

A Study On Cross Culture Issues in It Industries

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ABSTRACT: The project report deals with the research topic "A STUDY ON CROSS CULTURE ISSUES IN IT INDUSTRIES". The main purpose of this research is to identify the culture diversity faced by employee in IT industries when they move from one state to another state.

The globalization of business is increasing rapidly and the workforce is becoming multicultural increasingly. Global workforces are managing has increased pressure on human resource managers to identify and adapt to cultural differences, if it is ignored, it might result in cross-cultural misunderstandings. The aim of this study is to get a clear concept of cross-cultural human resource management and to know how to manage the harmonious working relationship between expatriates and local employees by analysing problems consist of the concept of cross-cultural human resource management.

The theoretical analysis indicates that proper communication and people from different culture background must be treated equally in the organization so it motivates them to work and it helps to develop themselves in the organization. In this survey, the design used is descriptive in nature which is used to get the information, collected from the individuals and analysed with the help of different statistical tools. Data collection is done through questionnaire and it is analysed with the help of statistical tool called SPSS by applying various test. So the process was conducted through questionnaire.

I. INTRODUCTION:

To understand what cross-cultural management is, it is good to see the terms separately: cross culture and management. Cross-culture could easily be understood literally, from one culture to another. Cross-culture is a phenomenon born by market globalization; company goes out of their country to another to do business, brings their culture with the companies to another culture, which means cross-culture. Every country has its own culture, it is maybe similar to

another one, but they are not the same. Culture is different by its contents and forms, 10% of which is what you can see, such as language, behaviour, food and dressing, 90 % of which is what you cannot see, such as beliefs, values, and ways of thinking Cross-culture shows in the differences of the 10% visible and 90%invisible culture content. International companies are a good example of cross-culture; they do business internationally, every time they enter into a new country, cross-culture happens with it.

The factors of cross-culture have a comprehensive, system-widely, process-throughout impact on human resource management, it consists of three levels:

- The home countries or nationals different cultures from both parts. 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 behaviours. 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 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 in marriage life.
- Individual cultural differences. This is a cross-cultural difference in the micro-level; old and young, man and woman, higher and lower levels, etc., any different individuals have cross-cultural differences.

II. OBJECTIVE OF THE PROJECT

Primary Objective

- The primary objective of the research is to study the cross-cultural issues in the IT industry

Secondary Objective

- The secondary objective of this research is to identify the problem and difficulties of cross-cultural human resource management in the international business projects, and some solutions to overcome multicultural problems and to success the multinational projects by achieving their goals.

RESEARCH PROBLEMS

- What is Cross-cultural Human Resource Management? What characters does it have?
- What problems may exist between expatriates and local employees in international companies regarding Cross-cultural Human Resource Management?
- How can we manage Cross-cultural Human Resources?

SCOPE OF THE PROJECT

- The cross-cultural problem assessment result can be used as a baseline to compare the success of or impact of future improvement efforts in international projects.
- This research work can help the international organization to achieve their goals by managing different cultural workforces.
- It should be identified gaps in the existing problems for further refinement of cross cultural problems.

NEED OF THE STUDY

Cross culture education is considered imperative for employees acting in managerial capacities abroad. Failure to effectively communicate with subordinates or understand their actions can lead to cascading problems within the business. So this study helps to overcome the communication difficulties and also build good relationship among the employees.

III. LIMITATION

This could give rise unique changes in the organisation. The survey will be based on the opinion of the employees, which may be biased. I will use quantitative method through questionnaires to study how employees of an organization view about the degree of harmonious of working relationships between them and the foreign expatriates in cross-cultural working environment.

IV. LITERATURE REVIEW

Bird and Mendenhall, 2016 published in paper **from cross-cultural management to global leadership: Evolution and adaptation** culture is

the set of defined values, mind-sets and practices of a group of people. It includes the rules and perception that are followed by specific group. In a business it is important to have cultural awareness among individual this is done by understanding the cultural values of different religion. It doesn't mean accepting the customs of people from different culture it's just understanding their mind set to avoid future clashes. Understanding the customs help in interacting with the members from different groups easily. In a business different cultures are growing day by day, but technology and media has somewhere helped in providing glimpse about other cultures. This fluidity helps in removing the bifurcation as it enable an individual to understand the customs in a better way.

According to (Krishna, Sahay and Walsham, 2014), published paper on **Managing cross-cultural issues in global software outsourcing**. Culture and business are linked to each other. Style of communication, the way they interact with people with different culture completely varies from one country to other. It is very important to link the culture perceptive with the business to remove the obligations among people due to speaking habits, postures or some other factors. For resolving these issues every business undertakes various policies like equality among employees, which make sure that every employee is treated equally by ignoring their custom value.

Hofstede, G. (1980), Reynolds & Valentine, (2011) published paper on **"Dimensional approach to cross-cultural comparisons"** A survey conducted by Hofstede to 160,000 managers and employees in one of the largest American multinational corporation (IBM) for 40 countries, he discovered that there is significant difference in the behaviours and attitudes of the managers and employees across borders and this is mainly attributed to national culture governing the differences in work related values and attitudes over other variables such as position in the organization, profession, age and gender. He proposed the four main cultural dimensions to culture that includes power distance, uncertainty avoidance, individualism and masculinity.

Adler, Doktor and Redding, 2010, published paper on **"From the Atlantic to the Pacific century: Cross-cultural management reviewed. Journal of management"**. Cultural differences affect business in various ways. Especially while building the business with other country members the gestures should be 14 followed according to their customs to get

customers. For example, in some countries speaking at louder pitch is just a normal gesture whereas in country like Japan people usually speak at a low pitch. Thus these difference need to be taken care to build a strong relationship with the customers. The main issue of different culture in business is due to globalization of business.

V. RESEARCH METHODOLOGY

Research methodology is the path through which researchers need to conduct their research. It shows the path through which these researchers formulate their problem and objective and present their result from the data obtained during the study period.

Type of study: Descriptive study

Descriptive research is defined as a research method that describes the characteristics of the population or phenomenon that is being studied. This methodology focuses more on the “what” of the research subject rather than the “why” of the research subject.

SAMPLE SIZE:

A Sample of **50 respondents** was taken into consideration for my study and the data was collected.

SAMPLE METHOD:

To study the project using **Convenient samples**. A convenience sample is a type of non- probability sampling method where the sample is taken from a group of people easy to contact or to reach.

SOURCES OF DATA:

The data collected for this project work was from two sources

- Primary Source- Primary data is collected by using Questionnaire.
- Secondary Source- Secondary data is collected using Books, internet and Wikipedia.

RESEARCH INSTRUMENT: Questionnaire

Questionnaire surveys are a technique for gathering statistical information about the attributes, attitudes, or actions of a population by a structured set of questions.

STATISTICAL TOOLS USED:

- Mann- Whitney Test.
- Correlation

MANN WHITNEY U-TEST

The Mann-Whitney U test compares the number of times a score from one sample is ranked higher than a score from another sample. Once the data is ranked, calculations will be carried out on the ranks. Given the nonparametric nature of this statistical analysis, there are fewer assumptions to assess. In statistics, the Mann–Whitney U test is a nonparametric test of the null hypothesis that, for randomly selected values X and Y from two populations, the probability of X being greater than Y is equal to the probability of Y being greater than X.

H0: The cross culture affects the decision making but does not affect the team management.
 H1: The cross culture does not affects the decision making but affect the team management.

TABLE- 1 MANN- WHITNEY U-TEST

Ranks				
	Factors influencing	N	Mean Rank	Sum of Rank
	Team management	50	52.34	2617.00
	Decision Making	50	48.66	2433.00
	Total	100		

TEST STATISTICS

	Values
Mann Whitney U	1158.00
Wilcoxon W	2433.00
Z	-.657
Asymp Sig(2 tailed)	.511

INTERPRETATION:

From the above image P value (0.511) is greater than LOS (0.05), H0 is accepted. Therefore the cross culture affects the decision making but does not affect the team management.

CORRELATION METHOD

Correlation is a statistical technique that shows how strongly two variables are related to

each other or the degree of association between the two. For example, if we have the weight and height data of taller and shorter people, with the correlation between them, we can find out how these two variables are related.

H0: The cross culture affects the work style but do not affect to develop competency in organization.

H1: The cross culture does not affect the work style as well as the develop competency in organization

		Develop competency	Workstyle
Develop competency	Pearson corelation	1	.623
	Sig(2 tailed)		.377
	N	4	4
Workstyle	Pearson corelation	Sig(2	.623
	tailed)	.377	1
	N	4	4

INTERPRETATION:

From the above image P value (0.377) is greater than LOS (0.05) H0 is accepted. Therefore The

cross culture affects the work style but do not affect to develop competency in organization.

TABLE- 3 THE STUDY OF CROSS CULTURE

PARTICULARS	NO OF RESPONDENTS	MAJORITY OF RESPONDENTS PERCENTAGE	IN
DOES CROSS CULTURE AFFECT THE TEAM MANAGEMENT IN THE ORGANIZATION?			
STRONGLY AGREE	4		
AGREE	13		
NEUTRAL	11		
DISAGREE	20		
STRONGLY DISAGREE	2		
DOES CROSS CULTURE AFFECTS THE DECISION MAKING CAPABILITY IN THE ORGANIZATION?			
STRONGLY AGREE	4		
AGREE	14		
NEUTRAL	15		

DISAGREE	12	
ARE YOU FEELING COMFORTABLE WORKING IN THE ORGANIZATION?		
STRONGLY AGREE	10	
AGREE	24	
NEUTRAL	11	
DISAGREE	4	
ARE YOU FACING ANY INTERPERSONAL COMMUNICATION BARRIER IN YOUR ORGANIZATION DUE TO CROSS CULTURE?		
STRONGLY AGREE	1	
AGREE	14	
NEUTRAL	12	
DISAGREE	14	
DO YOU RECEIVE PROPER APPRECIATION ON YOUR WORK?		
STRONGLY AGREE	6	
AGREE	15	
NEUTRAL	18	
DISAGREE	8	
DO YOU FEEL ANY DIFFICULTIES WORKING ON PROJECTS WITH SOMEONE FROM A DIFFERENT CULTURAL BACKGROUND IN YOUR ORGANIZATION?		
STRONGLY AGREE	2	
AGREE	10	
NEUTRAL	12	
DISAGREE	18	
STRONGLY DISAGREE	8	
DOES YOUR COLLEAGUE HELPS TO DEVELOP COMPETENCY IN CROSS CULTURE COMMUNICATION?		
STRONGLY AGREE	10	
AGREE	28	
NEUTRAL	10	
DISAGREE	2	
DO YOU FEEL ANY DIFFERENCES IN YOUR WORKSTYLE IN YOUR ORGANIZATION?		

STRONGLY AGREE	4	
AGREE	19	
NEUTRAL	15	

DISAGREE	11	
STRONGLY DISAGREE	6	
DO YOU HAVE SUFFICIENT TIME LEFT FOR YOUR PERSONAL OR FAMILY LIFE WHEN YOU MOVE INTO NEW STATE?		
STRONGLY AGREE	7	
AGREE	16	
NEUTRAL	15	
DO YOU HAVE CONSIDERABLE FREEDOM TO ADOPT YOUR OWN APPROACH TO THE JOB?		
STRONGLY AGREE	6	
AGREE	25	
NEUTRAL	11	
DISAGREE	8	
STRONGLY DISAGREE	0	

From the above table 40% of the respondents disagree that cross culture does not affect the team management in the organization because they think moving to new place help them to develop themselves easily in today's world. 30% of the respondents neutrally accepts that cross culture affects the decision making capability in the organization and 28% of the respondents also agrees to it. 48% of the respondents feels comfortable working in the organization and 20% of the respondents strongly agrees to it. 28% of the respondents agrees that they are facing interpersonal communication barrier in the organization due to cross culture environment and 24% of the respondents are neutral to it because some people have difficulties in communication problems. 30% of the respondents agrees that they get proper appreciation on their work and 36% of the respondents are neutrally to it because most of the people does not get proper appreciation for their work in organization. 36% of the respondents disagree that they are not facing any difficulties working on projects with someone from a different cultural background in the organization and only 20% of the respondents agrees that they are facing

difficulties working on a project with different cultural background people due to communication problems. 56% of the respondents agree that their colleague helps to develop competency in cross culture communication. 38% of the respondents agree that they feel differences in their work style in the organization. 32% of the respondents agree that they have sufficient time left for your personal or family life when they move into new state and 30% of the respondents neutrally accepts to it. 34% of the respondents agree that it's very easy for you to approaches a local person for help when they move into new state. 50% of the respondents agree that they have considerable freedom to adopt their own approach to the job.

VI. SUGGESTION

People should be open minded so it helps them to feel more comfortable to mingle with other. Clear communication is essential for effective functioning, it is necessary that each employee must understand what your clients and customers need. People should also try to accommodate themselves to new place and try to

learn new different languages. People should also try to promote the culture 46 difference in the workplace so it makes people to work effectively in the organization. People can try using simple languages in the workplace so it will help others to communicate easily with the team also. People should convey the messages properly in the organization so it does not leads to miscommunication. Every employee must be equally treated in the organization so it motivates them to work and develop themselves in the workplace.

VII. CONCLUSION

To respond to the diversified society organizations also undergo changes. Different corporate equipped with different dimensions according to the locations they are operating in. Obviously the fact cannot be denied that global business brings any company success in spite of having a lot of difficulties. So this problem has to be resolved internally by facilitating qualified employees in different ways to reduce the negative impact of cross-culture. Communication is an essential thing for people in the organization. Without any culture differences people must work in the organization so it makes the employees to work easily and develop their outputs towards organization.

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