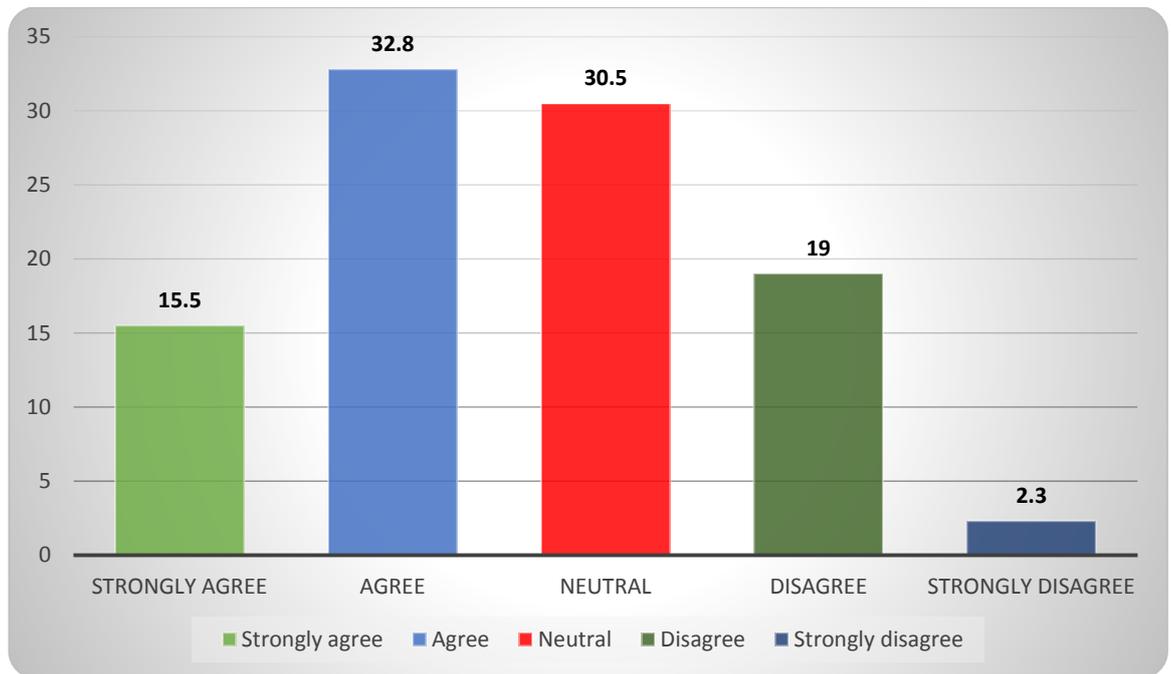
E. Impact of cultural diversity on employee's compensation

4.24 Working in multi-cultural organization creates competitive spirit to have superior salary package and other incentives.

Table 4.24 : Multi-cultural organization creates competitive spirit		
Options	Frequency	Percent
Strongly agree	62	15.5
Agree	131	32.8
Neutral	122	30.5
Disagree	76	19.0
Strongly disagree	9	2.3
Total	400	100.0

Source: Primary Data

Chart 4.24: Multi-cultural organization creates competitive spirit



Source: Primary Data

Analysis

\The above table shows that 15.5% strongly agrees that multi-cultural organization creates competitive spirit to have superior salary, 32.8% agrees, 30.5% remains neutral on it, 19% disagree and 2.3% strongly disagree.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.24.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	15.5	62	80	-18	324	4.05
Agree	32.8	131	80	51	2601	32.51
Neutral	30.5	122	80	42	1764	22.05
Disagree	19	76	80	-4	16	0.2
Strongly disagree	2.3	9	80	-71	5041	63.01
					Chi value	121.83

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 121.825$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 121.825$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

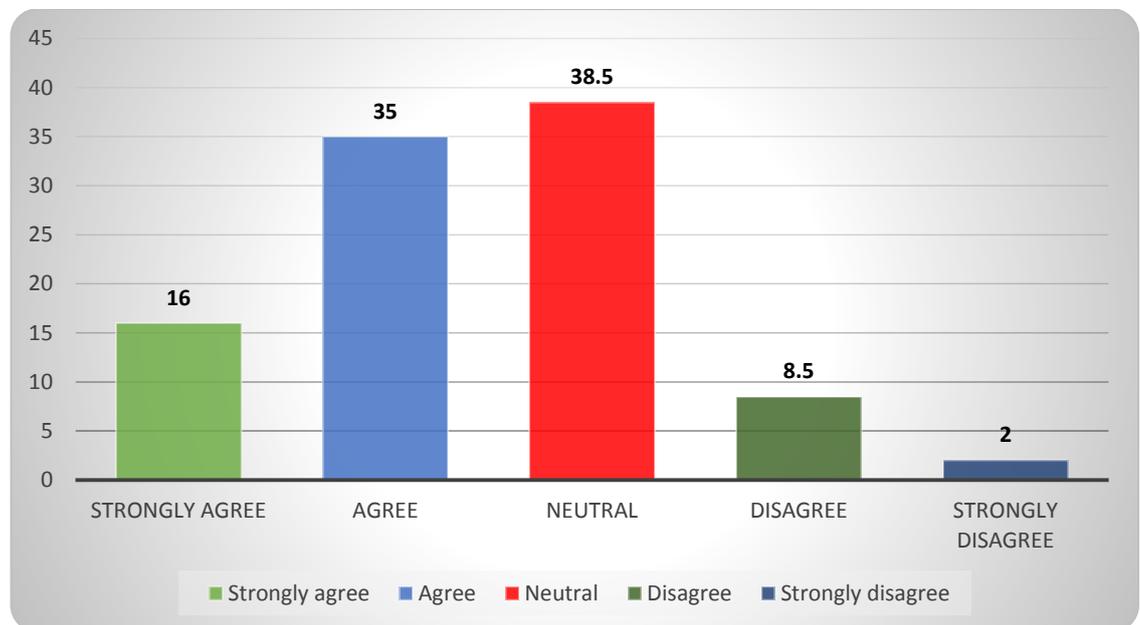
As per the calculated part, we found that the calculated value of X^2 (121.825) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.25 True rewards and recognition are distributed to employees working in multi-cultural organization.

Table 4.25 : True rewards and recognition are distributed in multi-cultural organization		
Options	Frequency	Percent
Strongly agree	64	16.0
Agree	140	35.0
Neutral	154	38.5
Disagree	34	8.5
Strongly disagree	8	2.0
Total	400	100.0

Source: Primary Data

Chart 4.25: True rewards and recognition are distributed in multi-cultural organization



Source: Primary Data

Analysis

The above table shows the responses of employees regarding multi-cultural organization and distribution of rewards and recognition by them. 16% strongly agrees, 35% agrees, 38.5% remains neutral, 8.5% disagrees and 2% strongly disagrees to it.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.25.1						
Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	16	64	80	-16	256	3.2
Agree	35	140	80	60	3600	45
Neutral	38.5	154	80	74	5476	68.45
Disagree	8.5	34	80	-46	2116	26.45
Strongly disagree	2	8	80	-72	5184	64.8
					Chi value	207.9

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 207.9$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 207.9$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

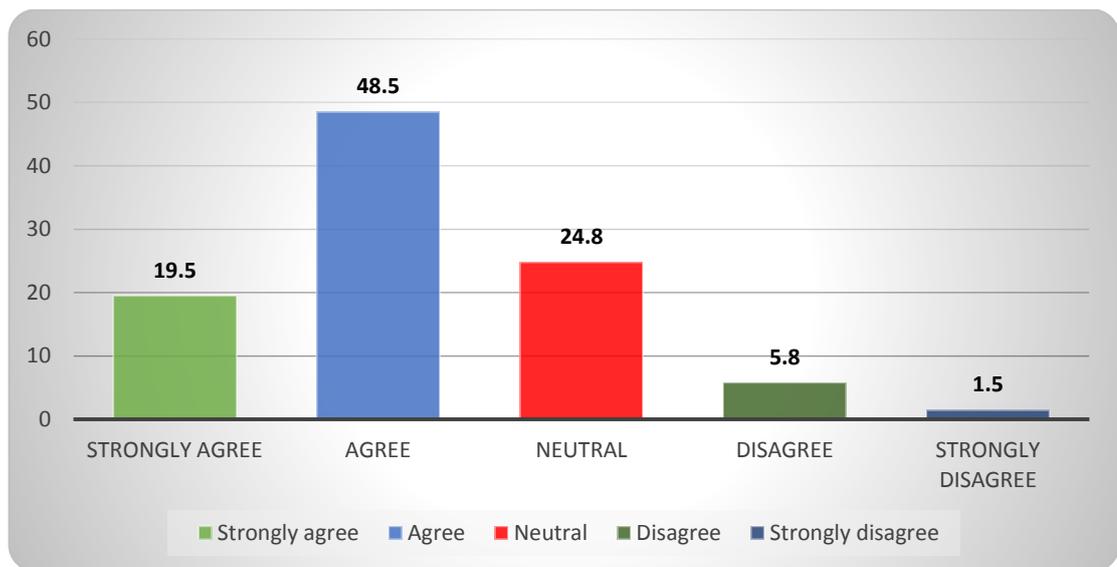
As per the calculated part, we found that the calculated value of X^2 (207.9) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.26 Loyalty, dedication and punctuality are now regarded as general factors for employee's compensation in multi-cultural organization.

Table 4.26 : Loyalty, dedication and punctuality are now general factors for employee's compensation		
Options	Frequency	Percent
Strongly agree	78	19.5
Agree	194	48.5
Neutral	99	24.8
Disagree	23	5.8
Strongly disagree	6	1.5
Total	400	100.0

Source: Primary Data

Chart 4.26: Loyalty, dedication and punctuality are now general factors for employee's compensation



Source: Primary Data

Analysis

As per the above table 19.5% strongly agree that loyalty, dedication and punctuality are general factors for employee's compensation in multi-cultural organizations, 48.5% agrees to it, 24.8% are neutral, 5.8% disagree, and only 1.5% strongly disagree. We can notice a significant impact on work culture due to multi-cultural organizations.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.26.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	19.5	78	80	-2	4	0.05
Agree	48.5	194	80	114	12996	162.45
Neutral	24.8	99	80	19	361	4.5125
Disagree	5.8	23	80	-57	3249	40.6125
Strongly disagree	1.5	6	80	-74	5476	68.45
					Chi value	276.075

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 276.075$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 276.075$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

As per the calculated part, we found that the calculated value of X^2 (276.075) is greater than the tabular value of 9.49. This states that the difference is more significant.

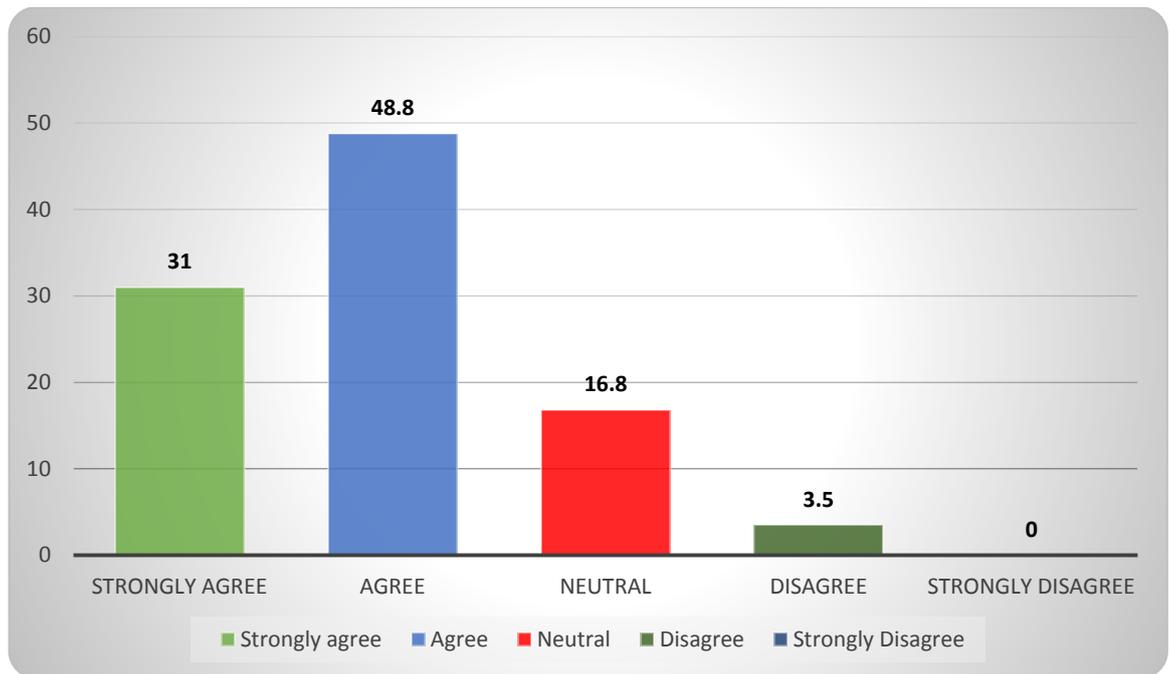
G. Impact of cultural diversity on other HR practices

4.27 Multi-cultural organization provides balanced platform and equal employment opportunity irrespective of gender, regionalism or caste.

Table 4.27 : Multi-cultural organization provides equal employment opportunity		
Options	Frequency	Percent
Strongly agree	124	31.0
Agree	195	48.8
Neutral	67	16.8
Disagree	14	3.5
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.27: Multi-cultural organization provides equal employment opportunity



Source: Primary Data

Analysis

As per the above table 31% strongly agree that multi-cultural organizations provide equal employment opportunity to all irrespective of their gender, region or caste, 48.8% agrees to it, 16.8% are neutral and 3.5% disagree. We can notice a significant impact of culture on diversity and inclusion in multi-cultural organizations.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.27.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	31	124	80	44	1936	24.2
Agree	48.8	195	80	115	13225	165.31
Neutral	16.8	67	80	-13	169	2.11
Disagree	3.5	14	80	-66	4356	54.45
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	326.07

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 326.075$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 326.075$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

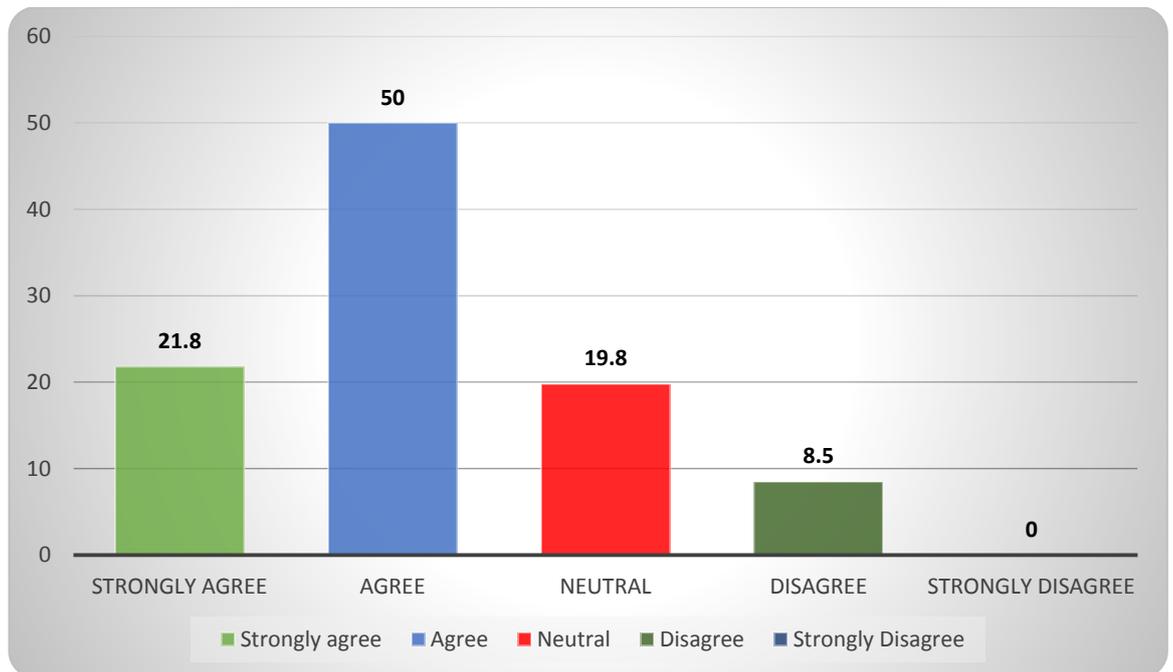
As per the calculated part, we found that the calculated value of X^2 (326.075) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.28 Multi-cultural organization remains unbiased right from recruitment of employee till superannuation age.

Table 4.28 : Multi-cultural organization remains unbiased for employees		
Options	Frequency	Percent
Strongly agree	87	21.8
Agree	200	50.0
Neutral	79	19.8
Disagree	34	8.5
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.28: Multi-cultural organization remains unbiased for employees



Source: Primary Data

Analysis

The above table shows that 21.8% respondents strongly agree that multi-cultural organizations remains unbiased right from recruitment of employee till superannuation age, 50% agrees, 19.8% remains neutral and 8.5% disagrees. Overall the impact of effective international human resource management is significant.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.28.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	21.8	87	80	7	49	0.61
Agree	50	200	80	120	14400	180
Neutral	19.8	79	80	-1	1	0.01
Disagree	8.5	34	80	-46	2116	26.45
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	287.07

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 287.075$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 287.075$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

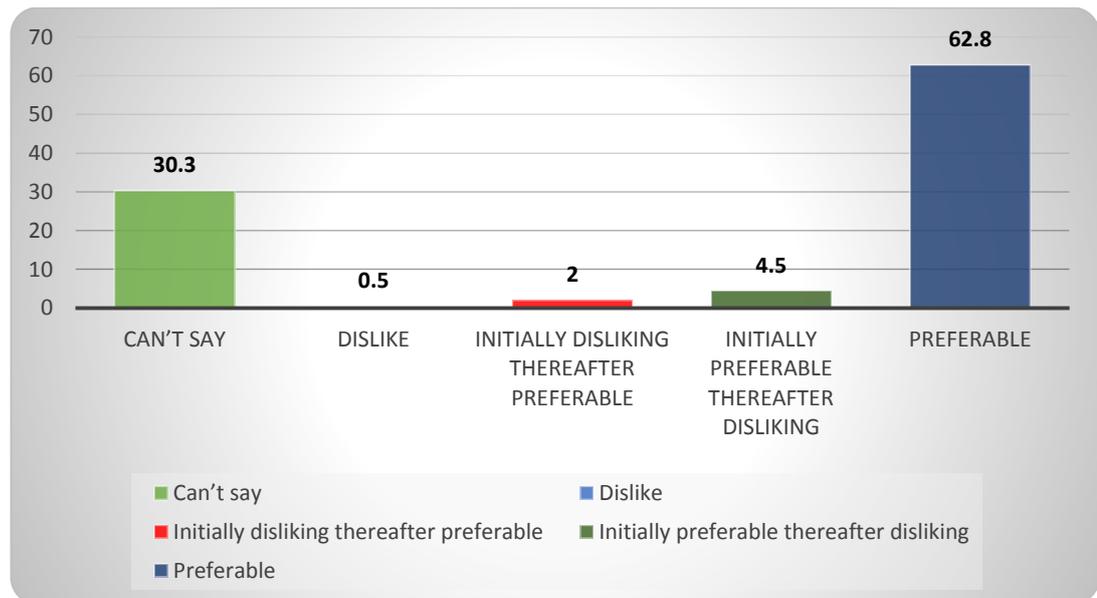
As per the calculated part, we found that the calculated value of X^2 (287.075) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.29 Your opinion towards boss or colleagues or subordinates representing cross cultural orientation is.

Options	Frequency	Percent
Can't say	121	30.3
Dislike	2	.5
Initially disliking thereafter preferable	8	2.0
Initially preferable thereafter disliking	18	4.5
Preferable	251	62.8
Total	400	100.0

Source: Primary Data

Chart 4.29: Opinion towards other employees representing cross cultural orientation



Source: Primary Data

Analysis

As per the above table we can notice that 30.3% are not sure about what opinion they have about the boss or colleague or subordinate representing different cultural orientation, 2% says that initially they dislike but thereafter preferable, 4.5% says that initially preferable and thereafter disliking and 62.8% says that they prefer them.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.29.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Can't say	30.3	121	80	41	1681	21.01
Dislike	0.5	2	80	-78	6084	76.05
Initially disliking thereafter preferable	2	8	80	-72	5184	64.8
Initially preferable thereafter disliking	4.5	18	80	-62	3844	48.05
Preferable	62.8	251	80	171	29241	365.51
					Chi value	575.42

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 575.425$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 575.425$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

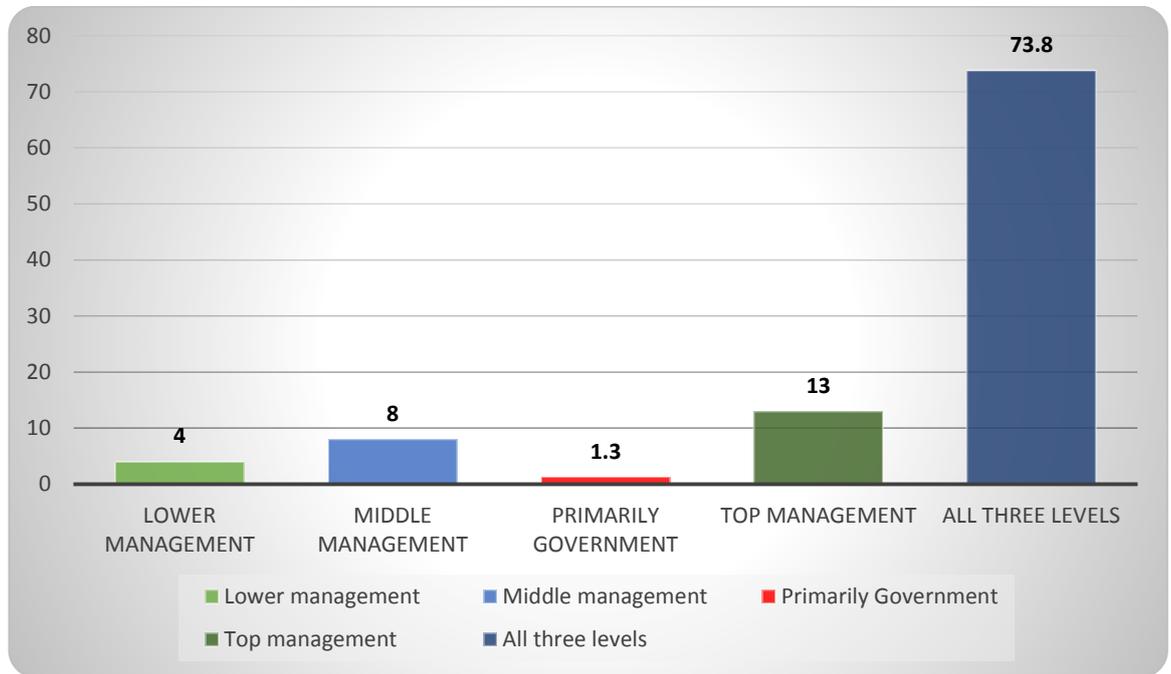
As per the calculated part, we found that the calculated value of X^2 (575.425) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.30 According to your opinion who primarily more contributes towards uniformly establishing and maintaining cultural diversity in multi-cultural organization?

Table 4.30 : Primarily who contributes more towards establishing and maintaining cultural diversity		
Options	Frequency	Percent
Lower management	16	4.0
Middle management	32	8.0
Primarily Government	5	1.3
Top management	52	13.0
All three levels	295	73.8
Total	400	100.0

Source: Primary Data

Chart 4.30: Primarily who contributes more towards establishing and maintaining cultural diversity



Source: Primary Data

Analysis

The management at all levels plays a vital role in bringing p a harmonious work environment at work place. As per the above table 73.8% respondents says that managing and maintaining diversity at work place is efforts made at all levels of man agent, 4% says lower management, 8% sys middle management and 1.3% says top management. Diversity and inclusion at work place needs holistic approach.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.30.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Lower management	4	16	80	-64	4096	51.2
Middle management	8	32	80	-48	2304	28.8
Primarily Government	1.3	5	80	-75	5625	70.31
Top management	13	52	80	-28	784	9.8
All three levels	73.8	295	80	215	46225	577.81
					Chi value	737.92

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 737.925$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 737.925$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

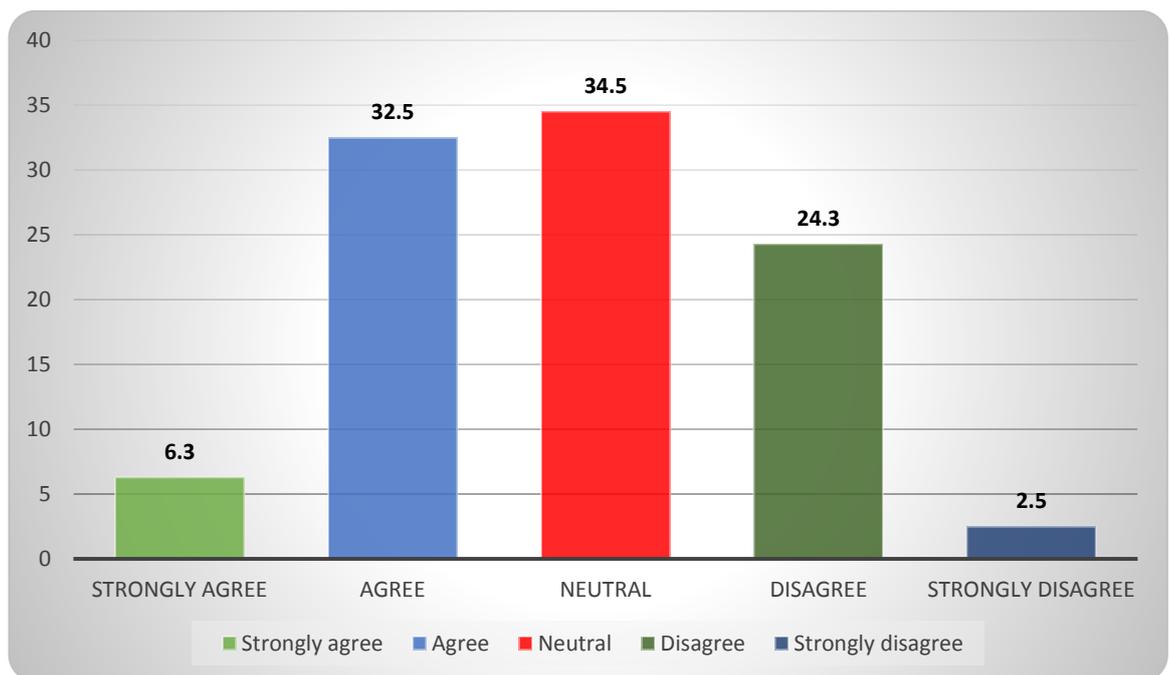
As per the calculated part, we found that the calculated value of X^2 (737.925) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.31 In multi-cultural organization accomplishing a formal work is performed under informal functioning.

Table 4.31 : A formal work is performed under informal functioning		
Options	Frequency	Percent
Strongly agree	25	6.3
Agree	130	32.5
Neutral	138	34.5
Disagree	97	24.3
Strongly disagree	10	2.5
Total	400	100.0

Source: Primary Data

Chart 4.31: A formal work is performed under informal functioning



Source: Primary Data

Analysis

The above table shows that gradually an informal work culture is being adopted by multinational organizations globally. As per the table 6.3% strongly agrees that in multi-cultural organizations, a formal work is performed under informal functioning, 32.5% agrees to it, 34.5% remains neutral to it and 24.3% disagree to it.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.31.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	6.3	25	80	-55	3025	37.81
Agree	32.5	130	80	50	2500	31.25
Neutral	34.5	138	80	58	3364	42.05
Disagree	24.3	97	80	17	289	3.61
Strongly disagree	2.5	10	80	-70	4900	61.25
					Chi value	175.97

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 175.975$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 175.975$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

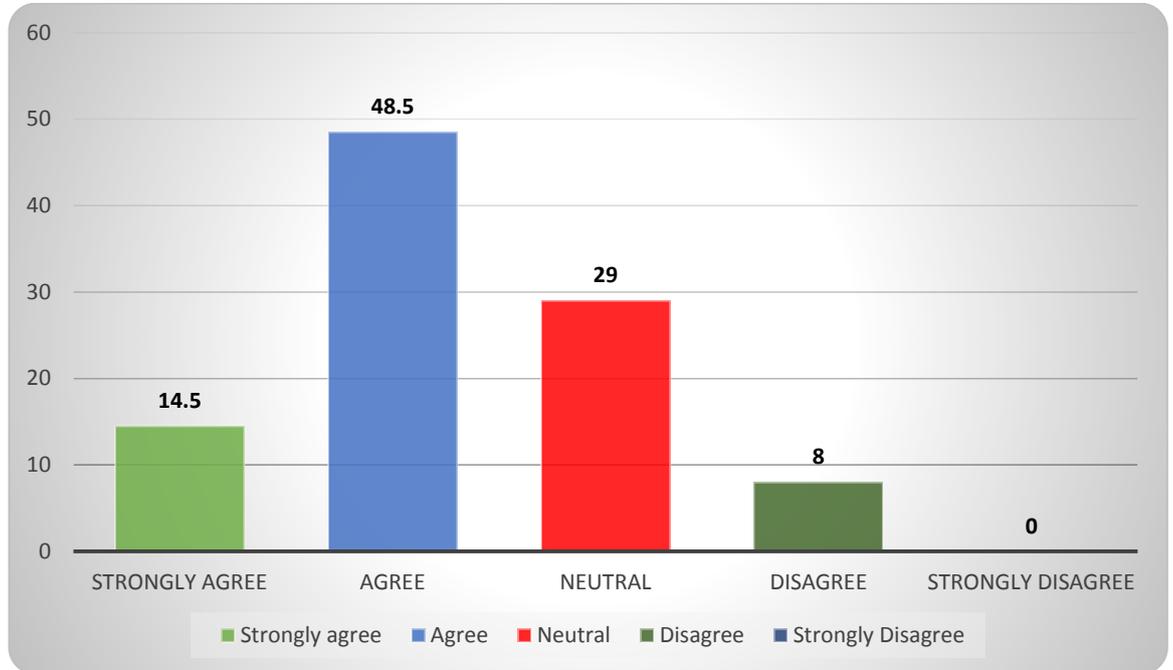
As per the calculated part, we found that the calculated value of X^2 (175.975) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.32 Organization with cultural diversity are known to have informal groups that forms friendly relations, expertise, business acumen, overwhelming flow of free suggestion and guidance and less protocol to be followed.

Table 4.32 : Informal groups forms friendly relations, expertise, business acumen, overwhelming flow of free suggestion and guidance and less protocol to be followed		
Options	Frequency	Percent
Strongly agree	58	14.5
Agree	194	48.5
Neutral	116	29.0
Disagree	32	8.0
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.32: Informal groups forms friendly relations, expertise, business acumen, overwhelming flow of free suggestion and guidance and less protocol to be followed



Source: Primary Data

Analysis

The above table shows the approaches or multi-cultural organization are more friendly and informal while treating people from different cultural backgrounds. 14.5% strongly agrees to it, 48.5% agrees, while 29% remains neutral and 8% disagrees to it.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.32.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	14.5	58	80	-22	484	6.05
Agree	48.5	194	80	114	12996	162.45
Neutral	29	116	80	36	1296	16.2
Disagree	8	32	80	-48	2304	28.8
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	293.5

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 293.5$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 5-1 = 4$$

Calculated value of $X^2 = 293.5$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

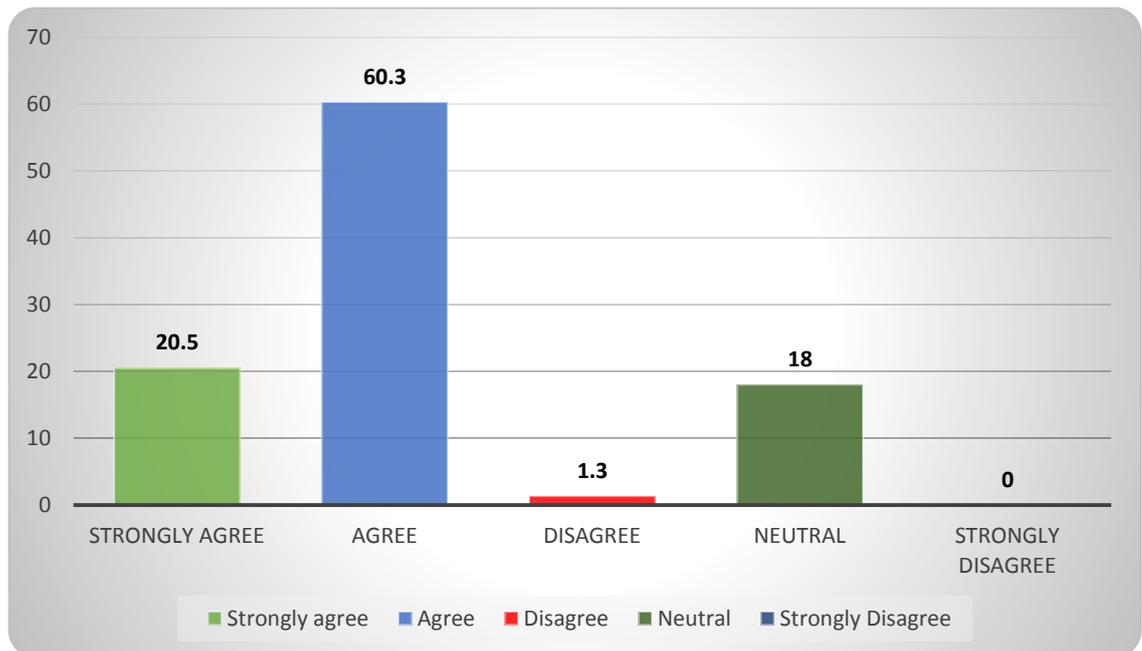
As per the calculated part, we found that the calculated value of X^2 (293.5) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.33 Top management of multi-cultural organization demand to exhibit that employees are provided open environment for work.

Table 4.33 : Open environment provided for work		
Options	Frequency	Percent
Strongly agree	82	20.5
Agree	241	60.3
Disagree	5	1.3
Neutral	72	18.0
Strongly Disagree	0	0
Total	400	100.0

Source: Primary Data

Chart 4.33: Open environment provided for work



Source: Primary Data

Analysis

The above table shows that 20.5% strongly agrees that multi-cultural organizations supports open environment for employees to work at their par, 60.3% agrees, 1.3% disagree while 18% remains neutral on it. The innovation helps the organizations

to achieve their business goals, for that the employees needs to be given open work environment to perform better.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.33.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Strongly agree	20.5	82	80	2	4	0.05
Agree	60.3	241	80	161	25921	324.01
Disagree	1.3	5	80	-75	5625	70.31
Neutral	18	72	80	-8	64	0.8
Strongly Disagree	0	0	80	-80	6400	80
					Chi value	475.17

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 475.175$$

Therefore Degree of freedom = (n-1)

$$= 5-1 = 4$$

Calculated value of $X^2 = 475.175$

The tabular value of X^2 at 5% level of significance = 9.49

Interpretation

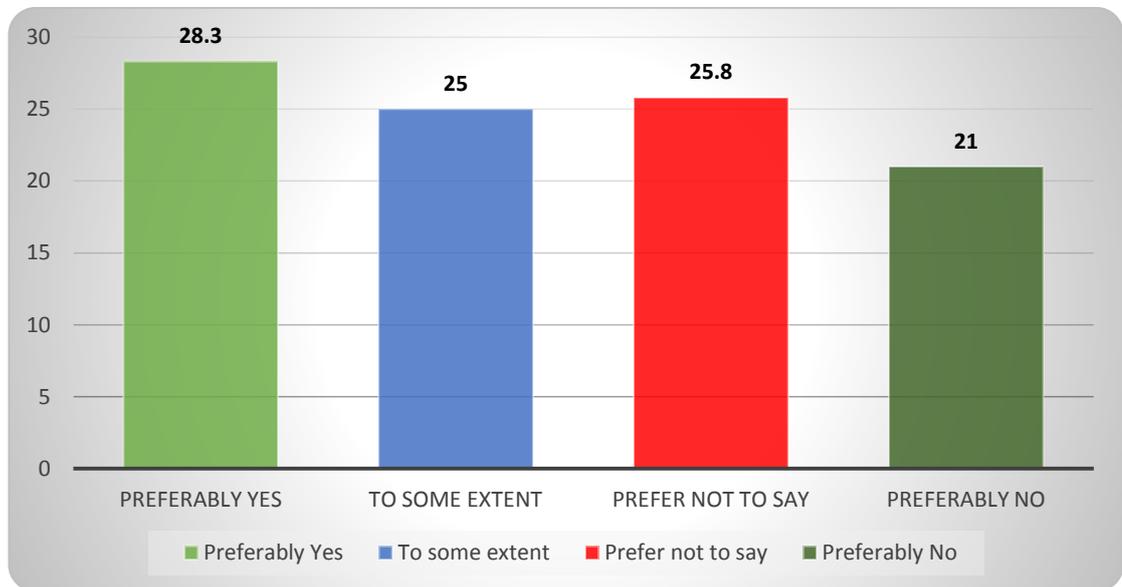
As per the calculated part, we found that the calculated value of X^2 (475.175) is greater than the tabular value of 9.49. This states that the difference is more significant.

4.34 You prefer CEO of multi-cultural organization to be of same culture origin.

Table 4.34 : Preferred CEO of multi-cultural organization to be of same culture origin		
Options	Frequency	Percent
Preferably Yes	113	28.3
To some extent	100	25.0
Prefer not to say	103	25.8
Preferably No	84	21.0
Total	400	100.0

Source: Primary Data

Chart 4.34: Preferred CEO of multi-cultural organization to be of same culture origin



Source: Primary Data

Analysis

The above table shows a mix responses of respondents on their preference of CEO of multi-cultural organization to be of same culture. As per the table 28.3% says yes, 25% says to some extent they prefer, 25.8% prefer not to say anything about

it and 21% says no. Here it is found that cultural diversity is not having significant impact over preference of CEO of same culture or different culture.

We are using X^2 test to decide whether the discrepancy between theory and experiment is significant or not i.e. to test whether the difference between the theoretical and observed values can be attributed to chance or not. Let the null hypothesis be that there is no significant difference between the observed values and the corresponding expected or theoretical values. Then the alternative hypothesis H_1 is that the above difference is significant.

Table 4.34.1						
Scale	f%	O	E	O_{ij}-E_{ij}	(O_{ij}-E_{ij})²	(O_{ij}-E_{ij})²/E_{ij}
Preferably Yes	28.3	113	100	13	169	1.69
To some extent	25	100	100	0	0	0
Prefer not to say	25.8	103	100	3	9	0.09
Preferably No	21	84	100	-16	256	2.56
					Chi value	4.34

Source: Primary Data

Hence

$$X^2 = \sum(O_{ij}-E_{ij})^2/E_{ij}$$

$$= 4.34$$

$$\text{Therefore Degree of freedom} = (n-1)$$

$$= 4-1 = 3$$

Calculated value of $X^2 = 4.34$

The tabular value of X^2 at 5% level of significance = 7.81

Interpretation

As per the calculated part, we found that the calculated value of X^2 (4.34) is less than the tabular value of 7.81. This states that the difference is not significant

CHAPTER-5

FINDINGS AND CONCLUSION

5. Findings and Conclusion

5.1 Findings

The present research is based on finding the impact of culture diversity in selected IT companies in India. The companies selected for research are of national and international origin, this has helped in understanding deeply the impact of cross culture on employees working in these companies. For the purpose of research some parameters are studied to understand the impact such as employee's training, employee's performance, expatriate adoption and adjustment, employee's compensation and other human resource practices. The study has focused on the expatriate who have encountered the effect of cultural diversity. The employees surveyed for the study comes from lower, middle and upper management level. Through this study it has been found that middle and upper level management employees have encountered the cultural diversity more as compared to lower level management employees. The aim of this research is to find the impact of cross culture on IT employees and focus on the importance of international human resource management. The following inferences can be drawn from the survey conducted and responses of 400 employees from the selected IT companies-

- The findings in the study shows the imbalance of gender ratio in IT companies. The present research has focused on impact of cultural diversity and inclusion in selected IT companies. In present times the companies have understood the importance of balancing gender ratio, which emphasizes on providing equal employment opportunity to all.
- India has a large pool of youth between the age group of 25 to 40, who are qualified and employable. The findings shows that IT companies are fully utilizing this pool of youth. In our findings it can be seen that maximum employees have 10-15 years of experience. In our findings we can see that maximum employees in IT industry are graduate and post graduate. This pool of youth is comprising of highly skilled people, making India a major

attraction for IT companies and other multi-national companies for business opportunities.

- With the increased phenomenon of globalization, the economies in the world are expanding in every corner of the world. The emergence of multi-national companies have introduced the concept of cross culture and employees have started understanding the expression of cultural diversity. IT companies have emphasized on cultural diversity and inclusion.
- In our findings the respondents have accepted that they enjoy working with people of different cultural background. Working with multi-cultured environment opens up ways of learning and increasing global competencies.
- As per this study it is found that employees experiences that when they are working with different cultured people, it help them to have better co-ordination, co-operation and help them to improve communication among them. On the other this study also shows that employees feels that while working in multi-cultural organization, the cultural difference increases too.
- In this study it is found that employees notices that cultural diversity is most enhanced and experienced while working together. Thus it shows that companies must and have been focusing more on providing open work environment. Every individual is unique and has to be treated duly irrespective of differences. The study shows that respondents feels that their presence in the multi-cultured organizations has direct effect on cultural diversity (in terms of gender, race, color, religion, region, sexual orientation). The study shows that all the employees forms cultural diversity and they want inclusion in the organization.
- Cultural diversity inculcates global competencies among employees. This study shows that employees accepts that working in culturally diverse environment helps in learning new things. Cultural diversity gives global exposure to employee through diversity.
- The present research has found that in multi-cultural organization training plays a vital role in reducing the cultural drifts among employees. Training helps them in improving interpersonal communication, helps in adjusting in new cultural environment, helps in overcoming the challenges of cultural

diversity. Employees have also agreed that after attending cross cultural training helps in self-learning, encouraging leading skills and improving interpersonal relationship.

- One of the parameter of this research was to find the impact of cultural diversity on employee's performance, the results of the study shows that the performance of the employees increases while working in diverse culture. Some employees feels that the performance remains same. The study shows that the knowledge and expertise of employees is affected in multi cultured organizations.
- Multi-national companies aims at encouraging innovation to achieve business goals. The study shows that multi-cultural organizations provides a platform for innovation to employees to increase productivity and helps in building global brand identity.
- The present study shows that if the organization adopts a universal culture, it helps in making supportive environment for employees and also helps in reducing cultural differences among employees. Thus organization culture can help the employees to adjust in multi-cultural environment.
- One of the major impact of cross culture is conflicts, miscommunications and issues related to adoption and adjustment among employees. The present study has shown that the employees have mixed responses over these issues. There are still some issues related to cultural diversity but as the organizations are trying hard to cope with these issues through cross cultural training, employees have mixed reaction over these issues in the organization. The findings of this research shows that while working in multi-cultural environment, it makes the employees confront and overcome the risks and interpersonal conflicts arising due to cultural differences.
- Working in multi-cultural organization, initially people feels excited about learning new things about the new culture but later on they found it to be complicated and tiresome, as per this study we have found that respondents 25% agree and 50% disagree to it. Employees when interact with people from diverse culture, have the curiosity to learn and adjust to that culture but when it comes to decision making and opinion the differences of culture

becomes very prominent and employees feels that they are either being neglected or are being dominated by other culture.

- As per this study it is found that regarding compensation the views of the employees are more in favour of having superior salary packages and incentives. The effect of globalization can be seen on compensation of the employees too, the expectations of employees regarding the compensation is higher due to competitive spirit. Employees also expect true rewards and recognition in multi-cultural organizations. While working in the multi-cultural organizations the competitive skills of employees increases making them more productive for the organization thus they expect superior salary packages.
- In this study it is found that employees preferred the informal ways rather than formal set up at work place. They believe that if they are given open space they can work more effectively and can be more innovative. For IT companies hiring and retaining brains is very important. The study shows that multi-cultural organization provides a balanced platform and equal employment opportunity to all irrespective all differences.
- The study shows the changing scenario in multi-national and national companies. The companies remains unbiased to all its employees right from recruitment till the superannuation age of the employees. The human resource plays a vital role in bringing up such scenario of harmonious relationship among the employees and between employees and management. The companies are trying to reduce the cultural differences at all levels that is why it does not bring any difference that the CEO of the company is of same culture or of different culture.
- The present study has highlighted all the aspects of cultural diversity in every manner and also the impact of cross culture on employees. The findings of the study shows that if the organizations wants to achieve success, it need to have holistic approach towards diversity and inclusion. The initiatives have to be taken at all levels of management with complete responsibility and accountability.

5.2 Conclusion

The increased phenomenon of globalization and expansion of businesses across national borders have emphasized on the implication of cultural diversity and its widespread impact. . In the present world, cross culture is much noticed in the business world where the success of international cross border trade rests on the smooth synchronization of the cross culture, participants from different nations unite together that bring different values, viewpoints and business practices. Cross culture familiarity and empathy is expected from the employees who are recruited in multinational or transnational organizations. At the same time cross culture can be experienced by an employee who is transferred to a location in a host or another country. The employee is expected to learn the language and adaptability to the culture of those around him, and vice-versa. This becomes more challenging if the person is acting in an executive or managerial capacity; someone in this position who cannot effectively communicate with or understand their employees' actions can lose their credibility.

Having diverse workforce at work place is more than just compliance, it is about driving the organization towards success, through pulling often the best individuals from different walks of life, with most innovative solution, experiences and ideas. And this of course, why we have to learn about diversity at work place. Here we should focus on approach towards diversity and inclusion. We also have to consider how to overcome the barriers of diversity, in order to accept the diversity and what all it has to offer. In today's global environment for all the IT companies, diversity is a priority and has to act on it. Workforce diversity management is done for achieving the common organizational goals through improving employee performance, reducing interpersonal conflicts, improving communication at all levels, improve decision making and introducing new pool of talent. Diversity management programs in any organization does bear a cost, the managers needs to balance this cost with profit making by the company. Diversity management process is valuable to enhance the productivity of the organization. There are various parameters studied in this research, on which, it has been found that companies face problems related to diversity. The major area of HR concern are

organizational culture, employee performance, various HR training programs, expatriate adjustment and adoption and employee compensation which varies from country to country. All these factors together contribute to the employee contribution towards organization. Information Technology companies also face problems related to recruitment and selection. They always have thrust to hire the best brains, and the biggest challenge for them is to retain these brains.

This study has brought in light different parameters of employees which have effect of cross culture. The study confirms the impact of cross culture in selected IT companies. The study serves as a guideline for future research to firms and others researcher as it gives evidences of impact of cross culture on employees. As we know that the IT industry has a great contribution in Indian economy and India is a big attraction for multi-national companies to expand their businesses.

CHAPTER - 6

SUGGESTIONS / RECOMMENDATIONS

6. Suggestions / Recommendations

6.1 Recommendations

The present study aims at finding the impact of cross culture in selected IT companies. For the purpose a structured questionnaire was used, based on the survey the researcher produced and arrived on important facts which shows the impact of cross culture in IT companies. The researcher based upon the survey results recommends that in order to get the competitive edge in international market, the IT companies should focus on diversity and inclusion. The researcher as per the outcomes of the study would like to recommend following approaches and practices to reduce the cross cultural impact and boost harmonious work environment for employees-

- In our study it has been found that cultural diversity have effect on organizations and their employees, thus the management needs to have holistic approach towards reducing the impact of cross culture and providing a balanced platform to work harmoniously in multi-cultured environment.
- There is need of more improved human resource practices, which are sound and specific in understanding and giving quick solution to diversity issues. Human resource management needs to be empowered and contribution of HR towards success of business has to be measured.
- The human resource professionals should be aware that there are a multitude of cultures and subcultures, and each has the potential to influence and impact the organization. To overcome these challenges, human resource professionals should recognize and create awareness of cultural diversity; respect and appreciate the value of diversity; reconcile in order to resolve differences and find a common path; realize and route by implementing cultural awareness.
- Cultural differences in the companies were not as evident as they used to be now a days. Increasingly, there is better understanding and respect for

cultural differences, which is an effect of wider global exposure and intercultural literacy. To bridge the cultural differences there is a need of structured approach and participation of every individual in the organization.

- The other approaches to bridge the gap of cultural differences at work is making individuals aware of their own culture first and then help them to learn about the other culture (whether the culture is of colleague, vendor, client or business partner).
- There is a need to examine actual or potential areas of cultural differences at work including communication, decision making style, attitude towards conflicts, attitude towards disclosure, approaches to learning and other preferences. Taking into account the key considerations before deciding the actions taken for bridging cultural differences.
- Learning about your own culture is the first start towards reducing the cultural differences. The culture you live in helps determine how you express yourself and how you display pleasure, gratitude and anger. But cultural conditioning defines your perception of time and how much privacy and personal space you need. Within each culture, these attitudes helps create a smooth approach towards life. They are neither right nor wrong, each culture's way is just one among many. So the individuals must learn and respect these differences.
- To increase cultural competency there is a need of complete participation of individuals and organization to develop and nurture the cultural competency. Cultural effectiveness is based on a specific set of behaviors, attitude and policies, it encourages professionals to work together effectively in cross cultural situations.
- The findings of the study shows that the cultural awareness among employees is necessary, as it indicates that the appropriate and necessary beliefs, attitude and level of tolerance are in place. The cultural competency helps in developing skills which help the individuals to convert these beliefs and attitude into actions, to work harmoniously in multi-cultured organizations.

- To deal effectively with cultural differences, there is a need to improve cross-cultural communication. This can be done only by becoming aware of your culture first, then learn about other culture and examine any areas of cultural differences. And then bridging the gap by considering the key areas like the importance of problem; length and complexity of the relationship in the organization; finding out whether your belief are based on ideas about one of the cultures being superior and whether asking for change could designate someone's belief. Thus the acceptance and respect of beliefs of every culture is must to bridge the gap of cultural differences.
- Hiring and promoting people from different culture can be advantageous to the company, to think out of the box, to get innovative ideas, to get competitive advantages. Getting these benefits, depends on how a company deals with diversity.
- To attract and nurture innovators the organizations need to expose employees to new ideas, create a sense of ownership and responsibility, make a space for innovators, support the best ideas and projects, celebrate and reward work that leads to innovation. The introduction of innovative business culture is must if the organizations want to flourish and wants their employees to be the best in the market.
- The organizations needs to understand that the workforce has become globally competent and need to be given higher compensation, if the organizations wants to retain the talent.
- The organizations needs to have more informal groups that forms friendly relations, encourage the expertise and business insight, overwhelming flow of free suggestions and guidance and less protocol to be followed. This would give a free hand for innovation to employees.
- The present study shows that cultural training plays a crucial role in helping employees to adopt and adjust in multi-cultured environment. The organizations must focus on providing more structured and object oriented training on cross culture to the employees, so that they can work more effectively.

- The employees should be provided training on code of conduct on diversity and inclusion annually or as per the requirement of the company, after the training an effective feedback mechanism is also required to check whether the employees have understood and accepted the expression of diversity or not. This will help the employees to learn and adopt the diversity better and it will also help the management to understand the cultural expectations.
- To deal with diversity the organizations can hire people from different cultures and races. It is one of the common ways to deal with diversity. Having universal culture in the organization and ignoring the differences. Focus more on work culture, mix bunch of people, only focus on sales target. Thus the diversity is not very prominent and the minority group will eventually learn to get fit into the culture. Another way is to put people in to separate groups of similar backgrounds. Here approach is based on building relationships, focus is on finding similarities and minimizing differences.
- Employee may suffer from resistance to diversity, to jealousy, to defensiveness, this comes from the fear they have, of advantages being taken away from them. But if the organization embrace the diversity, this makes them adjust overtime.
- Resistance to diversity develops when people think they don't need to change, because they are already successful. Another reason to resist to diversity is, people don't see much chances of financial pay offs. Even the organization on the matter of money resist to change, but it's all matter of survival. To help resistance to diversity and overcome the challenges the organization must highlights benefits, expected pay offs.
- To avoid the negative impact of cross culture, the company should try to overcome cultural expectations. This can be achievement by good communication and teamwork. To achieve this, one has to learn about their co-workers, ask questions find about people's background and cultures. It is one of the great ways to overcome cultural barriers. The organizations should encourage employees to take time to know about the cultural differences, talking openly and connecting with the co-workers.

6.2 Scope for further research

The present study has opened the new avenues to be researched, it needs further empirical evaluation of various other parameters having impact on employees, which were not covered due to limitation of time and limited sample size. The researcher suggests that further research should be done on the related theme to understand the overtime effect of diversity in IT companies. Besides limitations of the thesis, as readers can see from the survey results, many respondents chose neutral answers, which makes it hard to analyze the result. The main reason for this is could be that the concept of cross cultural management is still immature among employees. So, for further studies. One can dig more into cross-cultural management and see whether other multi-national companies has more cross-cultural experiences to share for further research.

Diversity can have concrete business advantages, and companies emphasize and encourage differences rather than suppressing them, fresh ideas can emerge, companies can get innovative ideas that makes them more competitive. Diversity is not an issue of organization, but it starts with the individual, being exposed to diversity can enhance the creativity and problem solving skills of the workforce and broaden the perspective. Diversity in composition, means the entire mix of workforce with unique ideas, experience, share some similarities and differences. In all MNC everyone has something unique to contribute, they can't be a mix of bunch, and their clients come from all walks of life. In these companies they share common values, training and sense of humor. If the companies can embrace diversity, they foster the ability of the people from different culture to work together. They create an inclusive culture that can add value to the contribution of diverse workforce. They work to avoid a monoculture, and they embrace otherness. A further study is suggested to researchers in various other industries, as the multi-national organizations are looking at India as a new potential place for expanding their business.

Global organizations have several options when it comes to dealing with multiculturalism. They may decide to dominate, avoid or ignore the conflict,

accommodate the local cultures, compromise, or create a new alternative through cultural synergy. Human resource management should be aware that there are a multitude of cultures and subcultures, and each has the potential to influence and impact the organization. To deal with diversity the organizations must hire and promote people from different culture, this can be advantageous to the company, to think out of the box, to get innovative ideas, to get competitive advantages. Getting these benefits, depends on how a company deals with diversity.

Enhancing diversity in the organizations can help to build a talented workforce. On the other hand enhancing diversity will also foster employee morale, Job satisfaction and productivity. The diversity also helps in better conflict management, creating positive image of the company, making it the first choice for employment. Supporting people from diversity will lead to better work life balance, which leads to boosting creativity, increased problem solving, business expansion. Diversity in present situation has to be taken as a positive phenomenon, diversity is good for the company, helps in differentiating the employees in attracting and retaining them, helps in achieving overall success of business. Balancing cultural expectations and diversity is important as cultural backgrounds helps in determining the expectations like management style, work rules and behaviors of individuals. If the expectations among the group members differs it has negative impact on the group cohesion. It is vital for the team members to be on the same pitch like values, objectives, tasks. But different cultural expectations, may make it difficult to agree on the same. When group members struggle to trust and understand each other, trying to get the co-operation it may eventually destroy the team. To avoid such negative impact, the company should try to overcome cultural expectations. This can be achievement by good communication, teamwork. To achieve this, one has to learn about their co-workers, ask questions find about people's background and cultures. It is one of the great ways to overcome cultural barriers. The organizations should encourage employees to take time to know about the cultural differences, talking openly and connecting with the co-workers.

To meet new challenges the company must embrace the diversity. It provides better chance to survive and grow better in future. Overcoming the barriers to diversity is difficult, but once the company embrace diversity they can reap the benefits.

SUMMARY

Summary

Technology has played a vital role in enabling an industrial revolution, economic change as well as social transformation in India. Information Technology has its advancements and results continuously spreading at a rapid pace, as in dependency on technology has increased in general. Information Technology essentially refers to the digital processing, storage and communication of information of all kinds. Information Technology can be defined as a computing and telecommunication technologies that provides tools for handling information. The phenomenal success of the Indian IT/ITes industry can be attributed to the favorable government policies, ongoing demand, growth of related industries and competitive environment prevalent in the industry. The interplay of these forces has led to putting the industry on the global map.

The evolution of Indian IT has been divided into four phases starting from 1980 till 2000, and present era is an era of technological revolution. The Indian IT industry has been growing despite the global meltdown in the year 2009, the whole world when facing negative growth in IT, India has shown positive growth. The Indian IT industry has been moving slowly and steadily from the exports of lower end services to providing higher end services. The global giants in India are Accenture, Oracle, Microsoft, IBM, Cognizant and Lenovo. The domestic major companies in India are Tata consultancy services Ltd (TCS), Infosys Ltd, Wipro, HCL technologies and Tech Mahindra. The phenomenal success of the Indian IT/ITes industry can be attributed to the favorable government policies, ongoing demand, growth of related industries and competitive environment prevalent in the industry.

The contribution of India's IT-BPM industry in FY2018 to GDP is 9.5%. Under the digital India mission the government of India has focused on deployment of technology for digitization of India, its driving investments in domestic market. The advantages to India contributing to the growth of IT sector is huge population of

youth, who are skilled and are English speaking. India has a large pool of skilled labour, who can be best utilized in IT sector and IT companies are using this advantage. India is one of the leading provider of IT services. The basic model followed is known as offshoring wherein Indian firms cater to the specific requirement of its clients. IT services provided are categorized as project- oriented services, IT sourcing and Training & support. In India new market avenues are opened, and they are supporting the growth of Indian IT sector. There are various government initiatives to support IT sector.

The present study aims at finding the impact of the cross-culture on employees and the organization in four selected IT companies in Delhi/NCR. The aim of the study is to focus on the concept of cross-culture and how the cultural diversity can be leveraged to gain competitive edge. The study focuses on initiatives taken by IT companies for Diversity and Inclusion in their organization.

To study the cultural diversity in IT companies in India, profile of the selected IT companies is studied. The cross-cultural difference and their implications in IT companies are discussed in detail. The detail information of profile of four IT companies selected for research is given. It gives details of historical background, organizational setup and geographic location of IT companies researched for survey.

There are various Diversity and Inclusion initiatives taken in selected IT companies. The study discusses about the socio economic contribution of IT industry in the Indian economy. IT has transformed India from an agriculture-based economy to a knowledge based economy. The emergence of Indian information technology has brought a great changes in the job market. The IT giants like TCS, Accenture, Wipro, IBM, Tech Mahindra and Cognizant has brought host of opportunities of employment in all major cities of India. Information technology (IT) industry in India has been instrumental in making India a major player in the global horizon.

Background of the problem

Indian IT industry is an internationally competitive high technology industry with diversified workforce. India is a global IT hub, which contributes culturally rich and heterogeneous workforce, with employees of different nations, languages,

religions and different provincial states working together to fulfil organizational goals. The impact of India's diverse society is reflected in patterns of lifestyle, occupational searches and succession rules. In India workforce diversity started with gender diversity which further expanded to cultural diversity, generational diversity and inclusion of differently able workforce.

Diversity management is a need as well as challenge for all the multinational companies in India. The companies has taken initiatives to meet the needs of the diverse workforce and put them together to maximize the potential productivity of the employees. Workforce diversity management is done for achieving the common organizational goals through improving employee performance, reducing interpersonal conflicts, improving communication at all levels, improve decision making and introducing new pool of talent. Diversity management programs in any organization does bear a cost, the managers needs to balance this cost with profit making by the company. Diversity management process is valuable to enhance the productivity of the organization. Many times it has been noticed that diversity management programs do not meet the desired output, so it is important to track execution and evaluation of the diversity management programs closely.

The objectives and hypothesis of the study are as follows

Objectives of the research

- To study the impact of cross-culture on employees in selected IT companies.
- To examine the impact of cross-culture on human resource activities with special reference to core values of selected IT companies.
- To study the problems faced by employees in multi-cultural environment.
- To study the diversity and inclusion efforts by the companies to improve cross-cultural management.
- To study the impact of cross-culture on organizational effectiveness.
- To study the impact of cultural diversity on employee adoption and adjustment.
- To study the impact of cross-cultural training on employee performance.

- To study the impact of cross-culture on employee's compensation.

Type of research

The present research is both explorative and descriptive in nature.

Hypothesis

Major Hypothesis

"The impact of cross culture consciousness is overall significant in employee's contribution towards organization".

Minor Hypothesis

H1: There is a significant impact of cross-culture on training.

H2: The cross-culture has significant impact on employee performance.

H3: The cross-culture has a significant impact on expatriate adjustment.

H4: The cross-culture has a significant impact on expatriate adoption.

H5: There is a significant impact of cross-culture on employee compensation.

H6: There is a significant impact of culture on communication in the organization.

Chapter scheme

The present research work has been presented in six chapters,

Chapter one gives introduction to IT companies in Delhi/NCR selected for the research.

Chapter two is the conceptual framework, it discuss in detail the concept of cross-culture.

Chapter three describes the research methodology used for this research.

Chapter four investigates the inferences derived from the data analysis done for survey.

Chapter five concentrates on the findings of the analysis and the conclusion of the study.

Chapter six is about the suggestions or recommendations by the researcher, which is an outcome of this research and suggests what changes to be done in the IT companies for improvement.

The brief description of chapters is as follows:

Chapter 1- Introduction and profile of IT companies in Delhi/NCR is given in detail. The evolution and growth of IT sector is described. The chapter also studies the cultural diversity in IT companies in India. The cross-cultural difference and their implications in IT companies are discussed in detail. The historical background, organizational setup and geographic location of the selected IT companies is discussed in detail. The fourth part of the chapter deals with the Diversity and Inclusion initiatives taken in selected IT companies. The last part of the chapter is about the socio economic contribution of IT industry in the Indian economy. IT has transformed India from an agriculture-based economy to a knowledge based economy.

Chapter 2- Conceptual framework is related to the overview of concept of cross-culture. The chapter gives insight of the concept of culture, types of culture, cross-culture and management of cross-culture, cross-cultural issues and its implication and initiatives of diversity and inclusion. Cross culture comes to the close proximity to not only social science but also to the interdisciplinary subjects as well like, psychology, anthropology, sociology, political science, philosophy and management. Cross culture can be best understood as the interaction of different communities from different background. Culture can be defined as a set of beliefs, behaviours, values, and attitudes which a large group shares and hands down from generation to generation. Due to globalization the companies are spreading all around the world and no longer restricted by geographical barriers. The role and

position of human resource management has been observed to be more dynamic in recent years.

Chapter 3- Research Methodology deals with statement of problem, objectives of the study, hypothesis of the study, review of literature, research design, expected outcomes of the study, contribution and limitations of the study. . The present study of impact of cross-culture on employees paves a way to identify expatriate issues and find ways to improve corporate culture. The study will give an insightful analysis of how to improve productivity, employee morale and employee retention of international workforce. A better understanding of cross-culture will enable the organization to expand globally. The present study examines the impact of cross-culture on HR activities with special reference to core values of concerned organizations of IT industry. For the purpose of the study four IT companies were selected based in Delhi/NCR, they are Accenture, IBM, TCS and Tech Mahindra.

Chapter 4- Data analysis and interpretation deals with testing of hypothesis and finding the impact of cross-culture. The chapter represents the reliability and consistency of the survey conducted and inferential data analysis. The hypothesis testing is done by using chi square calculation. The researcher has collected primary data through a structured questionnaire filled by the IT employees of four selected IT companies- Accenture, IBM, Infosys, Tech Mahindra, and has drawn the inferences about the cross culture and its impact on employees of selected IT companies.

In order to have a better representation of the facts, classification and tabulation of data will be done. This will be assisted by the use of tables, charts, graphs and pictorial diagrams for a comprehensive evaluation and understanding. Besides this, depending upon the current situation other tools and methods may also put into practice.

Chapter 5 Findings and Conclusion. The companies selected for research are of national and international origin, this has helped in understanding deeply the impact of cross culture on employees working in these companies. For the purpose of research some parameters are studied to understand the impact such as employee's training, employee's performance, expatriate adoption and adjustment, employee's

compensation and other human resource practices. The study has focused on the expatriate who have encountered the effect of cultural diversity. The employees surveyed for the study comes from lower, middle and upper management level. Through this study it has been found that middle and upper level management employees have encountered the cultural diversity more as compared to lower level management employees. The aim of this research is to find the impact of cross culture on IT employees and focus on the importance of international human resource management.

This study has brought in light different parameters of employees which have effect of cross culture. The study confirms the impact of cross culture in selected IT companies. The study serves as a guideline for future research to firms and others researcher as it gives evidences of impact of cross culture on employees. As we know that the IT industry has a great contribution in Indian economy and India is a big attraction for multi-national companies to expand their businesses.

Chapter 6 – Suggestions/Recommendations, highlights the remedial measures to overcome the problems of cross-cultural differences. Diversity can have concrete business advantages, and companies emphasize and encourage differences rather than suppressing them, fresh ideas can emerge, companies can get innovative ideas that makes them more competitive. The researcher as per the outcomes of the study would like to recommend improved HR practices, more intellectual awareness about the multitude of culture, adopting universal culture in the organization, effective communication, nurture cultural competency, embrace cultural diversity reduce the cross cultural impact and boost harmonious work environment for employees.

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"AN EXPLORATORY STUDY ON IMPACT OF CROSS-CULTURE ON EXPATRIATE
ADOPTION AND ADJUSTMENT IN SELECTED IT COMPANIES IN DELHI/NCR"

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Abstract -Culture diversity is a subject getting growing attention nationally and internationally, the major factor contributing to it are the globalization of economies and involvement of international teams. Cultural diversity is a form of accepting the differences in individuals. The difference can be based on gender, age, sexual orientation, and social status. Companies have realized the importance of acquiring a diverse workforce. Cultural diversity also known as multiculturalism, is a group of diverse individuals from different cultures or societies. Usually, cultural diversity takes into account language, religion, race, sexual orientation, gender, age and ethnicity. The globalization of economies and the migration has increased opportunities while affecting organizations in a manner that it requires to be more open and accommodative towards heterogeneous working environment. Companies have started seeing the advantages that cultural diversity could bring and how a well-managed cultural diversity could help in achieving competitive edge in the market.

Keywords: Expatriation, cross-culture training, expatriate adoption, expatriate adjustment, culture shock.

1 INTRODUCTION

Expatriation is the process of sending an employee to another country by the multi-national organization, for the purpose to complete any onsite project or to run a subsidiary. The duration of this can be short term or long term depending on the requirement of the organization. Every organization provide proper cross-culture training to the employee before sending them to host country, the purpose of this training is to make the employee familiar with cultural differences and reduce the chances of culture shock. Working in foreign environment differs significantly from working in the domestic one. During the process of expatriation various factors have to be considered as described by Sparrow and Brewster (2008)

- Expectation of achieving higher level of performance
- Lack of knowledge about the employee's performance in the onsite project.
- Lack of time while making a selection of the best resource for onsite assignment.
- The family situation of the employee have also to be considered as they play a vital role to accept or reject the project.
-

- Cultural differences between the host and home country.
- Depending on the country and the international assignment, that the female employees to be accepted than males or vice versa.
- Willingness of the employee to spend their time in places that are little or least familiar to them or may be are endangering their lives.

1.1 Cross-cultural training

The process of expatriation is complicated one, it need a proper planning and proper execution. In this process cross-cultural training is most important part. This process is one of the key factors for the success of the international assignment. Despite this fact, many international companies underrate this process. Cross-cultural training helps the employee in adjusting in the host country, increases job performance, increases the cultural awareness, reduces stereotypic thinking, helps in building intercultural team building, decreases social ambiguity which can lead to culture shock and develops cross-cultural competencies (Gary Ferraro, 1998). The content, length and intensity of cross-cultural training



depends on the international assignment and the expatriate themselves.

1.2 Culture shock

Culture shock is the terminology used to express the strain and tension which can be physical or mental, experienced by an employee when goes from home country to host country. There are other signs of culture shock like confusion, feeling of depression, inability to adapt socially, feeling of isolation and frustration. In this era of globalization there is need of movement of employees from one nation to other, and it is very common in IT industry. Employees thus tend to experience the culture shock, though the MNC's tries hard to provide sufficient culture training before sending an employee to other country. In real world it is not possible to work in isolation to accomplish business objective. Interaction and collaboration is required with subordinates, superiors, customers, suppliers and many other associates as a part of the daily working of the organization to achieve business objectives. But as we know that we humans are not simple but are complex bundle of many emotions and we decide for ourselves what is right and what is wrong and reach certain conclusions and make opinions about people and situations (Fisher and Sharp, 1999).

To understand culture shock better, here are the different stages of culture shock-

- The honeymoon stage- This stage often overwhelmingly positive, as a person travelling becomes infatuated with the language, people and food in new surroundings. On short trips, this stage have not much effect but on longer trip, this stage will usually phase out.
- The frustration stage- At this stage, the fatigue of not understanding gestures, signs and the language sets in and miscommunication happens frequently and this triggers frustration.
- The adjustment stage- At this stage frustration are often subdued as the person starts feeling familiar and comfortable with the

surrounding with the help of friends and communities.

- The acceptance stage- The final stage of culture shock is the acceptance after wrestling with the emotional stages. The person develops familiarity and is able to draw together the resources needed to feel at ease.

Culture shock can lead to development of antagonism towards new culture and/or country in the person(s) experiencing frustration and anxiety due to the new environment and can be detrimental in interpersonal relationships (Ferraro, 2006; cited in Xia, 2009). The cultural environment completely changes when an employee is moved to other country. The culture shock is often experienced by the employees, the present study is done for the purpose to throw light on this aspect that despite of so many efforts by the organization, an employee still faces the effects of culture and find it difficult to adjust in other country. Through this study we will try to find out the ways to reduce this effect and improve the efforts of the IT companies to reduce the drifts and make the employees more productive for the organization.

2 REVIEW OF LITERATURE

Elizabeth Christopher (2012), from a historical perspective and a uniquely cross-disciplinary in approach, this book deals with diversity in employment, harness the power of technology to enhance cross-culture management, overcome cultural differences in motivation of leaders and followers.

Hofstede Jan Gert, Pedersen B. Paul and Hofstede H. Geert (2002), the book is a masterpiece in area of cross-cultural psychology and cross-cultural training. The book gives the use of ten synthetic cultures along with various exercises for improving cross-cultural awareness. These cultures consist of attitudes, beliefs, norms, rules, positive & negative concepts, self definitions, values and like that are found in each of the five Hofstede dimensions. The book discusses sophisticated discussions about the way culture influences and how people get along with others.



Kyle and Jeffrey Joltan (2010), the book gives an insightful analysis into what it means to be global and HR's strategic role in global organizations; it also examines the undercurrent of culture and its pervasive influence on organization and the people that comprise them.

Oberg (1960) defines the phenomenon of culture shock as occupational disease because of the constant interaction with the new environment and the different situations the host country offers.

2.1 Need Of The Study

The focus of the study have been referred mainly to the IT sector, as most of the IT company deals with multi-culture workforce. It has been observed that many time employees face some difficulties when they move from home country to host country

2.2 Statement Of The Problem

The problem selected for the study is - the impact of cross-culture on expatriate adoption and adjustment in selected IT companies in Delhi/NCR.

2.3 Objective Of The Study

The following are the objectives of the study-

- To find the impact of cross culture on expatriates
- To find the impact of cross-cultural training on expatriate adoption and adjustment.
- To find the impact of universal culture on expatriate in adjusting to new work environment.

2.4 Scope Of The Study

The study will help in understanding the impact of cross-culture on expatriate adoption and adjustment. The study will be conducted in selected IT companies in Delhi/NCR. Since most of the IT company deals with multi-culture employees, the study will help in improving the process of expatriation and help in developing global

competency in the employees going for onsite assignments.

3 RESEARCH DESIGN

A research design is a framework or blueprint for conducting research that details the procedure necessary for obtaining information needed to structure or solve research problem. The present study is explorative in nature and shall further includes surveys and fact findings and inquiries from different groups that are employed in the I.T. industry. For the purpose of the study a structured questionnaire based survey was conducted.

3.1 Sources and Type of Data Collection

The data will be collected through primary and secondary sources. Primary data was collected through a survey conducted based on a structured questionnaire, and secondary data was collected through various journals, books, and published electronic sources.

Sample technique- Convenient sampling technique is used.

Sample size- 100 respondents
Sample area- Delhi/NCR

3.2 Tools For Data Collection

For the purpose of data collection a structured questionnaire was framed and distributed online for survey to the IT employees in selected IT companies.

3.3 Statistical Tool For Analysis

For the analysis of data Chi square test method is used.

3.4 Hypothesis Of The Study

H1- The cross-culture has a significant impact on expatriate adoption and adjustment.

3.5 Analysis And Interpretation

1. Adopting a universal culture makes supportive environment for employees working in multi-cultural organization.



Table 1 : Universal culture makes supportive environment for employees

Options	Frequency	Percent
Strongly agree	19	31
Agree	36	60
Neutral	5	9
Disagree	0	0
Strongly Disagree	0	0
Total	60	100

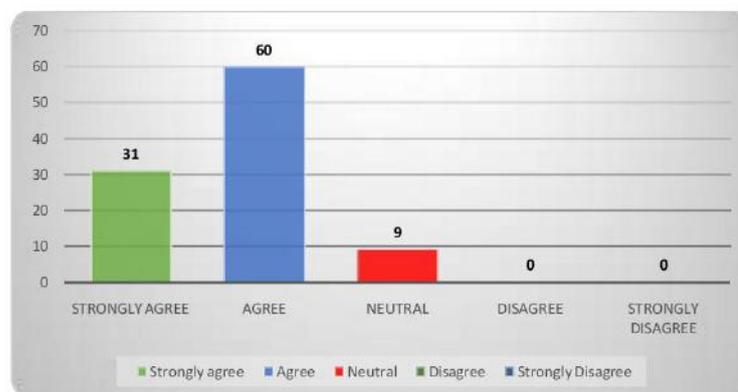


Table 1

Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	31	19	12	7	49	4.08
Agree	60	36	12	24	576	48
Neutral	9	5	12	-7	49	4.08
Disagree	0	0	12	-12	144	12
Strongly Disagree	0	0	12	-12	144	12
					Chi value	80.16

Interpretation- As per the above table 31% of respondents strongly agrees that by adopting universal culture in organization, it gives supportive environment to employees, 60% agrees and 9% are neutral on it. Organizational culture plays a vital role here. As per the calculated part, we found that the calculated value of χ^2 (80.16) is greater than the tabular value of 9.49. This states that the difference is more significant.



2. Conflicts, miscommunication and other hindrance increases for employees working in multi-cultural organization.

Table 2 : Conflicts, miscommunication and other hindrance increases in multi-cultural organization		
Options	Frequency	Percent
Strongly agree	3	5.5
Agree	17	28.8
Neutral	17	28.5
Disagree	21	34.3
Strongly disagree	2	3
Total	60	100

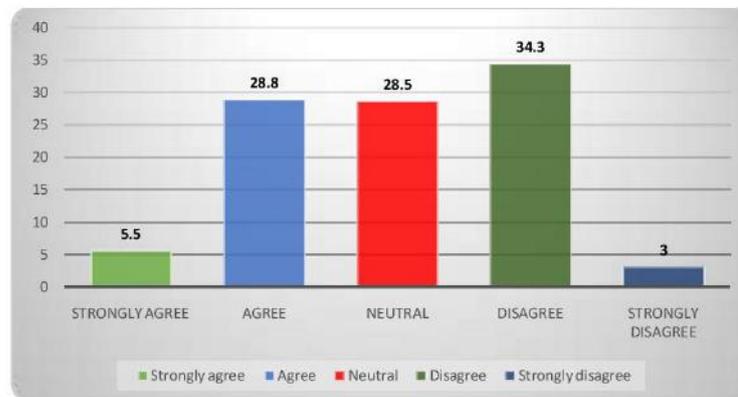


Table 2						
Scale	F%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	5.5	3	12	-9	81	6.75
Agree	28.8	17	12	5	25	2.08
Neutral	28.5	17	12	5	25	2.08
Disagree	34.3	21	12	9	81	6.75
Strongly disagree	3	2	12	-10	100	8.33
					Chi value	25.99

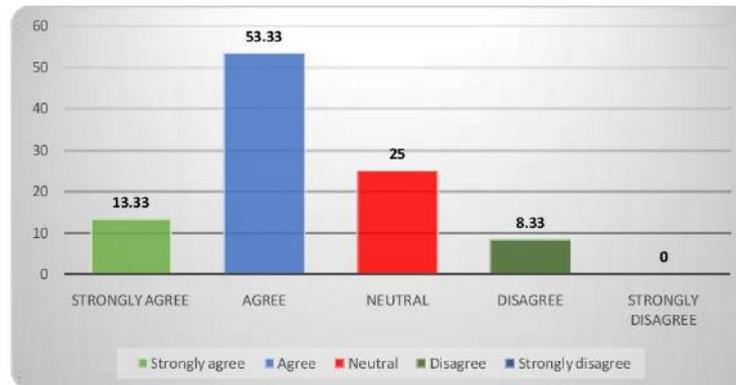
Interpretation- The above table shows that 5.5% of respondents agree that conflicts and other hindrances increases for employees in multi-cultural organizations, 28.8% agrees, 28.5 remains neutral, 34.3% disagree and only 3% strongly disagree. Though employees tries to adjust in different culture work environment and organizations provides training to cope such situations but still the ratio of employees affected due to multi-cultural effect is



too high. As per the calculated part, we found that the calculated value of X^2 (25.99) is greater than the tabular value of 9.49. This states that the difference is more significant.

Working in multi-cultural environment makes you to confront and overcome risks and interpersonal conflicts arising due to cultural differences.

Options	Frequency	Percent
Strongly agree	8	13.33
Agree	32	53.33
Neutral	15	25
Disagree	5	8.33
Strongly disagree	0	0
Total	60	100



Scale	F%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	13.33	8	12	-4	16	1.33
Agree	53.33	32	12	20	400	33.33
Neutral	25	15	12	3	9	0.75
Disagree	8.33	5	12	-7	49	4.08
Strongly disagree	0	0	12	-12	144	12
					Chi value	51.49

Interpretation- The above table shows that 12.3% strongly agrees that multi-cultural environment helps them to confront and overcome risks and interpersonal conflicts, 54.3% agrees, 24.8% remains neutral and only 8% disagrees to it. As per the calculated part, we



found that the calculated value of X^2 (51.49) is greater than the tabular value of 9.49. This states that the difference is more significant.

- Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome.

Table 4 : Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome		
Options	Frequency	Percent
Strongly agree	3	5.8
Agree	11	17.8
Neutral	16	26.8
Disagree	29	47.8
Strongly disagree	1	2
Total	60	100

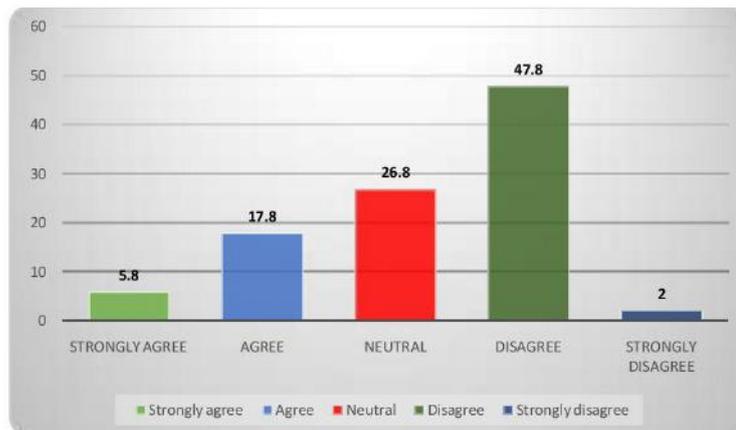


Table 4						
Scale	f%	O	E	$O_{ij}-E_{ij}$	$(O_{ij}-E_{ij})^2$	$(O_{ij}-E_{ij})^2/E_{ij}$
Strongly agree	5.8	3	12	-9	81	6.75
Agree	17.8	11	12	-1	1	0.08
Neutral	26.8	16	12	4	16	1.33
Disagree	47.8	29	12	17	289	24.08
Strongly disagree	2	1	12	-11	121	10.08
					Chi value	42.32



Interpretation- As per the table 5.8% strongly agree that initially adopting new culture is exciting but thereafter it appears to be complicated and tiresome. This is what we call human psychology, in learning phase we are excited about new things but thereafter we find it tiresome. 17.8% agrees to it, while 47.8% disagree and only 2% strongly disagree. As per the calculated part, we found that the calculated value of $X^2(42.32)$ is greater than the tabular value of 9.49. This states that the difference is more significant.

4 FINDINGS

- The present study shows that expatriation is a complicated process, though the IT companies are trying their best to provide all sources to the employees to adopt and adjust the new culture.
- The study shows that employees prefer to have universal culture in the organization, it helps to adjust better at the work place in host country.
- There is need of more effective cross-culture training with effecting feedback mechanism.
- Sometimes the cost of expatriation is high for the organization, they leave some loopholes which results in low performance of the expatriate in the international assignment. Thus organizations needs to make a balance in cost of expatriation and process of expatriation.
- Employees feels as per this study that working in multi-cultural environment, it helps them to confront and overcome risks and interpersonal conflicts arising due to cultural differences.
- The study shows that expatriates initially feels excited to adopt the new cultural environment but thereafter it becomes tiresome for them, this indicates that expatriate needs cross-cultural training during their stay too.

5 SUGGESTIONS

- Employees before sending for onsite assignment should meet a person who is familiar with the host and home country very well.
- Consulting a former expatriate or even an employee from the host country can contribute a lot to the expatriate stay and to complete the onsite assignment successfully.
- Getting acquainted with their work environment and their new colleagues in host country, through telephone or web calling will also be helpful.
- Providing a language course to the expatriate before departure or during their stay. Proficiency in foreign language or even basic understanding is always beneficial. Though most of the multi-cultured organizations have adopted English as their corporate language.
- Providing training to the employee regarding interpersonal communication, specifically based on gestures used in host country.

5.1 Limitations

- Sampling unit was small and was restricted to sixty respondents only.
- The respondents were reluctant to respond.
- The information obtained is based on the questionnaire was assumed to factual.
- The study was restricted to limited area.

6 CONCLUSION

To develop global competencies in employees the multi-culture organizations sends employees to onsite assignment to acquire the knowledge of the business and the new markets. In order to do this the IT companies sends their employees to their foreign offices, this process is called expatriation. Many researchers like Adler, Oberg, Black, Tung, Gregerson and Ivancevich has mentioned the process of expatriation a complex one. The IT companies in India need to give special attention to the process of expatriation if



they want to be globally competitive companies, and wants to retain the brain working for them.

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**CHALLENGES RELATED TO KNOWLEDGE MANAGEMENT IN THE INFORMATION TECHNOLOGY SECTOR
(A STUDY WITH REFERENCE TO SELECT (IT) INDUSTRY IN DELHI/NCR)**

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ABSTRACT

The technology in present era has reached a new height of advancement and innovation. With this has increased the complication of managing and transforming the knowledge in the right direction and at the right time. The innovation by one should be used by others, for this a systematic management of the knowledge is required, which will also help in achieving organizational goal. The success of any organization lies in how well the organization is able to manage the knowledge in the organization, proper and systematic record of its data is very important, for present and future use. Managing knowledge and encouraging employees to systematically manage and transfer the knowledge in the organization is a complicated but must process. For every organization need to focus on developing organizational learning. The subject matter of this paper is to focus on the challenges of knowledge management. Here the importance of knowledge management and its challenges will be discussed. The paper introduces the concept of knowledge management and its importance for the organization to become globally competent. Knowledge management is the future of every organization. The paper introduces a framework for expanding the knowledge management research towards conceptual and empirical direction by focusing how knowledge management is being associated with the success of the organisation and how an organisation effectively leverage the knowledge management for to be globally competitive.

KEYWORDS

knowledge management, information system, organisational learning, challenges of knowledge management.

JEL CODES

M10, M14, M15, M19.

INTRODUCTION

The knowledge management plays a vital role in IT sector. In the past centuries, organisations have been concerned about creating, acquiring, and communicating knowledge and improving the re-utilization of knowledge. However, it is only in the last 20 years that a distinct field called "knowledge management" (KM) has come into highlights. Just like the employees are the asset in IT industry, knowledge in the organisation is also the asset to the organisation. The organisation needs to store this knowledge for future uses and reference for more innovation to achieve organisational goal. Information technology sector is the fastest growing sector all around the world. In India particularly IT sector is the fastest growing sector. IT sector always thrive for innovation and innovation comes from knowledge.

KNOWLEDGE

Knowledge can be defined as "justified personal belief". There are many nomenclatures that specify various kinds of knowledge. Fundamental distinction is between "tacit" and "explicit" knowledge is that, tacit knowledge inhabits the minds of people and is nearly impossible, or very difficult, to articulate (Polanyi 1966). Most knowledge is initially tacit in nature; it is developed over a long period of time through trial, errors and success stories, and it is underutilized because the organization does not know how to explore knowledge (O' Dell and Grayson, 1998, p. 154). Some knowledge is embedded in business processes, activities and relationships that have been created over time through the implementation of continuous improvement.

Explicit knowledge can be understood as tangible entity, which exists in the form of words, sentences, documents, organized data, and computer programs and in other explicit forms. Knowledge is the intellectual capital of the organisation. If one accepts the useful "difficult-to-articulate" concept of tacit knowledge, a fundamental problem of Knowledge Management (KM) is to explicate tacit knowledge and then to make it available for use by others. There are the following levels of knowledge- know what, knowhow and know why. Every employee in the organization should understand that what knowledge they have to manage and how, which means what process to be used to store it and why knowledge is being managed, that is the future use of the knowledge.

KNOWLEDGE MANAGEMENT

Knowledge management is defined as the planning, organizing, motivating, and controlling of people, processes and systems in the organization which ensure that the knowledge-related assets of the organisation are improved and employed effectively. The knowledge management plays a vital role in IT sector. The organisations have been concerned about creating, acquiring, and communicating knowledge and improving the re-utilization of knowledge. As the knowledge management is gaining importance in all spheres, organisations are finding it difficult to manage and maintain the knowledge. Knowledge management provides the competitive edge to the organisation. The processes of KM involve knowledge acquisition, creation, refinement, storage, transfer, sharing, and utilization. The function of KM in the organization to operate these processes, develops methodologies and systems to support them, and motivates people to participate in them. KM process. Knowledge management system refers to the applications of the organisation's computer based communication and information systems (CIS) to support KM processes. KM process technically not distinct from CIS, but it involves databases, repositories, and directories. Knowledge management is not the responsibility of an individual or an organization, it needs a holistic approach which require complete involvement of an employee, management, stakeholders, customers and so on.

ORGANIZATIONAL LEARNING

Organisational learning is the process of improving actions through better knowledge acquisition, clearer understanding, and improved performance of the organisation. It is an active philosophy, gives competitive advantage to the organisation, encourage people to learn, nurture creativeness and innovation and develops organisational capabilities. To conceptualize the relationship between KM and organizational learning is to view organizational learning as the goal of KM. The initiatives to motivate the application of KM pays off by helping the organization to implant knowledge into organizational process so that organization can continuously improve its practices and behaviours and achieve its business goals. Thus through organizational learning, an organization can sustainably improve the utilization of knowledge in the organization for achieving business goals and achieving competitive edge in the present era of globalisation.

CHALLENGES OF KM

The following aspects as per this study should be worked upon for managing knowledge more appropriately and systematically to achieve organizational goals. Through this study the following challenges are found, which are being faced by the information technology sector are-

- Problem related to unstructured knowledge base.

- Lack of innovation and creation of knowledge by the employees
- Difficulties in transforming tacit knowledge into explicit knowledge
- Willingness to be a subject matter expert (SME's)
- Lack of knowledge sharing due to working in silos

This has been observed during this study that, though the knowledge management plays a critical role in IT sector and to a great extent the management system of knowledge is very structured but still organizations need to maintain a good knowledge base. It has been observed that there are efforts being made by the employees to do improvements on the knowledge base but it is not structured, which will lead to inefficient knowledge management system.

Another challenge in knowledge management is related to transforming a tacit knowledge into explicit knowledge as people do not easily share the knowledge they have. There has also been found the lack of interest among employees to be a subject matter expert, which could be the result of internal or external forces. Internal, is related to the self-interest of the employee and external, refers to the organizational need related to resource crunch. It has also been observed in product based organizations that unit/department/team are working independently and could lead to work in silos rather than working as a team collaboratively for product betterment or improvements.

The brains in IT industry plays a vital role for companies to achieve competitive edge. Knowledge management is very important in IT industry, if the organisation is unable to manage this knowledge, the organisation for sure will lose profit and competitive edge in the global market.

REVIEW OF LITERATURE

Snowden (1999), defines that knowledge management is not that simple, he writes that it is the "identification, optimization, and active management of intellectual assets, either in the form of explicit knowledge held in artefacts or as tacit knowledge possessed by individuals or communities". Snowden (1999) claims that it is not necessary to define knowledge, but points out that it is important to distinguish it from information.

Swan et al. (1999), explain that knowledge management is about harnessing the "intellectual and social capital of individuals in order to improve organizational learning capabilities, recognizing that knowledge, and not simply information, is the primary source of an organization's innovative potential".

Davenport, De Long, and Beers (1999), claim that knowledge "is information combined with experience, context, interpretation, and reflection". Prusak (1999) describes knowledge as a human trait or attribute. Nurmi (1999), defines that knowledge is the notion of know-how, it is not passive. A knowledge business is created when the know-how inside the firm and the needs of customers outside the firm meet.

Nonaka and Konno (1999) categorize knowledge as either explicit or tacit. Explicit knowledge can be thought of as knowledge that can be expressed in terms of words and numbers. It can be shared in the form of data. Tacit knowledge, on the other hand, is highly personal, hard to formalize, and difficult to communicate. Much of Nonaka's work is based upon the knowledge theories of Polanyi (1966), who first came up with the idea of tacit knowledge. He declared that "we have examples of knowing, both of a more intellectual and more practical knowing".

NEED FOR THE STUDY

The present study would help in studying the challenges of KM and also find the ways to improve the process of KM. The goals of the knowledge management is to make effective use and continuous improvement of the intellectual assets of the organisation. KM is an organisational activity which focuses on what managers can do to achieve KM's goal, how to motivate individuals to participate and how to create social processes to facilitate

STATEMENT OF THE PROBLEM

A well-defined statement of problem is very important to clearly understand the nature and scope of the study. This will also help in achieving the goals and objectives of the study. The problem selected for the study is- Challenges of knowledge management in IT sector.

OBJECTIVES OF THE STUDY

The following are the objectives of the study-

- To use KM for strategic advantages.
- To obtain the support of management and employees for implementing KM.
- To motivate employees to contribute in improvement of KM.
- To ensure knowledge security.
- To know the impact of KM on technical, behavioural and managerial aspects of the IT employees.
- To observe benefits and outcomes of KM in the field of IT sector in Delhi/NCR.
- To find out problems and challenges related to KM in the IT sector.

HYPOTHESIS

There is a significant impact of knowledge management on the success of the organisation.

RESEARCH DESIGN

It is a blue print to conduct research by the researcher. It typically includes how data is to be collected, what instruments (tools) will be used and employed during the survey and intended means by analysing and interpreting the data collected by the researcher. To find the challenges of KM in IT sector, it was necessary to get an insight into the organisation's and employee's view on the knowledge management, its importance, and its contribution towards achieving organisational goals. For the purpose of the study an interview with structured questions and a structured questionnaire based survey was conducted in selected IT companies in Delhi/NCR. The researcher has adapted convenience sampling.

Type of research- This research is explorative in nature.

Sample size- For this research our sample size is 70 respondents.

Sample unit- Keeping in view for the objective of research study, we take managers, executives and other employees of IT sector industry in Delhi/NCR.

SOURCES OF DATA COLLECTION

The research consists of both primary and secondary data. Primary data was collected by administering the interview and a survey, and secondary data was collected through websites, from various journals and magazines.

FINDINGS

Through this study it has been found that KM is important for every organisation, every organisation tries to maintain the KM processes. As this process involves technical and behavioural aspect, few challenges regarding to these aspects have been found, which are mentioned in this study.

Though it has been observed organisation are continuously working on it. As the problem is related to unstructured KM, people lose interest in up gradation of KM further. This also leads to lack of ease of excess to KM.

It is observed that there is lack of knowledge sharing among employees due to working in silo. Within the organisation independent departments works, this leads to work in silo. But the essence of KM lies in collaborative efforts of every individual.

Due to the demand of the organisation sometimes employees have to work on different product/unit/department, which leads to lack of subject matter expertise. This also leads to lack of interest among employees to be the subject matter expert.

HYPOTHESIS

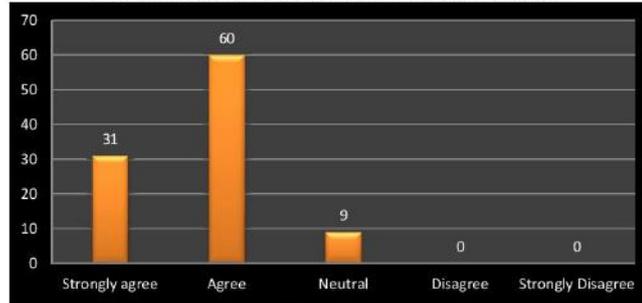
There is significant impact of knowledge management on the success of the organisation.

TABLE 1: OBSERVED FREQUENCY TABLE

In your opinion does knowledge management leads the organization to achieve competitive edge in the era of globalization		
	Frequency	Percent
Strongly agree	22	31
Agree	42	60
Neutral	6	9
Disagree	0	0
Strongly Disagree	0	0
Total	70	100

Source- Primary Data

FIGURE 1: KNOWLEDGE MANAGEMENT CONTRIBUTE IN THE ORGANISATIONAL SUCCESS



Source- Primary data

TABLE 2: CHISQUARE TABLE

Scale	f%	O	E	O _i -E _i	(O _i -E _i) ²	(O _i -E _i) ² /E _i
Strongly agree	31	22	14	8	64	4.57
Agree	60	42	28	32	1024	36.57
Neutral	9	6	14	-8	64	4.57
Disagree	0	0	14	-14	196	14.00
Strongly Disagree	0	0	14	-14	196	14.00
					CHI value	93.14

Source- Primary data

As per the calculated part, it is found that the calculated value of χ^2 (93.14) is greater than the tabular value of 9.49 at 5% of significance. Thus it states that there is a significant impact of knowledge management on the success of the organisation, hence the hypothesis is accepted.

SUGGESTIONS

To compete in the global scenario, the organizations could survive only if they create core competencies related to knowledge management. KM in organisation need to be developed in planned and systematic manner, for effective and efficient use of knowledge in the organisation.

Organisations needs to work on a standardised structure for maintaining KM, so that it becomes convenient for everyone to manage the knowledge in the organisation. This knowledge can be retrieved by others for present and future use.

The organizational processes like involving innovation, individual learning, collective learning and collaborative decision-making helps in developing effective KM. The organisations must leverage the knowledge management to develop the competitive edge.

Managers who want to grow intellectual capital must try to expand intelligence, encourage innovation and exercise innovation. Indeed, KM is one aspect through which organisation can develop core competencies of the organisation, which is needed for sustainable development.

LIMITATIONS

- The sample size being very small, hence may not represent the whole population.
- The study was restricted to limited area.
- The respondents were reluctant to respond.
- Time and cost involved is the major constraint of this research.

SCOPE FOR FURTHER RESEARCH

The present research has been done with reference to Information Technology sector alone, and there is importance of knowledge management in other sectors too, hence-

- Research can be done with reference to manufacturing sector, or any other sectors too.
- Research can be done on impact of technology on knowledge management.
- Research can be conducted on the impact of KM on the performance and productivity of the employees.
- Research can be done on the impact of KM on the organisation's performance.

CONCLUSION

From this study it can be concluded that knowledge management gives a competitive edge to the organization in the present scenario of challenging work environment. For this the organizations need to improve their technical, behaviour and managerial aspects for preparing sound knowledge management system, which could provide support to the organization for effective and efficient utilization of knowledge in the organization. The intermediate outcomes of KM are -improved organizational behaviours, processes, decisions, products, services and relationships that enable the organization to improve its overall performance. Thus it can be said that Knowledge management is a set of organizational activities that are aimed at improving knowledge, knowledge related practices, organizational behaviours, decisions and organizational performance. The main focus of KM is on- knowledge processes, knowledge creation, acquisition, refinement, storage, transfer, sharing and utilization.

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Dated: February 01, 2019

SHALU SOLANKI
RESEARCH SCHOLAR
UNIVERSITY OF KOTA
KOTA

PUBLICATION CERTIFICATE

Esteemed Author

Please accept my heartiest felicitations on very kindly sending your valuable article/research paper titled '**CHALLENGES RELATED TO KNOWLEDGE MANAGEMENT IN THE INFORMATION TECHNOLOGY SECTOR (A STUDY WITH REFERENCE TO SELECT (IT) INDUSTRY IN DELHI/NCR)**' for publication in **Volume No. 9 (2019), Issue No. 02 (February)**.

Our editorial board has highly appreciated your invaluable piece of research. The researchers and the academics have conveyed their views and its worth have been appreciated by one and all.

With sincerest regards and profuse thanks for your contribution.

Sincerely Yours


Authorised Signatory

I. J. R. C. M.

Success
has two roots
merit & aggressiveness
in theory, merit suffices, but
not in practice ...
Neither merit nor
aggressiveness alone avail.
They must be mixed in the
right proportion.
The Secret of success in life is
for a man to be ready for his
opportunity
when it comes.

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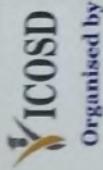
*Leveraging Cultural Diversity for Improving Employee Performance:
An Analytical Study of Selected IT Companies in India*

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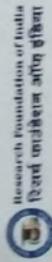
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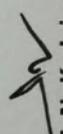
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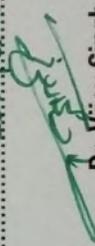
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on employee performance in selected I.T. Companies in Delhi/NCR"


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ANNEXURE

Covering letter

To whomsoever it may concern

I **Shalu Solanki** is a registered research scholar for PhD, enrolled in The **University of Kota (Kota, Rajasthan)**, under the supervision of **DR. Ummed Singh**, Former Associate Professor, P.G. Dept. of Business Administration, Govt. Commerce College, Kota. The topic of my research is “**A study of Cultural Diversity in IT Companies in India**”. Kindly participate for making a positive contribution to the research.

The following set of questions is to ascertain and acknowledge respondent's perception towards multi-cultural diversity existing in human resources of respective IT Company. You are requested to fill the questionnaire, and I assure you that your response will be kept confidential and shall be used only for the academic purpose.

Thanking you in anticipation

Sincerely

Shalu Solanki

SURVEY QUESTIONNAIRE

A. GENERAL INFORMATION

1. Respondent's Name.....
2. Nationality.....
3. Gender: Male Female
4. Age Group in years: Less than 31 - 40 41 - 50 51 & Above
5. Organisation's Name.....
6. Post & Department.....
7. Location of NCR.....(optional)
8. Overall Experience in years: Freshly recruit & less than 1 year 1 - 10
 11 - 20 21 - 30 31 - 40 & Above
9. Monthly Income (mentioned in Indian Rupees): Up to 30,000 31,000 - 60,000
 61,000 - 90,000 91,000 & Above
10. Education: Graduate Post Graduate
 Technical Training / ITI Professional Others

B. UNIVERSAL PERCEPTION TOWARDS CULTURAL DIVERSITY

1. Do you understand the expression 'Cultural Diversity' in Human resources?
 - a) Yes
 - b) No
 - c) To some extent
 - d) Can't say
2. Do you enjoy working with people from different cultural background?
 - a) Yes
 - b) No
 - c) To some extent
 - d) Can't say
3. While working with different cultured employees, how do you comprehend with following practices: co-ordination or co-operation or communication?
 - a) Increase
 - b) Decrease
 - c) Remains the same
 - d) Can't say
4. While working in multi-cultural organization, what changes do you notice in cultural differences?
 - a) Increase
 - b) Decrease
 - c) Remains the same
 - d) Can't say
5. The most enhanced cultural diversity is noticed among you while?
 - a) Working together
 - b) Eating together
 - c) Attending any workshop / seminar
 - d) Part of a special project
 - e) Outstation event
6. Your presence has direct effect or cultural diversity in multi-cultural organization.
 - a) Yes
 - b) No
 - c) To some extent
 - d) Can't say
7. Overall cultural diversity helps you in learning new things.
 - a) Yes always
 - b) No always
 - c) To some extent
 - b) d) Can't say

C. IMPACT OF CULTURAL DIVERSITY ON TRAINING

1. What is the impact or your opinion on training when participants from different cultural background meet?
 - a) Encouraging
 - b) Neutral
 - c) Can't say
2. What is the impact over interpersonal communication during cross culture training?
 - a) Increase
 - b) Decrease
 - c) Remains the same
 - d) Can't say
3. Cross culture training makes you to adjust according to emerging issues?
 - a) Yes always
 - b) No always
 - c) To some extent
 - b) d) Can't say
4. By and large it can be said that some issues such as interpersonal relationship, self-learning and leading skills consolidate after attending cross culture training.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

D. IMPACT OF CULTURAL DIVERSITY ON EMPLOYEE'S PERFORMANCE

1. While working in diverse culture environment, what is the effect noticed over employee's productivity / performance?
 - a) Increase
 - b) Decrease
 - c) Remains the same
 - d) Can't say
2. Employee's knowledge and expertise is affected due to working in multi-cultural organization.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
3. Multi-cultural organizations gifts you free hand for innovation to increase productivity and helps in establishing global brand identity.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

E. IMPACT OF CULTURAL DIVERSITY ON EXPATRIATE ADOPTION & ADJUSTMENT

1. Adopting a universal culture makes supportive environment for employees working in multi-cultural organization.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
2. Conflicts, miscommunication and other hindrance increases for employees working in multi-cultural organization.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
3. Working in multi-cultural environment makes you to confront and overcome risks and interpersonal conflicts arising due to cultural differences.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
4. Initially cultural adoption in multi-cultural organization seems to be exciting but thereafter it appears to be complicated and tiresome.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree

F. IMPACT OF CULTURAL DIVERSITY ON EMPLOYEE'S COMPENSATION

1. Working in multi-cultural organization creates competitive spirit to have superior salary package and other incentives.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
2. True rewards and recognition are distributed to employees working in multi-cultural organization.
 - a) Strongly agree
 - b) Agree
 - c) Neutral
 - d) Disagree
 - e) Strongly disagree
3. Loyalty, dedication and punctuality are now regarded as general factors for employee's compensation in multi-cultural organization.

- a) Strongly agree b) Agree c) Neutral d) Disagree
- e) Strongly disagree

G. IMPACT OF CULTURAL DIVERSITY ON OTHER HR PRACTICES

1. Multi-cultural organization provides balanced platform and equal employment opportunity irrespective of gender, regionalism or cast.
 - a) Strongly agree b) Agree c) Neutral d) Disagree
 - e) Strongly disagree
2. Multi-cultural organization remains unbiased right from recruitment of employee till superannuation age.
 - a) Strongly agree b) Agree c) Neutral d) Disagree
 - e) Strongly disagree
3. Your opinion towards boss or colleagues or subordinates representing cross cultural orientation is:
 - a) Preferable b) Dislike
 - b) c) Initially preferable thereafter disliking
 - d) Initially disliking thereafter preferable e) Can't say
4. According to your opinion who primarily more contributes towards uniformly establishing and maintaining cultural diversity in multi-cultural organization?
 - a) Top management b) Middle management
 - b) c) Lower management
 - d) All three levels e) Primarily Government
5. In multi-cultural organization accomplishing a formal work is perform under informal functioning:
 - a) Strongly agree b) Agree c) Neutral d) Disagree
 - e) Strongly disagree
6. Organization with cultural diversity are known to have informal groups that forms friendly relations, expertise, business acumen, overwhelming flow of free suggestion and guidance and less protocol to be followed.
 - a) Strongly agree b) Agree c) Neutral d) Disagree

e) Strongly disagree

7. Top management of multi-cultural organization demand to exhibit that employees are provided open environment for work:

a) Strongly agree b) Agree c) Neutral d) Disagree

e) Strongly disagree

8. You prefer CEO of multi-cultural organization to be of same culture origin:

a) Preferably Yes b) Preferably No c) To some extent

d) Prefer not to say

9. Any information or suggestion wish to furnish regarding cultural diversity:
