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A Study on Challenges of Cross-Cultural Management Encountered by Software Mangers in Handling Diverse Workforce, with Special Reference to Bangalore City

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Abstract: ***The Bangalore workforce has been changing dramatically. It is more diverse racially,women are in the labor force in much greater numbers than ever before, and theaverage age of the workforce is now considerably older than before. As a result ofthese demographic shifts, HR management in organizations has had to adapt toa more varied labor force both externally and internally. The 21st century has witnessed many international companies have rushed into Bangalore. In the fierce competition, the winners will be companies who know foreign culture of especially cultures of countries like UK, USA and also different parts of World. Cross-cultural Human Resource Management becomes necessary for international companies in this situation. There is much literature about Cross-Cultural Human Resource Management, but they discuss in this field generally instead of specifically guilds for international companies; in real practice, there are many companies lost managing cross-cultural human resources, which will lead them to the fail.The aim of the study is to get a clear picture of cross-cultural human resource management and therefore knowing how to managing the harmonious working relationship between expatriates and local employees by analyzing problems consist of the concept of cross-cultural human resource management.***
Keywords: Cross-cultural Human resource management, Cultural Dimensions, Cultural Diversity, Ethnicity.

I. BACKGROUND OF THE STUDY

There are plenty of reasons: India's Silicon Valley is an attractive workplace for tech-savvy expats.Numerous IT experts are currently working in Bangalore's technology enterprises. While corporate giants such as Google, Dell, and Amazon take up a significant share of the sector, they are not the only employers of IT specialists. Every week, a few new technology start-ups join the IT cluster in town.SMEs in particular, however, are finding it increasingly difficult to get a foot in the door. Prices for labor and office space are heavily influenced by big employers who continue to attract highly qualified people from an international background. Thus, while the development of the high-tech industry has turned the city into one of India's fastest growing metropolises, it has not been entirely beneficial for the employment prospects of locals working in Bangalore.Although the Indian ICT sector has been slowing down somewhat, it seems to be stagnating on a fairly high level. Thus the IT industry still provides most of the jobs for expats working in Bangalore. Thousands of IT specialists, quite a few of them from abroad, are employed in Electronic City, a "Silicon Park" on the outskirts of town. However, many mid-level and lower-level positions in the big IT companies are filled by highly qualified, but low-salaried locals.Expats working in Bangalore are usually recruited for upper management. However, this stronghold, too, is challenged by returning Indians, who bring local knowledge plus experience gained abroad to the job. While most expatriates are relocated by their companies on foreign assignments, it is also possible to find a job with an Indian company recruiting from overseas.

Building a diverse organization is not just about meeting targets and demonstrating a fair balance of male and female colleagues. A diverse and inclusive work environment brings many more benefits to employees and the business. Companies with diverse and inclusive environments have been proven to financially outperform others, show significantly increased sales, and have higher customer loyalty. Crucially it cements position as an employer of choice and strengthens ability to not just attract but importantly retain the very best talent.

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II. STUDY METHODOLOGY & OBJECTIVES

The objective of this study is to have a better and clearer picture of Cross-cultural Human Resource Management, including the definition, characters, environment it lives in, management problems and difficulties, together with some solutions. We have opted Quantitative method through questionnaires to study how managers of Infosys, Wipro, TCS and Unisys Limited Company view about the degree of harmonious of working relationships between them and the foreign expatriates in cross-cultural working environment. Further we have also used qualitative method in an interview with the Operational level Managers of TESCO HSC, E&Y Companies to understand what cross-cultural human resource problems they are facing and how they manage the cross-cultural human resources in real practices.

III. THE NEED OF CROSS-CULTURAL MANAGEMENT

Cross-cultural management is applied in enterprises for solving problems rising between members of organization in internal environment and in external environment. Cross-cultural management is a new type of management factoring in and tackling cultural differences between staff in management in general, with a view to improving communication in the company and in its international exchanges. The culture in India is very relationship and group-oriented, so a strong emphasis is placed on maintaining harmony and proper lines of authority in the workplace. Some Indians, however, are extremely direct, in which case you can deal with them in the same way.

The manager makes decisions and accepts responsibility for work performed by subordinates. The middle manager may consult with subordinates before reaching a decision, although it is more likely that he will confer with trusted advisors or relatives.To ensure successful cross cultural management, you will need to bear in mind the importance of people in the office maintaining the proper behavior relative to their position. For instance, it would be inappropriate for a manager to make copies or move a piece of furniture because these are tasks that lower level people do. To engage in behavior beneath you would lower your esteem in the office.Cross cultural management will be more effective if you understand the importance of personal relationships. They are crucial to conducting business and are based on respect and trust. It takes time to develop a comfortable working relationship and you will need patience and perseverance.

IV. DATA ANALYSIS AND INTERPRETATION

Q 1	How long time you have been in your company working in international working environment?			
Options	1- 3 years	3-5 years	5-8 years	More than 8 years
Result	2%	38%	40%	20%

The reason for asking this question is that we think people who have more and richer international experiences may have less language or cultural problems. From the above data calculation, within the 20 samples 40% employees have been working in this international environment between 5-8years, 20% for over 8 year and 38% in the range of 3-5 years and remaining2% between 1-3 years.

Q 2	Do you feel difficulties in communicating with the expatriate employees		
Options	Yes	No	Neutral
Result	44%	46%	10%

Lack of language and communication skills often leads to deficient internal cohesion. Poor staff retention, internal conflicts/power struggles, poor working relations, misunderstandings, stress, poor productivity and lack of co-operation. Therefore we think people who have effective cross cultural communications skills may effective working relations.From the above data calculation, within the 20 samples 44% employees encounter problems in cross cultural communications and 46% are of the opinion that they are very comfortable in communication with their foreign counterparts and remaining10% are comfortable neutrally in communicating.

Q 3	What kind of problems do you have in communication?		
Options	Culture differences	Language	Other (please specify)
Result	52%	40%	08%

The sample of 20 was asked whether they think there are language and cultural problems when communicating with the expatriates.From the above data calculation, within the 20 samples 52% employees encountered Culture differences cross cultural work environment and 40% are of the opinion that had problems with language while dealing with foreign employees and remaining08% were of independent opinions.

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And we would like to present the results according to responds age group, Samples who are less than 25 years old or above 41 years old think neither language nor cultural difference is a problem.40% of the samples around belonging to the age group of 26-30 years old have faced language or cultural problems, the rest of them belong to the age group of 31-40 years old. Meanwhile, sample members who have had language or cultural problems, a 100% 26-30 years olds have had language problems but culture's, and 25% of 31-40 year-old sample have had language problems and 75% have cultural problems. From the analysis above, we can draw a small conclusion that the younger age employees have fewer cultural problems, and employees who have longer andricher international experiences have faced fewer language and cultural problems.

Please answer the questions by choosing a number on a scale from			
Scale	1	2	3
Interpretation	Disagree	Slightly Disagree	Agree
Question 4	The expatriate officer likes pressure you by his power.		
Result	72%	18%	10%
Question 5	The expatriate officer would love to authorize you to develop your ability.		
Result	2%	8%	90%
Question 6	The expatriate officer prefers to stay in his office for the whole day.		
Result	61%	19%	20%
Question 7	You will go and ask your expatriate officer immediately when you are facing problems.		
Result	57%	3%	30%
Question 8	The expatriate officer is a rigid person, everything has to be done according to rules, and he has no human touch.		
Result	70%	20%	10%
Question 9	The expatriate officer points out your mistakes regardless of your face losing.		
Result	70%	20%	10%
Question 10	The company is in risk from time to time because of the adventure spirit the expatriate officer has.		
Result	90%	8%	2%

Then, wewent deeper into the survey results. We asked 7 small questions (Q.4-10) which by using sentence statement to described cultural behaviors related to the Culture Dimensions, and required the responders to choose a degree of how much he/she agreed with the statement.When asked whether the expatriate bosses would like to pressure you with their power, 72% of the sample group choose "Disagree", 18% of sample group choose "Slightly Disagree" and remaining 10% said they "Agree". When samples were asked whether the expatriate supervisors would love to authorize the employees to develop their ability, 90% samples choose "Agree", 8% of sample group choose "Slightly Disagree" and remaining 2% said they "Disagree". When samples were asked whether expatriate officer prefers to stay in his office for the whole day, 61% samples choose "Disagree", 19% of sample group choose "Slightly Disagree" and remaining 20% said they "Disagree".When asked whether they would go and ask expatriates immediately when facing problems, 57% samples choose "Disagree", 3% of sample group choose "Slightly Disagree" and remaining 30% said they "Disagree". In this survey, samples were asked whether expatriates are rigid, everything has to be done according to the rules, and have no human touch, 70% didn't agree with this statement and 10% did.70% samples said "Disagree" to the question "The expatriates point out your mistakes regardless your face losing." 20% of sample group choose "Slightly Disagree" and remaining 10% said they "Disagree". Whether the company is at risk from time to time because of the adventurous spirit the expatriates have, 90% said "Disagree" to it; and then, 8% thought that the expatriates make their work urgency, and 2% didn't agree with the statement.

V. INTERPRETATION AND SUMMARY OF FINDINGS

The supervisors find it hard to get close to their subordinates, the employees get used to rely via on their manager, lack of independence, decision making styles cannot match, and fewer good suggestions got from subordinates. We also analyzed the problems which may exist between expatriates and local employees caused by individualism differences were analyzed it was found this was due to reasons like Losing the spirit of team work, Managers are seen as persons who don't care about the company benefit compared with their own, The managers show their attitudes easily when norm doesn't allow to, Managers won't "give face" to employees when they make mistakes; while employees will make mistakes because of relationships. Few question in the survey emphasized on problems based on differences between expatriates and local employees in Uncertainty Avoidance and the reason for this include Employees are tie down to rules, Managers are seen as a timid one and waste opportunities for the company, Employees are seen as loafers, Employees are seen as having no up-towards mobility and Managers are seen to be rigid. Further reasons for cross-cultural communication include Employees are seen as stubborn and wasting time on some long-term tasks**,** Employees are seen as unconfident and blind obedience.

VI. CONCLUSIVE SUMMARY

Firstly, from the survey done among employees, who have frequently working relationships with the foreign expatriates, most of them do not have strong English skills. It is a strange situation if you work with a foreigner, but you don't talk with each other, or even if you talk, you cannot fully understand each other. Communication in work place is a very important element for every single individual in the company. To improve the language skills in the company, company can recruit employees who have good English skills and offer employees some English training. Recruiting employees in the Human Resource Management department is a very important activity for company. We suggest recruiting younger people, because as we have stated the younger the employees are, the higher their English levels are. In this way, companies can save money in English training.

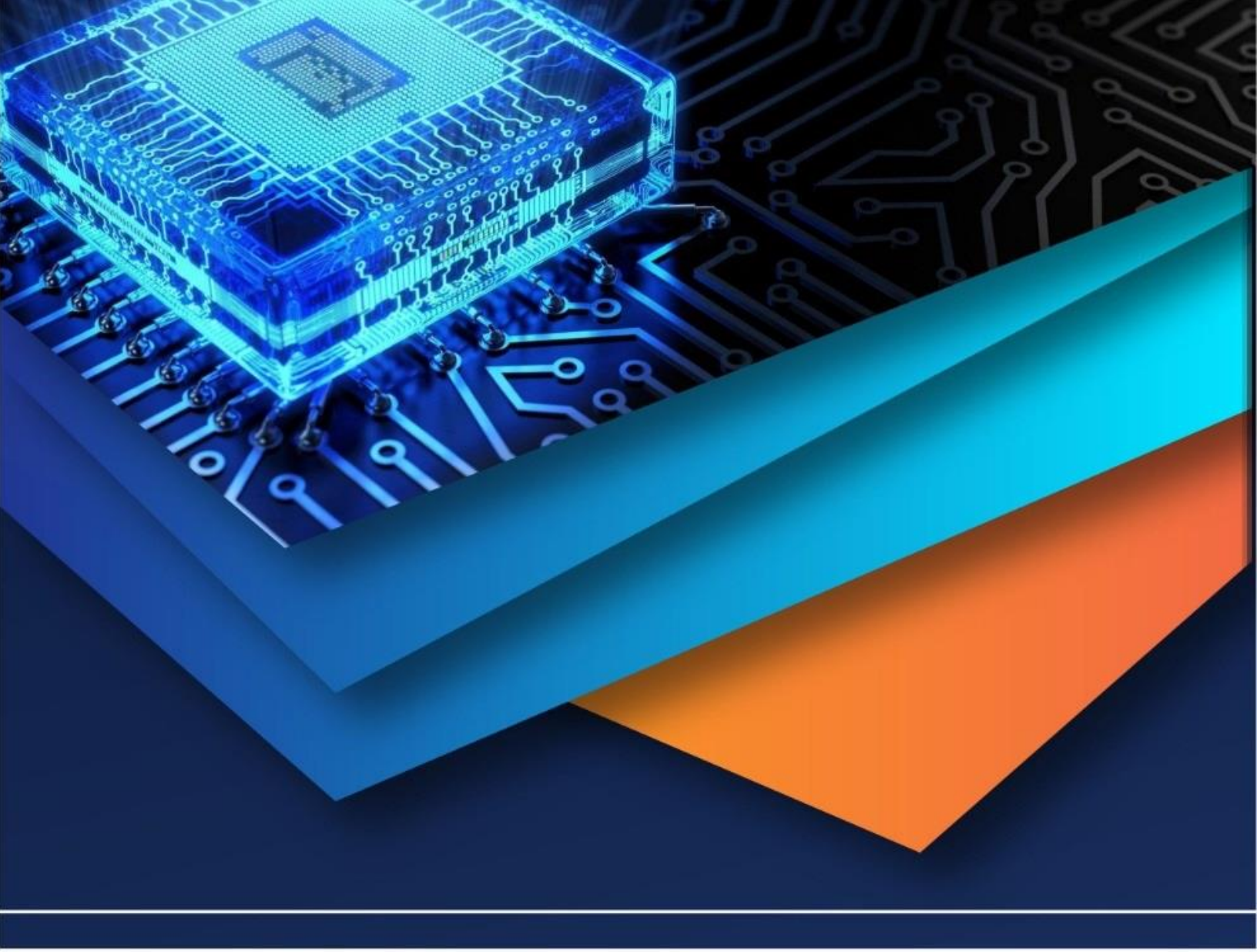
Talking about the recruitment of the Human Resource management department, we have another suggestion to recruit some young employees whohave longer and richer international experiences as they usually have technical and language skills, and English. Many international companies require years of working experience, but for the young employees, learning fast is another of their skills.Secondly,the selection of foreign expatriates" is another "have to consider" element.An inappropriate expatriate will bring any kinds of problems, such as conflicts between expatriates and employees. Even human resource management department has the responsibility to tune the conflicts, manage labor relations, and motivate the staff; Companies should avoid problems before their arrive instead of keeping on solving problems. As we have discussed in the beginning that selection in right candidates is significant- adaptability, professional ability, age and experience, and language skills are the criteria that help a company to select the right expatriate.

Cross cultural management is study of differences in cultures that exists in the changing demographics of the world and particularly w.r.t to an Organization and managing it by learning and practicing to benefit Organizations Geographically. CCM is very important to understand the dynamics within an organization because of ethnic and cultural diversity that exists. With increasing Globalization the importance of CCM pervade even vast and has much relevance in today's business scenario. Globalization and open markets have paved the way for creation of MNCs. These MNCs with their presence across many countries have to undergo the Local cultural adoption/Shift in order to perform efficiently and smoothly.

The need for understanding different cultures is necessary as Cultures have their own way of interpreting things and what is good for one may be bad for others. And what is believed to be an essential for one group may not be necessary for others. Hence with this diversity an organization has to understand and adapt sensitively to different group's want and needs and strive hard to keep the gap among these groups to minimal. The main challenge though is to align Organization culture with the Local culture and try to have sync with each other. The harmony of these together is very essential for survival and success of organization, ignoring these aspects might challenge the very existence.

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