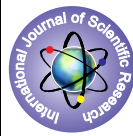


An Empirical Study on Cross Cultural Management in Indian Scenario



Management

KEYWORDS : Globalization, Expatriates, Effective Leadership, Employee Personality

Mrs.R.Kamala Saranya

Assistant Professor I – School of Management, Hindustan University, Padur, Chennai

Dr.S.Duraisamy

Professor – School of Management Studies, Vels University, Pallavaram, Chennai

ABSTRACT

India has been benefited greatly from the phenomenon of globalization over past few years. The crucial variable which adds to organization success are employee personality are effective leadership. Due to globalization and constantly increasing trend of expatriate managers to manage the business in host countries like India, many questions have been raised as to how these expatriate managers lead their subordinates in host nations, their behavior towards others and most importantly, the style of leadership mostly preferred and practiced. Shift in the leadership style of working in many Indian Organization. Expatriates often hold position at senior level, expatriates' leadership ability is one of the prerequisite factors that contribute to the success of Organization as a whole.

Introduction:

The cost of not understanding are getting greater and greater. Turnover and Absenteeism are often higher. Success in an increasingly competitive global market depends on the knowledge and sensitivity of managers to cultural differences in leadership style. "Employee perception of immediate manager's style" but neglected aspect "the question of subordinates attitudes & expectations". Limited research has been conducted examining whether the leadership style of expatriates affect the job outcome and performance.

Leadership in Indian Context:

- **Managerial value:** Indian manager put high value on the non-aggressive pursuit of his goal.
- **Management and leadership style:** A good superior is expected to behave like a good father towards subordinate. Paternalism is the norm.
- Its people oriented rather than task oriented.
- **Motivation Strategies:** "Good" boss is a strong motivator.
- Organization, Communication and Control Mechanisms
- Negotiation practices
- Organizational Behavior and Management Culture

Need for the Study:

India is a multi-cultural society and most of the MNCs do not understand the diversity and multi-plural nature of society. Because of cultural differences, the question is that whether expatriates should adjust their style of leadership to conform to subordinates' cultural background and to avoid negative attitude creation. The leadership style of expatriates affect the job performance of employees due to following factors.

- Management and leadership style
- Motivation Strategies
- Organization, Communication and Control Mechanisms
- Negotiation practices
- Organizational Behavior and Management Culture

Objectives of the Study:

- To explore the influence of leadership style of expatriate on the organization and job performance of Indian employees.
- To determine the possible relationship between subordinates work related value and leadership behavior exhibited by expatriates.

Literature Review: Dr. Henry Holmes (2015) ,Cross- Cultural Management has uncovered many of the keys to making cross-cultural operations work much more successfully, and has continued to show organizations what enormous benefits they can hope to achieve, once they gain understanding and respect for

the cultural factors at work. As a visible result, the members of a team find out how to modify and improve their management approach, and see huge growth in motivation and cooperation among their colleagues. It results in more harmony and productivity.

Cross-Cultural Management also tailor-makes courses, and conducts special projects for clients with unique needs. Over the past three decades, we have helped our clients with hundreds of unique projects, from almost every conceivable type of enterprise; from start-up assistance for hotels, refineries, auto manufacturing, consumer-product companies, and high-tech operations, as well as NGOs, aid organizations, and every UN agency in the region. We guide them through the analyses and solutions for special communication and teamwork challenges. And most come back to us, as they move to tackle the next level of challenge.

Framework for Cross Cultural Management:



Research Gap:

Related research works haven't examined the relationship between subordinates cultural value and leadership behavior exhibited by expatriates.

Research Methodology:

The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information. It is the framework that has been created for acquiring the information required to structure or to solve a research problem. The Study would be a Descriptive analysis through survey methodology & Latitudinal or Cross sectional in nature.

Deductive Approach: Testing theory through Questionnaire

Exploratory Study: Stratified Random Sampling

Sample Size: 50 Samples

Target Respondents: Upper Middle Level Managers serving in IT Sector

Data Analysis & Interpretation:

Comparing Leadership Style of Expatriate using ONE WAY ANOVA:

Factors	Opinion	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Non - Aggressive Behaviour	Strongly Agree	19	1.17	.375	.065	1.03	1.31	1	2
	Agree	19	1.00	.000	.000	1.00	1.00	1	1
	Disagree	5	2.00	.000	.000	2.00	2.00	2	2
	Strongly Disagree	5	2.00	.000	.000	2.00	2.00	2	2
	Total	19	1.30	.463	.065	1.17	1.43	1	2
Strong Motivator	Strongly Agree	19	2.00	1.017	.186	1.62	2.38	1	4
	Agree	19	3.00	2.168	.467	1.49	4.51	1	5
	Disagree	5	1.00	.000	.000	1.00	1.00	1	1
	Strongly Disagree	5	4.00	.000	.000	4.00	4.00	4	4
	Total	19	2.30	1.412	.303	1.89	2.71	1	5
Task Oriented	Strongly Agree	19	1.17	.375	.065	1.03	1.31	1	2
	Agree	19	1.00	.000	.000	1.00	1.00	1	1
	Disagree	5	2.00	.000	.000	2.00	2.00	2	2
	Strongly Disagree	5	2.00	.000	.000	2.00	2.00	2	2
	Total	19	1.30	.463	.065	1.17	1.43	1	2
Negotiator	Strongly Agree	19	1.00	.000	.000	1.00	1.00	1	1
	Agree	19	2.00	1.014	.333	1.25	2.75	1	3
	Disagree	5	3.00	.000	.000	3.00	3.00	3	3
	Strongly Disagree	5	1.00	.000	.000	1.00	1.00	1	1
	Total	19	1.60	1.294	.383	1.23	1.97	1	3

Analyzing Leadership Style of Expatriate using One Way ANOVA:

Factors	Parameters	Sum of Squares	df	Mean Square	F	Sig.
Non - Aggressive Behaviour	Between Groups	6.333	3	2.111	23.307	.000
	Within Groups	4.167	46	.091		
	Total	10.500	49			
Strong Motivator	Between Groups	103.500	3	10.167	9.683	.001
	Within Groups	70.600	46	1.532		
	Total	160.500	49			
Task Oriented	Between Groups	6.333	3	2.111	23.307	.000
	Within Groups	4.167	46	.091		
	Total	10.500	49			
Negotiator	Between Groups	72.600	3	24.200	110.400	.000
	Within Groups	10.600	46	.237		
	Total	82.600	49			

Inference:

Above tendency shows, the extent of effectiveness ($F = 23.307$) is larger than (3, 46) degrees of freedom, hence Non - Aggressive Behaviour, Task Oriented, Strong Motivator & Negotiator are significant at 5 % level of Significance.

Comparison on Factors affecting Cultural Values using FRIEDMAN TEST:

Factors affecting Cultural Values	Mean Rank	Chi Square	P Value
Decision Making	2.06	31.890	<0.000**
Individual & Group Rewards	2.30		
Cooperation & Competition	2.20		
Innovation & Stability	3.52		

Inference: Since P value is less than 0.01; the null hypothesis is rejected at 1 % LOS. Hence conclude that there is significant difference between mean rank towards Cultural Values. Based on mean rank, the Innovation & Stability (3.52) is most important factor affecting Cultural Values followed by Individual & Group Rewards (2.30), Cooperation & Competition (2.20) and Decision Making (2.06)

Suggestions & Recommendations:

Awareness: Leaders who are considering bringing in talent from another part of the world to take a place on the senior executive team have already reached the first milestone. They have an awareness of the full global talent pool. While many Western business concerns have already developed an appreciation for the full range of talent available worldwide, some are lagging behind or don't even have it on their radar. These businesses don't know what they don't know — and what they don't know is that they're missing out on opportunities.

Development: Once aware of the concept of the full global talent pool, the next step is to create a program for building the global executive bench. Expanding one's horizons doesn't mean neglecting the people right under one's nose. Progressive companies have complete executive-advancement programs that develop talent for local opportunities and look abroad for talented individuals who are ready to cross borders for the next step in their development.

Executive Selection and Integration: Any selection process for global managers should begin with a clear understanding of the factors necessary to the assignment's success. This includes both global management competencies such as adaptability, flexibility and comfort with ambiguity, inquisitiveness, etc. as well as role imperatives related to the particular assignment. Because home and host country expectations may vary considerably, these will frequently need to be aligned. Often an external assessment by a trained professional can be helpful.

Conclusion:

Once the right executive has been selected for a global management position, special attention must be paid to the difficulties of working in a new cultural environment. To optimize talent in the multinational corporation, talent must be sourced both locally and from around the world. However, as seen in both the experience of the colonial and expatriate phases of history, talent can be squandered and positive contributions minimized because of limited respect for local cultural norms and practices, poor communication and misunderstandings among individuals with different cultural orientations. Cultural habits that are deeply ingrained and respected in one country can raise the ire of individuals in another. This can create strained working conditions that undermine collaboration and the drive toward organizational goals.

REFERENCE

- BOOKS: 1. Adler, Nancy J., with Allison Gundersen. International Dimensions of Organizational Behavior. 5th ed. Mason, OH: Thomson Learning, 2007. 2. Deresky, Helen. International Management: Managing across Borders and Cultures, Text and Cases. 8th ed. Upper Saddle River, NJ: Prentice Hall, 2013. 3. Lane, Henry W., and Martha Maznevski. International Management Behavior: Global and Sustainable Leadership. 7th ed. Chichester, UK: Wiley, 2014. 4. Thomas, David C., and Mark F. Peterson. Cross-Cultural Management. 3d ed. Thousand Oaks, CA: SAGE, 2014. 5. Dean Tjosvold, Chair Professor of Management, Lingnan University, Hong Kong, China. WEBSITES: 1. www.citehr.com 2. www.managementparadise.com 3. www.google.com 4. www.emeraldjournals.com 5. www.wikipedia.com