

## **A Global Hrm Challenge: Cross-Cultural Adaptation**

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### **Abstract**

With The Advent Of Globalization, Many Corporations Have Been And Are Endeavoring To Beat Their Competitors Worldwide. With The Increase In Globalization And Companies Opening Various Subsidiaries In Different Countries, It Is Becoming Enormously Important For Organizations To Have A Heavy Focus On Cross-Cultural Human Resource Management In Order To Survive The Fierce Competition From Both Local And Other Mncs. With The Extensive Review Of Literature, This Paper Aims To Get A Clear Picture On The Issues The Organizations Face Regarding The Communication Styles, Attitude Incompatibility And Conflicts Across Various Groups Due To Cross Culture In Human Resource Management As Well As The Ways In Which Organizations Can Overcome These Issues And Help In Adapting The Cross Culture In The Organization. This Is An Imperative For Better Adaptability By The Employees And The Managers And A Need To Step Up For The Smooth Functioning Of Various Operations.

**Key Words- Repatriation, Human Resource Management, Cultural Diversity, Cultural Adaptation**

### **Introduction**

In Today's World, Cultural Diversity Is A Huge Challenge For Management, But It Also Has Many Advantages That, If Managed Properly, Can Be Beneficial. There Are Various Issues Like Cultural Differences, Language Problem, Variation In Rituals And Beliefs, Instability In Political Circumstances Etc. Multi-Diversified Organizations Are Much Familiar With Cultural Shock. Different Countries Have Different Values, Which Are Reflected In How They Work In An Organization. Several Businesses Advocate For Equality In The Distribution Of Power And Authority In The Workplace. In Some Places, People Believe In Working Together As A Team Whereas In Some Places There Is A Belief Of High Individuality At The Workplace. Many Times The Men And Women Are Expected To Be Equal But In Some Countries A High Level Of Gender Biasness Is Witnessed. Some Organizations Have A High Degree Of Uncertainty Avoidance Where They Try To Control The Known Facts At The Same Time Some Are Ready To Take Up The Future As Challenging One. Due To More And More Mergers In The Global Business Process, Cultures Of The Employees Are Also Getting Integrated. This Mixed Culture Adds More Confusions And Annoyance Between The Employees. People From Different Background And Culture Have A Totally Different Perception Towards Diversified Culture. Many Organizations Follow Masculinity Have A Clear Cut Picture Of Gender Biasness. In Many Organizational Cultures Men Are Expected To Be Egoistic, Strong, Bold, Assertive And Career Oriented.

A Skill For Cross Culture Requires A Lot Of Time, Training, Teaching, Experience, Knowledge, Susceptibility And Awareness. Lack And Ignorance Of Such Inter-Cultural Expertise End In Miscommunication And Mismanagement, Thereby Having Serious Implication On Business Service, Project Failure And Increased Competition Within The Global Market.

### Literature Review

As The Business Is Increasing The Multicultural Workforce Is Increasing, The Most Common And The Biggest Problem Here Is The Cultural Difference, There Is A Need To Create The Harmonious Working Relationship Between Local Employees And Foreign Expatriates. **(Rashmi,Habeeb And Bindu ,2018)** Cultural Diversity Has An Effect On The Performance Of Any Organization. A Culturally Diverse Labor Pool May End In Low Performance And Organizational Inefficiency. Various Conflicts Also Arises Due To The Misunderstandings Between The Culturally Diverse Workforces. There Are Many Issues Such As Political-Legal, Labour Market, Different Cultures, Language Barriers And Employment Practices That Are Constraining Mncs Seeking To Standardize Their Original Practices In The Host Country. It Even Says That The Process Of Adapting Depends On The Intents And The Needs. People From Different Background And Culture Have A Totally Different Perception Towards Diversified Culture. **(Gopalan And Stahl ,2001)** .Many Organizations Follow Masculinity Have A Clear Cut Picture Of Gender Biasness. In Many Organizational Cultures Men Are Expected To Be Egoistic, Strong, Bold, And Assertive And Career Oriented. Whereas Females Are Associated With Tenderness, Soft, Friendly And Concerned. A Manager Should Always Be Ready To Face Challenges Caused Due To Expansions Of Global Business.

The Companies With High Ambitions Welcomes The Multi Diversified Workforce And With Different Potentials, Skills And Knowledge Who Are More Useful For The Company. **(Simmons ,1996)** . There Are Three Strategies To Overcome The Issue Of Cultural Differences Namely, Ignore Cultural Differences, Minimize Cultural Differences, And Manage Cultural Differences **(Adler ,1997)** He Even Held Emphasis On Finding Out The Major Cause Resolve Rather Than Ignoring. For These Differences And Develop A Way Out To

Men Are Expected To Show The Same Emotional Quotient Played By Women. Modesty, Good Helping Nature And The Level Of Concern Are Expected From Both Men And Women. **(Tiasa Maity ,2018)** Managers Have To Be Very Sensitive While Making Any Changes In The Rules And Systems. When An Employee Relocates From One Region To Other, He Or She Most Likely To Experience A Cultural Shock. In Such A Situation A Sensitive And Generalize Approaches Have To Be Taken By The Managers To Welcome The Newcomer. When Two Or More People With Different Morals And Values Come Under The Same Roof For The Same Purpose, May Get Collided With Each Other, For Having Different Attitude And Behaviour, To Make A Unanimous Decision.

Cross-Cultural Training Is Used To Remove Cultural Conflicts And Realize Effective Cross-Cultural Management. It Is Seen As Decreasing The Cultural Conflicts The Expatriate May Face, So As To Make The Expatriate Get Used To The New Environment And Work Well Without Fears; To Maintain A Stable Interpersonal Relationship In The Company, And To Strengthen The Team Spirit And Solidity Force In The Company, Etc. **(Sackmann ,1997)** The Foremost Important Goal In This Work Was To Decrease The Creation Potential Of Cultural Conflicts Between The Foreign Expatriates And Therefore The Local Employees And Managers. To Realize This Goal, A Company Can Follow These Directions: A. Emphasis On Both Cultural Training B. Language Training. C. Training In Global Manners And The Nuances Of The Virtual Workplace Culture. D. Managing Personal E. And Family Life.

Culture Could Be Classified Into Two Modules. ( **Ebrelein , 2008**) First Is A Tangible Module Including Various Lifestyles, Languages, Regulations, Procedures In A Country, While The Other Module Is Not Visible As It Includes Standards, Characters, Philosophies, Opinions And Ideas As Well As Ethics, Flavors, Approaches, Norms, Prospects And Mythologies.

The Multiculturalism Is A Big Issue If It Is Not Properly Harnessed. It Is True That A Multicultural Diversified Organization May Face Lots Of Confusion And Misunderstanding But There Are Certain Advantages Of These Types Of Management Which Cannot Be Overlooked. **(Heenan And Perlmutter ,1979)** There Are Ways To Adapt To The Cultural Diversity In International Human Resources Management. To Spread Out Business Across The World, A Company Requires A Well-Structured Diversified Team To Handle Foreign Dealings. A Blended Cultural Team Are Well Managed To Communicate With Foreign Business Partners And Helps To Set Up New Ventures In Overseas.

The Heterogeneous Work Group Is More Sensitive About Cultural Differentiation And Well Aware Of Its Ramifications. One Needs To Be Friendly While Dealing With The Cultural Differences. **(Adler And Ghadar ,1990)** Some Framework For Effective Cross Cultural Project Human Resource Management In The International Enterprise

Is To - Learn: Try To Learn Differences Of Culture Exist In The Management; Understand: Use The Cultural Dimensions To Know What Differences To Expect Among The People Who Are Came From Different Cultures; Take Advantages: Build On The Differences To Identify And Mitigate Risks, Increase The Level Of Innovation And Quality Of Deliverables, Find Alternative Approaches And Achieve Objectives; Respect The Differences: Accept And Show Respect For Different Standpoints Since Managers And Employees Gradually Understand The Cross Culture Differences, It's Their Duty To Adopt The Strategies And Keep The Diversity Well Managed. Few Strategies Which Help In Adaptation Of The Cross Culture Are: 1) Good Knowledge Of The Foreign Culture; 2) Respect For The Foreign Culture; 3) Ignoring The Cultural Differences And Paying More Attention To The Work And Being Task Oriented.

To Succeed With Managing The Diversity In Organization One Needs To Obtain A Culture Where People Have Respect For Each Other And They Feel Included And Can Use Their Knowledge To Its Full Potential. **(Lockwood, 2005)**.The Different Approaches Managers Take Towards Differentiation. Managers Can Ignore, Minimize Or Even Manage The Differences Between The Labor Forces. When A Manager Adopts Ignoring Approach They Say That The Way They Are Doing Is The Best And Do Not Consider Diversity. **(Kundu ,2001)** When Manager Chooses The Minimizing Approach, He Considers The Diversity But Sees That As A Problem Rather Than An Advantage. Here The Manager Tries To Get All The Employees To Take On A Homogenous Culture Or Even May Force Them To Opt The Patterns Of The Culture Within The Organization. The Efficient Cross-Cultural Communication Is Related To The Understanding That The Sender And Receiver Are From Totally Different Cultures. They Can Overcome Hindrances To Adapting Cross-Cultural Competence By: Developing Awareness Of Individual Cultures; Working Toward Mutual Acceptance; Researching The Communication Etiquette Of The Other Culture And Learning A Few Key Words And Phrases, Such As Greetings; Avoiding The Use Of Slang And Idioms; Avoiding Negative And Double Questions. Instead Of Asking, "Did You Not Any Follow Of That?" Asking, "Did You Follow That?" Asking Open Questions. In Many Cultures, It's Considered Rude To Mention An Outright No. Hence Someone May Hear A Yes Even If The Actual Answer Is No; Speaking Slowly And Clearly And Modulating Well; Breaking Sentences Into Short Sections To Give The Audience Time To Translate; Using Simple Words; Practicing Active Listening And Briefly Summarizing What The Other Person Has Said To Ensure Understanding; Asking Frequent Questions But Not Interrupting; Considering Special Needs Like Differences In Time Zones, Holidays, And National And International Law; Keeping An Open Mind; Avoiding Generalizations Based On Stereotypes; Following The Other Person's Lead When It Comes To Humor. Humor Is Notoriously Culture-Specific; Being Patient, Supportive And Courteous. Managing The Differences Since They Recognize That There Can Be Both Advantages And Disadvantage With Diversity. Managers Recognize The Cultural Diversity And See What Benefits Them And Use Cross Culture Training To Minimize The Gap. Due To Increase In Globalization The Cultural Differences Are Ought To Be Found, Managers Need To Mould The Cultural Differences Into Benefits. **(Farren & Nelson, 1999)** There Shall Be Respect Prevailing For Other Cultures By Managers And Employees, This Helps In Eradicating The Differences And Meeting The Objectives Of The Organization Effectively.

They Suggested That Understanding Other Cultures And Being Sensitive To Differences Is Significant In Today's Global Business Environment. It Entails Moving Faraway From Acting Out Of Habit And Toward Making Conscious Decisions During A Sustained Manner.**(Newman & Nollen,1996)**Requisites Of Adapting Cross-Cultural Competence Include: Awareness Of One's Own Cultural Worldview: It's Imperative To Know And Accept What We Expect And The Way We Act Before We Will Understand Others; Positive Attitudes Toward Cultural Differences: Are We Open To Differences? For Example, In Another Culture, When Employees Address Their Boss By Their Given Name , Are They Being Disrespectful, Or Is That This Sort Of Address Normal?; Knowledge Related To Other Cultures: Attendance To Dominant Values, Proper Business Practices, Hierarchy, Gift Giving Customs And Humor.**(Rodrigues C, 1997)** Different Cultures Encode And Decode Messages Differently.**(Morden, T, 1999)**Various Assumptions, Implied Values And Meanings, Emotions And Stereotypes Can Mar Communication And Interactions By Changing The Intended Message. **(Hofstede & Minkov, 2010)** Adapting Cross-Cultural Competence Is Also Impacted By Differences In: Value Systems; Attitudes Toward The Completion Of Tasks; Ethnocentrism (The Inability To Accept The Worldview Of Other Cultures); Cultural Imposition (The Belief That Everybody Should Conform To The Majority).

Managers In Automotive Company Believed In The Creation Of A More Inclusive And Diversity-Conscious Organization Across The Cultures. **(Moore , 2015)** The Managers Failed To Move Beyond Their Own Cultural Blind Spot, They Assume That, To Perform On An Assembly Line There Should Be A Male Employee For This Task And Female Employees Were Undervalued Due To Weaker Physique.

Regular Meetings Are Necessary To Develop An Understanding Of A Scene In A Diversified Culture. **(Shani Et Al. ,2008)** Discourses, Behavior, Practices, And Materiality Are All Intertwined By The Performativity Of Language; It Is Studied That The Way We Speak, Understand And Inculcate Of The Reality Onto The Language Level Will Bring That Into Existence. Managers Must Understand Different Values, Attitudes And Behaviors Which Are Different Between Different National Cultures. **(Newman & Nollen, 1996)** Thus, Cultural Diversity Needs Variation In Management Practices And Processes. Management Is Trained To Acknowledge The Diversity And How To Adopt The Differences To Maximize The Perks. Cross-Cultural Training Can Also Be Used To Minimize The Gap Between The Employments. **(Farren & Nelson, 1999)** Companies Shall Implement Training Programs To Make Their Employees Understand Other Cultures And Decrease Biases And Discrimination And Make The Employees Work Well When In A Diverse Climate With Others From Different Backgrounds.

Managing A Diverse Labor Force Resulted In Competitive Advantage As People From Different Cultures Have Different Viewpoints, Skills, And Concerns. **(Torres & Bruxelles, 1992)**. Managing The Workforce Efficiently Concerns That The Workforce Shall Be Able To Execute Their Work To Its Full Potential In A Work Environment Where There Is No Discrimination Among The Employees.

There Are Four Basic Dimensions Of Culture Which Differs Across The Boundaries. **(Hofstede's ,1980)** Different Types Of Countries Follow Completely Different Set Of Values Which Reflect In The Way They Work. Some Support Equality In Distributing Power And Authority Within Organizations. In Few Places, People Have A Believer To Work Together As A Team Where Others Favour High Individuality More In The Workplace. Some Countries, Show A High Degree Of Gender Bias. Few Organizations Are Characterized By High Degree Of Uncertainty Avoidance Where They Control The Known Facts At The Same Time Whereas Few Are There Ready To Take Up The Future As Challenging One. The Cultural Differences Have A Strong Impact On Technical Aspects, Managerial Skills, Potentiality And Talent Of The Employees. **(Hodgetts And Luthans ,1994)** .As Well As The Behaviour Of An Individual At His Workplace Depends Upon Their Cultural Inclination.

There Are Certain Needs To Be Done With And Some Attention Shall Be Paid To Being Globally Competitive, Efficient, Responsive And Flexible To Local Needs And Conditions And Inculcate And Transfer Learning Across Various Units. **(Lawrence & Lorsch, 1967)** .

In The Initial Stages A Company Must Hire A Local Hr Manager Or A Local Consultant For Recruitment, But Learning Those Two Languages Can Enhance The Business. It Is Also Important To Understand The Local Habits Of People And Their General Lifestyle. **(Aidara ,2011)** . It Is Very Important That The Foreigner Employee Or Manager To Understand The Theological Values And Significance Of Varied Cultures Which Lead To The Success Of An Organization. No Guaranteed Management Practices And Style Can Bring Success In An Organization, There Shall Be Integration Of Cultures For That And Better Understanding. **(Javidan, Dorfman, Luque, & Home, 2006)**

Global Business Is About Finding Ways To Work Unitedly With People Of Different Experiences Or Perspectives. Hrm Should Use Resource Based View (Rbv) To Efficiently Manage People In A Diversed Environment Thus Helps In Finding The Obstacles Facing Foreign Companies In India. **(Sparrow, Brewster, & Harris, 2004)**.By Emphasizing Rbv, Organizations Can Gain Competitive Advantage In The Aspect Of Cultural Differences In Various Hrm Practices. **(Genç ,2013)** A Positive Culture Includes All Relevant Elements In Alignment, Management Style, Business And Environmental Circumstances And Practices. A Foreign Organization Shall Concentrate More On The Social Context And Economic And Political History Of The County Where An Employee Is From. Using The Cultural Component Of Hofstede, Managers Can Consider The Cultural Differences In Hrm Practices. **(Kulkarni Et Al. ,2010)** . Considered That In A International Subsidiary With Varied Complex Cultural Orientations It Is Difficult For Foreign Companies To Incorporate Domestic Management Strategies, Such As Incentive And Evaluation Schemes. **(Björkman Et Al. 2008)** Companies In India Have Strong Sense That The Legal, Political And Socio-Cultural Aspects Of India Shall Be Taken Seriously. Communication Barrier Is Huge Problem Due To Cross Cultural. Communication Gap Usually Occurs Due To The Thought Process Of Two Different People From Totally Different Backgrounds. **(Sackmann And Phillips ,2004)** Many A Times When An Employee Relocates From One Region To Other, They Are Likely To Experience A Cultural Shock. Though In Organizations Only Corporate Etiquettes Are Acknowledged And Acceptable, Still Employees Unknowingly Act Consistent With The Habits Inculcated Within Them.

While Facilitating Comparisons Across Different Boundaries, It Simplifies A Complex And Dynamic Construct And Lessens The Accuracy And Therefore Reliability Of Research Findings Along The Way. **(Holtbrügge, Friedmann**

**And Puck ,2010)** .Thus Breaking Down The Various Culture Which Are The Two Poles Help If Effective Diversification Of Culture And Its Understanding.

There Is The Issue Of Separation Of Organizational Culture From The National Culture Of A Place Which Has Always Been A Problem. Managers Can Hold Organizational Culture Constant And Study A Foreign Company Across A Number Of Nations, But This Won't Disentangle The Two Different Cultures Completely. **(Katou & Budhwar, 2007)**

Parity Of Meaning Across Cultures Is The Problem They Researched On. Managers Shall Have An Understanding And Communication Among People From Different Cultural Backgrounds, But This Does Not Necessarily Help Achieve The Objectives Of Cross Cultural Issues And Its Settlement. **(Delaney & Huselid, 1996)** .On The Surface Most Of The Managers In An Global Level Are Familiar With The Term Irm, But In Regards To A Deeper Level Pose Varied Questions Depending Where Workforce Come From. Based On The Concept Of Jumping On The Bandwagon, Cross Cultural Managers Need To Identify Locally Significant Issues And Study Them Using Locally Relevant And Comprehensible Tools And Measurements And Study Foreign Issues Separately Likewise. **(Becker & Huselid,1998)** .In Certain Cultures Wherein Any Concept Does Not Exist Beyond Its Fashionable Use In Casual Conversations. So Shall Understand The Labor Forces Accordingly. **(Grant, 1991)**

The Diversification Of Cultural Issues Are Are Not Still Taken As Seriously In Many Cross Cultural Companies As They Should Be. Thus Are Not Arriving At A Fuller Picture Of What Actually Influences Workplace Values And Actions. **(Guba And Lincoln ,2005)** .Applying Universalistic Irm Methods Explicitly Won't Work, It Needs To Be Different According To The Various Cultures. **(Alvesson And Willmott ,1992)**.Diverse Culture Is A Strategic Advantage. The Rbv Approach Helps Irm To Strategize Its Hrm Practice In Order To Improve Business Success Globally When At Diversed Workforce And The Relationships Between The Hrm Processes On Organizational Performance Shall Positive. **(Becker & Huselid, 1998)**

Tendency Of Considering One's Own Cultural Superior Over Other's Culture, The Way They Work And Their Behavior Towards Working Are Only The Correct Way To Do So Than Others, Working On The Same Project. If Not Resolved Properly This Issue Can Create A Massive Mess In The Organization Which Can Lead Conflict And Grievances. **(Carr ,2007)** .

The Triple Constraints Like The Following Aspect; Miscommunication On Scope, Mismanagement On Inter-Cultural Perspective, Misunderstanding On Exact Form Of Deliverables, Attitudes Toward Schedules Result In Missed Deadlines, Long Delays, Over Budget Projects. **(Burrell And Morgan ,1979)**

### **The Way Ahead**

Training On Cross Cultural Aspects Seems To Be The Key For Global Hrm Practitioners. The Level Of Expression And Confidence Will Improve, The Concept's Understandability Will Improve, And It Will Provide More Opportunities For Cross-Cultural Training Of Employees. Barriers Must Be Broken Down, And More Open Relationships And Dialogue Must Be Maintained. As This Study Focuses On The Multicultural Workplace, Misconceptions Will Be Dispelled, And A Sense Of Control And Inclusion Will Be Established, Resulting In Positive Outcomes For The Training And A More Diverse Culture, As Well As Clarified Roles And Responsibilities. More Challenges In Cross-Cultural And Specifically Cross-Cultural Communication Can Be Expected In The Future And Training Shall Foster Better Teamwork With Customers, Suppliers, Coworkers, And All Employees, Bringing Them Closer Together And Ways To Adapt To These Barriers, Taking The Organization A Step Further And Improvising In The Workplace. Study Of Various Attitudes Toward The Conflict Due To Cross-Cultural Differences Will Also Have A Future Scope For The Research.

### **Conclusion**

Cross-Cultural Competence Strikes Proper Balance Among; Knowledge; Other Cultures, People And Their Behaviors; Empathy: Understanding And Responding In According To The Requirements Of Individuals From Other Cultural Groups; Self-Confidence: Striving To Acquire The Ability To Express One's Point In An Effective And Transparent Way, Aiming To Be Understood And Respected, And Remaining Flexible When Possible. Skills For Cross Culture Requires A Lot Of Time, Training, Teaching, Experience, Knowledge, Susceptibility And Awareness. Lack And Ignorance Of Such Inter-Cultural Expertise End In Miscommunication And Mismanagement, Thereby Having Serious Implication On Business Service, Project Failure And Increased Competition Within The Global Market. Business Relations Today Are Made Complex By Human Diversity Involved. Acquiring Efficient Adaptation

Of Cross-Cultural Competence Can Open Up A Variety Of Opportunities With High Value. Developing This Competence Throughout The Workforce Is Best To Ensure Success Across Organizations.

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