

“A STUDY ON CROSS CULTURAL ISSUES IN IHRM”

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Abstract—One of the greatest challenges to international business today is how to manage business operation across cultural boundaries . A national culture is the set of beliefs, motivation , values and norms shared by a majority of the people of the inhabitants of a particular country . By description method , the paper present the cultural environment in global business . Secondly it examines the important cultural influences more over the paper focuses on analyzing the culture and evaluating the cultural differences. This paper also tells about cross communication culture and improving communication effectiveness across culture .

KeyWords—Cultural environment in global business – importance - cultural analysis-cross cultural communication

1. INTRODUCTION

Globalisation and liberalisation contributed to the need for managing different cultures and sub culture effectively. The ethnic mix of workforce due to entrance of multinational and foreign companies with their people into India posed a challenge to manage the diversified international cultures. The effective management of multifarious Indian cultures and international cultures, though it is a great challenge would help the industry in achieving its goal effectively.

2. INTERNATIONAL HIMAN RESOURCE MANAGEMENT

IHRM is the systematic planning and coordinating of the fundamental organisational process of job and work design, staffing, training and development, appraising rewarding and protecting and responding the human resource in foreign operation of an organisation. IHRM is highly interdependent with the human resource processes of the parent organisation. Simply put IHRM as HRM that cuts across national boundaries.

3. CULTURE

A national culture is the set of belifs, perspective, motivation, values and norms shared by the majority of inhabitants of a particular country. Culture has three primary characteristics: a group share ,it is something that people learn, and it depends on environmental circumstances.

Organisational culture is defined as including values, belief, assumption, myth, norms, goals and vision that are widely shared in the organisation. The term culture has applied to national, regions or ethnic group has a similar meaning. Expatriates face so many cultural differences that the team culture shoch is often used to indicate the overall sense of difficulty in coping in a foreign locate and sometimes upon returning home as well

International managers need to know about cultural difference among nations in order to be able:

- To communicate effectively with customers ,suppliers, business associates and partners in other countries with foreign employee.
- To conduct negotiations and understand the nuances of the bargaining posters of the other parties to the negotiation
- To predict the trends in social behaviour
- To understand the ethinical stands and social responsibility in various countries

4. CULTURAL ENVIRONMENT IN GLOBAL BUSINESS

- International companies must evaluate their business practices to ensure that national norms in behavioural characteristics are taken into account
- A given company may encompass very distinct societies. People also may have more in common with similar groups in foreign countries than with different groups in their own country
- Culture include the norms of behaviour based on learned attitudes , values ,and beliefs. Business people agree that there are cross country differences in these but disagree to what the difference are.

- Cultural change may take place as a result of choice or imposition however isolation from other groups tends to stabilise cultures.
- Group affiliation based on gender, age, caste, religion, political preference, professional association and ethnic ,ratial or national login often effect a person degree of axis to economic resource , prestige, social relations and power. An individual affiliation may determine his or her qualification and availability for given jobs.
- Some people work for more than is necessary to satisfy their basics needs for food clothing and shelter. The relative importance of work is determined largely by the interrelationship of the cultural and economic environments. People are motivated to work for various reasons , including the Protestant ethic .The belief that work will bring success and reward, habit ,the need for achievement ,and the fulfillment of higher order needs.
- Different occupations bring different economic, social, and prestige rewards indifferent counties. People gravitate to jobs for which they perceive they will receive high rewards. The many differences among societies result in varied attitude towards working for business organisation.
- National groups differ as to whether they prefer an autocratic or a consultative working relationship in the degree to which individuals trust others ,in attitudes toward self-determination and fate and in the import on group memberships, especially family based ones.
- People communicate through both formal language and silent I an based on culturally deteremined cues . Information processing is greatly affected by cultural background .The failure to perceive subtlety distancing result in misunderstandings in international dealings.
- Companies can build awareness about other cultures. The amount needed to do this depends on the similarity between countries of business operation undertaken.
- People working in a foreign environment should be sensitive to the either excessive polycentrism or excessive ethnocentrism. In should try to become geocentric .
- In deciding whether to try to bring change to home or host country options or to develop new practices to fit conditions, an international company should consider several factors, including how change the party , the cost and benefit to the company of each alternative, the possibly of participation in decision making, the need to share the rewards of the use of opinion leaders, and the timing of change.
- There usually is more interest in studying and possibly adopting business practices from countries that are showing the greatest economic success. Cultural factors may determines whether the practices can work success in another society.
- Although increased contact among people is evoking more widespread cultural similarity among nations, people nevertheless tend to hold basic values. These values are bolstered by efforts to protect culture rate ness and national identity

EDUCATION /HUMAN CAPITAL	SOCIAL STRUCTURE	COMMUNICATION	RELIGIOUS BELIEFS	VALUES /IDEOLOGIES
Primary/Secondary	Kinship/family	Languages	Denominations	Work ethic
Vocational	Mobility	Dialects	Tolems/Taboos	Time Orientation
Professional	Nationalism	Nonverbal	Rituals	Individualism/
Literacy	Urbanization	Media	Holy days	Collectivism
	Social Stratification	Technology		Risk propensity
	Paternalism/Materialism			Achievement

5. IMPORTANT CULTURAL INFLUENCES

(a) *Business Environment : This Includes:*

- Relationship between trade union confederation and employers association.
- Role of government in business affairs.
- Employment conditions .
- Extent of employee participation in management decisions.
- How meetings are conducted.
- Degree of formality of personal relationships.

(b) *Marketing : This Includes:*

- What people buy (Taboos ,local tastes , historical traditions, etc?)
- When people buy (e.g the spending boom around Christmas in Christian countries)
- Who does the purchasing (men or women)
- Overall pattern of consumer buying behaviour.
- Which consumer needs are felt more intensely ?
- Which family members take which purchasing decisions .
- Attitudes toward foreign supplied products .
- How the female form may be used in advertising.
- The acceptability of nudity and/ or what parts of the human body may be shown in advertisements.
- The degree of elegance, quality, urbanity etc , expected of advertisements.

(c) *Social Attitudes : This Includes:*

- Attitudes towards work and materials possessions, entrepreneurship ,politics, religion, the role of women in society , wealth accumulation, and willingness to accept risk , morality social respect for the law and social institutions etc.

6. CULTURAL ANALYSIS

In 1945 G.P. Murdock published a highly influential study of what he referred to a ‘cultural universals’ .i.e. aspects of culture supposedly found in all societies .To the extent the cultural universal exists, societies can be regarded as essentially the same and culture differences between them relatively unimportant .

Examples of cultural universals are interest in sport, bodily adornment, courtship, household hygiene, sexual taboos, gift giving, status ‘ differentiation, etc.

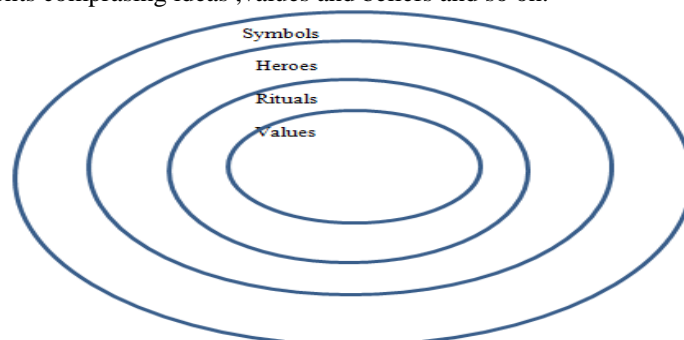
Susequent approaches to the analysis of culture and the consequences of cultural analysis have focused on lifestyle and in particular, the distinction of cultures into ‘high context’ or low context’ categories.

The former relates to that which is initialised and/or embedded within the person and not expressed in an explicit manner (Hofstede .1980) individuals who share the same context culture do not feel any need to explain their thoughts or behaviour to each other.

- *High Context Culture* :It relies heavily on non-verbal Communication within a high-context culture .Communication within high context culture is fast and efficient, but can break down in relation to outsiders who may not be able comprehend what the high context group believes of is talking about. Behaviour within a high context culture is stable and predictable . A problem is that the nature of a particular high context culture might be understood by outsiders in consequences of the latters stereotyping of the formers members.
- *Low Context Culture* :Here communications need to be explicit: words signs, symbols, rituals, etc, are used to rationalise , communicate and explain cultural norms and social activities .Low context cultures emphasise individualisms rather than collectivism . Communications are clear and precise, and it is necessary to argue and persuade when presenting propositions ,Members value attitudes , perceptions and patterns of behaviour are diverse and liable to change quickly. It is sometimes suggested that the USA is a good example of low-context culture.
- *Norms and values* :A major part of cultural analysis is the identification and characterisation of group norms within various societies. Group norms are shared perceptions of how things should be done or common attitudes, feelings or beliefs. As norms emerge, individuals begin behaving according to how they feel other group members expect them to behave .

7. HOFSTEDE (1991)FOUR DIFFERENT LAYERS OF CULTURE

Hofstede distinguishes four different layers of culture, ranging from more visible and superficial manifestation of culture to deeper and less tangible elements comprising ideas ,values and beliefs and so on.



8. SYMBOLS:

The first level consist of symbols. Symbols are words ,gestures and objects that carry a particular meaning for the member of a society. Official symbols like flag of a country ,its national anthem are example

9. HEROES:

These constitute the second level of culture. These refers to person alive or died, real or imaginary, who embody characteristics that are highly priced in a society and who may serve as role models.

10. RITUALS:

These constitute next level of culture. These refers to social rules and norms that need to be followed in a certain environment. Example of such rituals are the way in which we greet our relatives, friends or colleagues, which may differ considerably from one nation to another

11. VALUES:

The deepest level of culture as per Hosted is that of shared value. Values represent collective beliefs assumptions and feeling about what is good ,normal rational, valuables and so on

12. CROSS CULTURAL TRANING

- Cross cultural traning enables the expatriates to learn the cultural norms ,values, aptitudes, belifs, behaviour practices of the host country. Theexpirates after traning can used this cross cultural knowledge to behave according to the cultural requirements of the host country. The trainee expatriate can transfer the knowledge gained in the training programme into new cognitive and physical behaviour. This process gives the trainee more satisfaction in their foreign assignment.

13. CROSS CULTURAL COMMUNICATION

Miss communication across cultural lines is usually the most important cause of cross cultural problem in multinational companies. Miss communication can have several sources including

- Difference in the body language or guestures. The same guessers can have different meaning in the different part of the world.
- Different meaning for the same world. Like guesters words can have different meaning
- Different assumption made in the same situation. The same event can be interpreted many different ways depending on where one comes from.

These are some of the dissimilarities between cultures that are both large and simple in the sense that they focus on a simple cultural aspect that keeps the same meaning regardless in communication will often to be identified in spot.

14. MANAGING CROSS CULTURAL COMMUNICATION ISSUES

- Clarifying the doubts
- Get into detail
- Summarize
- Cross cultural traning organisation

15. CONCLUSION

Economic liberalisation and globalization have their impact in all segments of economic activity including personnel management industrialization. They demand high skilled and committed personnel and provide the scope of work life.

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