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## **Influence of Cross Cultural Management at Workplace**

**\*Dr. M. Veerabhadra Rao , \*\* B.V.S.S. Subba Rao**

\*Professor, Department of Business Administration, SRK Institute of Technology, Vijayawada.

\*\* Asst. Professor, Department of Business Administration, SRK Institute of Technology, Vijayawada

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### **ABSTRACT:**

Cross-cultural" became an element of government programs in a number of countries in the 1970s for reasons that varied by country. The Royal Commission on Bilingualism and Biculturalism, a government organization designed to address the concerns of Canada's French-speaking minority, authorized it in 1971. (concentrated in the Province of Quebec). According to the paper, Canada should be recognized as a bilingual and bicultural society, with legislation in place to ensure that this status is maintained. Biculturalism has been criticized from a variety of angles. Cross Cultural was seen by Progressive Conservative leader John Diefenbaker as an attack on his vision of unhyphenated Canadianism. It was insufficient to appease the growing number of young francophones who were drawn to Quebec nationalism. While many Canadians of British heritage objected to the new policies of biculturalism and official bilingualism, the largest opposition to biculturalism came from Canadians who were neither English nor French, known as "Third Force" Canadians. Biculturalism did not fit local circumstances in the western provinces, where the French population was small in comparison to other groups such as the Ukrainian Canadians, who were arguably the most influential in overthrowing the policy. The formula was updated from "bilingualism and biculturalism" to "bilingualism and Cross Cultural" to include these groups. In 1971, Pierre Trudeau's Liberal government approved the Official Cross Cultural Act. This act was symbolic in that it declared Canada to be a multicultural country. Every successive administration has backed this policy, which was enshrined in Canada's constitution in 1982. The other country that has most thoroughly accepted Canada's understanding of cross-cultural issues is Australia, which is pursuing many of similar initiatives, such as the founding of the Special Broadcasting Service. Cross-cultural training is not an established federal policy in the United States. It is sometimes linked to English-Spanish bilingualism at the state level. However, in recent years, the government has tried to encourage a number of cross-cultural measures. In some ways, the United States has gone even further with its policies than Canada and Australia. California drivers, for example, can take their examinations in a variety of languages, and the state has gerrymandered districts to ensure minority representation in government. Gender, gender identity, sexual orientation, race, ethnicity, and age are among the many ways in which people feel a unique group identity. The degree to which an organization is culturally diverse is usually determined by its culture. While diversity in the workplace has numerous benefits for a business, it may also present a number of obstacles. Managers inside organizations have a responsibility to exploit diversity as an important resource in order to improve organizational success.

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**Keywords:** Cross cultural, Organization culture, Biculturalism, official policies, multicultural.

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### **Introduction**

In a political context, the phrase has come to indicate advocating for equal treatment of different ethnic and religious communities without emphasizing any particular ethnic, religious, or cultural community values. Assimilationism and social integration are frequently contrasted with Cross Cultural, which has been defined as a "salad bowl" rather than a "melting pot."

*"Cross cultural or cultural pluralism is a policy, ideal, or reality that stresses the unique traits of many cultures around the world, particularly as they relate to one another in immigrant accepting countries." It was initially used to describe Switzerland in 1957, but it wasn't until the late 1960s that it became commonplace in Canada. It spread fast throughout the English-speaking world.*

The idea that in a single country, numerous various cultures (rather than just one national culture) can coexist happily and fairly. It is the acceptance or promotion of multiple ethnic cultures, usually at the organizational level, for practical reasons and/or for the sake of diversity, and applied to the demographic make-up of a certain place. As more businesses choose to hire people regardless of color, religion, gender, or nationality, they are certain to run into some of the common issues that come with a multicultural workforce. The term "multicultural workforce" is gaining traction in the United States, as a growing number of multinational corporations hire employees from other countries to help them run their global operations. In actuality, a multicultural workforce has a variety of benefits that have outweighed some of its minor drawbacks, such as cultural differences, personality conflicts, and communication issues. The term "cross-cultural" has a variety of connotations. At one level, the phrase refers to the acceptance, promotion, or appreciation of many cultures in the demographic make-up of a specific location, usually at the organizational level, such as schools, businesses, neighborhoods, cities, or nations. In this sense, cross-cultural equivalences to diversity respect. The phrase can also be used to describe people who are multi-cultural (people who grew up with more than one cultural identity, also sometimes called bicultural).

Cross-cultural is a phrase that is frequently used to describe communities that have a diverse range of cultures. Large numbers of immigrants with their own cultures and languages live in prosperous countries around the world. In certain countries, this multicultural reality has created issues, but it has also resulted in cultural interactions that have benefited both groups. The introduction of Indian subcontinent cuisine to the United Kingdom, for example, has transformed British cuisine.

The term "multicultural" can also refer to areas of a city where people from various cultures coexist. Due to lobbying groups active in the local political arena, the activities of planners and those involved in developing public housing policy can result in some areas maintaining monoculture. Workplace diversity refers to the wide range of variances that exist among employees in a company. Race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background, and more are all factors in diversity. Diversity encompasses not only how people see themselves, but also how they see others. Their interactions are influenced by their perceptions. Human resource specialists must deal effectively with difficulties such as communication, flexibility, and change in order for a diverse group of individuals to perform effectively as an organization.

In the future years, there will be a considerable growth in diversity. Successful businesses see the need for rapid action and are prepared and willing to invest resources in managing workplace diversity right now. The "business case for diversity" theorizes that, in a global marketplace, a company with a diverse workforce (both men and women, people of various generations, people from ethnically and racially diverse backgrounds, etc.) is better able to understand the demographics of the marketplace it serves and thus better equipped to thrive in that marketplace than a company with a narrower range of employee demographics.

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### **Cross cultural in India**

India's history, culture, constitution, and political institutions have all been shaped by multicultural concerns for a long time. Much of what is written about Indian history, culture, and politics is tinged with multicultural concerns. The key subject addressed in this paper is how a big multi-ethnic country has survived as a state amid situations of underdevelopment, mass poverty, illiteracy, and great regional differences – in terms of religion, language, community, caste, and tribe. India's record of relative political unity and stability appears exceptional when compared to the failures of many less diverse and plural post-colonial and "socialist" governments. A set of multicultural state policies, it is said, is at the heart of the resolution of many ethnic disputes in India. In the sense of providing for legislative and institutional measures for the acknowledgement and accommodation of the country's diversity, the Indian Constitution, which is the source of these policies, can be considered a foundational multicultural instrument.

India's culture has been shaped by its long history, diverse demography, and unique topography. India's languages, religions, dance, music, architecture, and customs varies from region to region, but they all share a common ground. India's culture is a mixture of many diverse sub-cultures found throughout the Indian subcontinent, as well as millennia-old customs.

In India, the word "cross-cultural" is rarely used, except by left-liberals and communists in recent years. The term "diversity" (within Indian culture) is one that is frequently used by Indians.

Orthodox Hindus are the majority religiously, followed by Muslims. Hindus account up 80.5 percent of the population, followed by Muslims (13.4 percent, including both Shia and Sunni), Christians (2.3 percent), Sikhs (2.1 percent), Buddhists, Bahá'í, Ahmadis, Jain, Jews, and Parsis. [60] Indo-Aryan (a branch of Indo-European) and Dravidian are the two major language families in India. India has a three-language policy in place. The federal official language is Hindi, English has the position of associate/subsidiary official language in the federal government, and each state has its own official language (in the Hindi sprachraum, this reduces to bilingualism). Except for the Hindi sprachraum, which is divided into multiple states, the Republic of India's state boundaries are generally drawn based on linguistic groups; this decision resulted in the preservation and continuance of local ethno-linguistic sub-cultures. As a result, most states have distinct languages, cultures, cuisines, clothes, literary styles, architecture, music, and festivals. For further information, see India's Culture.

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### **Cross-Cultural Management: India and China**

India and China are two eastern giants, each with a civilization that dates back over 5,000 years and a rich cultural legacy. Despite this, historical interaction between the two peoples has been limited, owing to the geographical separation caused by the mighty Himalayas; however, there have been a few exceptions, such as the travels of some scholars such as Fa Xian and XuanZang to India from China, and of Buddhist monks, particularly Bodhisattvas, from India to China, which took place over a period of more than two thousand years. Cultural differences did not stand in the way of contact between two people during such short interactions, as each side's motives, such as spiritual search and knowledge-seeking, were stronger. An busy period in social interactions between India and China had to wait until the dawn of the modern era.

At this time, the ongoing globalization process has brought nations closer together and resulted in the emergence of borderless economies. China's rise and India's parallel rise, thanks to each country's reform initiatives, have produced conditions in which both countries feel compelled to expand their

trade and business relations in mutual interests.

When it comes to cross-cultural communication between India and China, both parties must first grasp each other's economic, social, and political realities. In the case of the Chinese, it is critical that they understand that India is a multi-ethnic and multilingual country with a democracy marked by a multi-party political system and an independent judiciary that represents a diverse range of interests. They should not overlook India's variety in its oneness. India's economic reforms, which began in the early 1990s, have transformed the country's government into one that promotes market liberalization and international investment. In recent years, the country's real GDP growth averaged 8.6%, and Indian enterprises have had global success in fields such as IT. In a nutshell, the Chinese must acknowledge that India is also a rising power, both regionally and globally. Indeed, Beijing appears to accept this and believes that its relations with New Delhi have now taken on a global dimension.

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## Infosys and Diversity

Infosys Technologies Ltd. (NASDAQ: INFY) was founded in 1981 by seven individuals with a total investment of \$250. With revenues of \$5.7 billion, they are now a global leader in the "next generation" of IT and consulting (LTM Dec-10). Infosys helps Global 2000 organizations win in a Flat World by defining, designing, and delivering technology-enabled business solutions. Infosys also offers a wide range of services, including business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, re-engineering, independent testing and validation services, IT infrastructure services, and business process outsourcing, all of which are based on our domain and business expertise and strategic alliances with leading technology providers. The Global Delivery Model (GDM), which Infosys pioneered, became a disruptive force in the business, resulting in the rise of offshore outsourcing.

The GDM is built on the premise of relocating work to where the finest talent is available, where it makes the most financial sense, and where there is the least amount of risk. Infosys has 65 offices and 59 development centers throughout the world, including in India, China, Australia, the Czech Republic, Poland, the United Kingdom, Canada, and Japan. As of December 31, 2010, Infosys and its subsidiaries employed 127,779 people. Infosys is proud of its ability to develop strategic, long-term client relationships. Existing clients account for almost 97 percent of our revenue (FY 10).

The diversity of the globe it serves must be reflected in a global corporation. Employees at Infosys come from a diverse range of nationalities, cultures, genders and gender identities, work history, and physical abilities. We hire people from all around the world and provide opportunities for all parts of society to advance their careers. People in such a diversified firm contribute a variety of viewpoints and worldviews to the workplace. As these individuals engage, new ideas, methods, and views emerge. Infosys understands and encourages the importance of diversity in driving innovation. Infosys actively promotes diversity and inclusion across its business segments and offices.

Infosys was the first Indian IT business to open a diversity and inclusion office. We now employ people from 83 different nations. More than 32% of our staff is made up of women. The Infosys Women Inclusivity Network (IWIN) advocates for a gender-balanced workplace. Women's goals and needs are recognized by IWIN. It gives opportunities for vocational, emotional, and psychological counseling to help people advance professionally and personally. Employees can get help with parenting issues through our new Family Matters Network. Infosys and Infosys BPO have been recognized by the American Society for Training and Development (ASTD) for excellence in inclusion and diversity hiring.

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## Challenges of Diversity in Workplace

Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are:

**Communication** - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork and low morale.

**Resistance to change** - There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The "we've always done it this way" mentality silences new ideas and inhibits progress.

**Implementation of diversity in the workplace policies** - This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

**Successful Management of Diversity in the Workplace** - Diversity training alone is not sufficient for your organization's diversity management plan. A strategy must be created and implemented to create a culture of diversity that permeates every department and function of the organization.

**Culture** - Culture refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time,

roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving.

-Culture is communication, communication is culture.

-Culture is the systems of knowledge shared by a relatively large group of people.

**Sub Culture** - A social group within a national culture that has distinctive patterns of behaviour and beliefs, A subdivision of a national culture or an enclave within it with a distinct integrated network of behaviour, beliefs, and attitudes

**Cross Cultural** - The doctrine that several different cultures (rather than one national culture) can coexist peacefully and equitably in a single country. It is the acceptance or promotion of multiple ethnic cultures, for practical reasons and/or for the sake of diversity and applied to the demographic make-up of a specific place, usually at the organizational level.

Example- schools, businesses, neighborhoods, cities or nations.

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## Recommendations

The following are steps that have been proved to work in world-class organizations:

Assessment of workplace diversity - Leading firms make analyzing and evaluating their diversity process a key component of their management system. This assessment may be done quickly and easily for your organization using a personalized employee satisfaction survey. It can assist your management team in identifying which issues and barriers to diversity exist in your workplace, as well as which rules should be implemented or removed. The success of your diversity in the workplace strategy execution can then be determined by a reassessment. Plan for workplace diversity development - A critical decision is selecting a survey vendor that offers comprehensive reports. That report will serve as the foundation for your workplace diversity strategy. A detailed, achievable, and quantifiable plan is required. An organization must determine what adjustments are required and establish a schedule for implementing those changes.

Implementation of a workplace diversity plan - Executive and management teams must be personally committed. Diversity Policies must be incorporated into every part of an organization's operation and purpose by leaders and managers. Attitudes toward diversity start at the top and work their way down. To create a culture conducive to the accomplishment of your organization's plan, you'll need management collaboration and engagement.

Inclusion can help you overcome reluctance to change. - Involve as many employees as possible in developing and implementing workplace diversity programs. Encourage a culture of transparency in your company. - Encourage employees to share their thoughts and opinions, and treat them all with the same respect. Diverse leadership positions should be encouraged. - This approach raises awareness of diversity in the workplace and recognizes its benefits. Make use of diversity training. - It can be used to help you create your diversity policy..

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## Conclusion

Launching a customizable employee satisfaction survey that provides comprehensive reporting. Use the results to build and implement successful multicultural climate in the workplace policies. As the economy becomes increasingly global, our workforce becomes increasingly diverse. Organizational success and competitiveness will depend on the ability to manage diversity in the Workplace effectively. Evaluating your organization's diversity policies and plan for the future, starting today because "*HAPPY EMPLOYEES ARE NOT PRODUCTIVE EMPLOYEES FOREVER*".

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