

**Organizational Behaviour**  
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**Lecture - 41**  
**Organizational Behaviour across Culture**

Welcome to the chapter twenty four of the discussion today, which is managing organizational behaviour across cultures. If we remember when we began our journey with organizational behaviour, we came to know about the individual variables the how, what the background the individuals bring into the organization, their abilities, their demographics, their family backgrounds, their personality pattern, their attitudes, their values. All these things they bring into the organization they interact with system in the organization inform of the values, which are like nurtured by the organization and practiced by the organization, its cultures the norms of the organization through they get introduced to it through the process of socialization, and they interact with the group they form a part of the group.

They take on certain roles in the organisation as a result; they become group members, team members. They function within that team, they communicate with the team members, and they either become leaders or followers and contribute to a team work and in between number of individual genes play a role in how they perceive things around them. That is their perceptions, emotions, attitudes, values. All these effects the workplace behaviour along with their group dynamics functions like the cohesiveness of the group the group norms the how decision making gets influenced in the group through the group shift and group thing processes how individuals decide within the organization how they communicate with the organization, along with the all these behaviours happen within a system the framework of the organization and that is nurtured by the organizational design and structure of the organization.

That helps to nurture all these organizational behaviour and as a result, we find some performance of the organization related to its effectiveness and also some outcome, behaviour and part of the individuals either in terms of job satisfaction engagement commitments of the employees or if these things are not adjusting. We also produce some negative behaviours of the employees in terms of the absenteeism and other misbehaviours in the or places these are the things like when you are talking about an

organization of behaviour and how it is what if the behaviour taking place within the establishment as an interaction of the individual with the system of the organization and individual interacting with the groups and individual in a group together with the organization as a system.

Today we are going to focus on like how organizational behaviour gets affected by the context or the culture of the country the place where the organization is located. These are contextual variables which has a tremendous impact on the policies of the organization the practices of the organization the values of the organization they have a either they try to all these contextual factors in terms of the like legal status of the place the and ethical can like considerations or the societal norms or the economic conditions or the political conditions, these try to influence the functioning of a particular organization and the and the like organization also sometimes give feedback and try to affect the all these external systems of a particular country.

The these into action is more true in case of MNC's where they have branches like branches at the differences where they have branches in different countries and they have to get adjusted to the local culture local non local legal practices and political conditions economic conditions. If they have to survive in that environment and the people within the organization have to understand the feel of the local place have to get adjusted to the like norms societal norms, cultural norms of the local place if they have to communicate well with the their customers over their or they have to adjust to the group like are the team members that can be if they are working in diverse groups who are also coming from that local country. So, all these affect the functioning of the organization and affect the effectiveness of the particular organization. So, here in this chapter, we are going to consider how the cultures and the different dimensions of the culture affect the organizational behaviour of a particular organization.

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## Objectives

- To develop an understanding of:
- Conditions affecting multinational operations
- Managing International Workforce
- Productivity and cultural contingencies
- Cross cultural communication

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So, here the objectives of this particular chapter are to understand the conditions effective multinational operations, managing international work force what are the productivity and cultural contingencies and most importantly what is cross cultural communication.

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## Conditions affecting Multinational operations

- Social condition
- The overriding social conditions affecting multinational operations are:
- Poorly developed human resources which limit the ability to employ local labour productively. Needed skills are temporarily imported from other countries and vast training programs begin to prepare local workers.
- Local culture not being familiar with advanced technology or complex organization
- Differences in work ethic of employees across cultures.

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So, other conditions affecting multinational operations, we can classify these conditions and the different headings like social conditions legal and ethical conditions, political conditions and the economic conditions of a particular country the overriding social

conditions which are affecting multinational operations are sometimes like the country in which the organization is functioning it is human resources are poorly developed and it is not up to the mark to deal with the complex technology. So, what has to be done for in that case is there is a lot of expenditure lots of investment involved in educating their own people to come up to that level and if time is not there if there is like certain there is an emergency of time and there is no such time left like first I will educate my people they come up to a full stop and then we move. So, in this case, what is required that the organizations look beyond their own country two countries where skilled people human resources are available to perform the work which is their eternal. What is the strategy taken is like it is an either skilled people are temporarily imported from other states or the task is outsourced, along with the training of home employees to bring them up to the standard world they can perform this work.

So, next is like when local cultures are if this happens when the local cultures are not very familiar with the complex technology or systems. So, in this what we have to face because there will be a mix of people from different countries, different skill level competency and as different countries vary in their what understand by the meaning of work and. So, there could be issues regarding the work ethics of employees from different countries because people what is the meaning of work, whether it is externally oriented whether it is internally oriented. So, this differs across the cultures and in MNC's where there is a mix of employees there could be issues regarding the how to deal with this differencing work ethics next will come to conditions which are like legal and ethical conditions.

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- Legal and Ethical Conditions
- The overriding Legal and Ethical conditions affecting multinational operations are:
- Difference across countries in their legal systems and specially in their relevant employment laws and business practices.
- Difference across countries in the judicial system regarding time for disposition of cases and penalties for seemingly minor offences.
- Differences across countries in local mores, customs and ethical behaviours.
- The treatment of women and other minorities to prohibit workplace discrimination.



So, there some of the overriding legal and ethical conditions are there are differences across countries in their legal system specifically in terms of the leave rule's benefits to be given to the employees like then what are the minimum wages to be given and what are the allowable leaves and whether there are any health benefits. So, not sickness or wellness leave this sort of thing varies across countries and whether it is totally philanthropic in nature or it is guided by rules and regulations. These vary across the country and like equal employment of opportunity is practiced or not whether there is a law regarding that or not, what are the issues lords minimum safety qualities to be maintained or not, all these factors vary across countries and accordingly business practices also vary across countries the importance given to these things by law will guide the business practices and the accordingly business practices will vary across countries. So, if one organization from one country is to survive and do business in another country which has to be very conversant about this law and business practices of the organisation which is prevalent in that particular area.

So, and there are also differences in judicial system regarding the time of disposition of cases and the fines charge and the penalties for like simile minor offences these and what is considered to be a minor offence and what is considered to be a major offence that interpretation differs from country to country and laws regarding it time taken for the disposal of a particular case all these vary from country to country and the MNC's have to adapt to these places. So, there are differences in across countries in local customs,

societal values understanding and ethical conduct. So, again, there are differences also in terms of treatment of human across countries and the minorities and to and whether we do pro what we do to control what placed discrimination whether we have guided by any laws or not. So, whether there is any equal of employment opportunity or not.

So, then what is the view of this particular country When you are taking into consideration issues of bribery what is bribery in a particular country and what is gifted in a particular country, it varies from country to country and how to see that what are the business like generally practiced view of doing business in a particular country. So, these vary according to the social norms issues. So, and the organization has to learn these things if it has to function well in a particular country now as per as ethical conditions are concerned what is ethical or not like if a country practice discrimination, or like if it discrimination against minorities or women are not considered as job discrimination is done based on the gender and women are not treated equally as per men and like. So, in these cases because this becomes ethical issues they whether the MNC will try to follow the local country's customs or will try to follow the dependent countries I think will depend on the power again the power dynamics shared by the state.

The organization is powerful enough and if it is bringing in great changes and times of job situation is considered or in terms of bringing growth in the particular like local country is considered and if it sees like it is practicing some of the unethical practicing something which is defined as unethical or like something which is detrimental towards the concept of like when you talking of sustainability issues in terms of like taking care of the people and the planet and along with the profit. So, here because the MNC brings in changes in terms of economic conditions creating job opportunities and all these factors in the local country, it has yet been own responsibility here over to see over see that no unethical practices are done in the local country as per as discrimination or harm to the environment or to the people or to the business practices are concerned. They can tell like do the organizations where their outsourcing their job to follow the practices which are globally accepted standards of ethical view of doing a particular business and like the practices which will make a business like sustainable business practices.

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- Political Conditions
- The overriding Political conditions affecting multinational operations are:

(a) Instability of the government of the host country spills over onto organizations that wish to establish or expand operations in host country, making them cautious of further investments. This organizational instability leaves workers insecure and causes them to be passive and low in initiative.

(b) Strong nationalistic drive may impel locals to desire to run their country and their organizations by themselves, without interference by foreign nationals- a foreign manager simply may not be welcome.

(c) Organized labour in many nations is not an independent force but is mostly an arm of the authoritarian state. In other nations labour is somewhat independent, but it is socialistic, class-conscious and oriented towards political action more than direct negotiation with organizations. Employers find that the state tends to be involved in collective bargaining and other practices like employee layoffs and employee transfers affecting workers.

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So, there MNC has a major role to play. The political conditions which are affecting multinational operations are like the instability of the particular government of the particular host country may spill over to the organizations which are trying to establish business in that particular country as they may become a spectacle towards like whether to invest further or not because instability in the government may provide hindrances towards the functioning smoothly in that particular organization in that particular country. So, issues regarding like these things like because these instabilities leaves workers insecure and makes them further lower in initiative and passive towards the work

So, if their issues regarding government instability of the host country, it definitely affects the functioning of the MNC's. So, strong like strong nationalistic drive may impel local to decide to run their country and their organization by themselves. They do not want or allow any foreign interference by foreign people and nationals and here what happens a foreign manager may simply not be welcome in these situations because this happens again from either feeling of strong patriotism or feeling of insecurity like our own rights will go in the hands of others, then in some cases this organized labours are not independent in themselves, but in many situations they are guided by strong political forces and they are arm of the authoritarian state. So, they are more class conscious and negotiation and they are more oriented towards political action than direct negotiation with the organization.

So, what is found in this like the state gets involved in the collective bargaining process and other employee lay off other processes and employee transfers which may affect workers because state here plays a major role of a parent. This industrial relation scenario which has got three actors the organization the host the management may be from the different country the particular organization where it gets established the scenario local scenario and the employees of their and then and it is this decision backed by government support and collective bargaining which is backed by them any decisions to be taken has to be backed by the government support because the unions are mostly the part of has a political colouring to it. So, these become crowned for the political parties to show their powers and issues sometimes go out of and which no longer remains at the organizational level and it becomes a political issue. So, these could be concerned and this may stop the production process either due to the demands of the employees or in the MNC's invent, to create pressure by stopping the work and see how things go or they what they do is they may shift their place of work. So, here we find a number of examples regarding where the work process has stopped due to workers protestor like trade union protest regarding the role of contractual workers and pressurizing management, trying to negotiate with them regarding what are the benefits to be given to the contract workers as compared to the permanent workers. Like making some of the like telling the company to absorb some of the temporary workers as permanent workers and issues related to that then the problems of the with the local people as far as the not like in order to that they should be given employment in the organization.

So, these are certain matters which affect the functioning of the organization in a legal and ethical set up and political set up where the political parties majorly back this type of movements of the people let within the organization or of the people in the country where this establishment is situated regarding different aspects of the functioning of the organization the economic conditions are the economic condition affecting the multinational operations are low per capita income.



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- Economic Conditions
- The overriding Economic conditions affecting multinational operations are:
- Low per capita income
- Rapid inflation making the economic life of workers insecure. It encourages them to spend rapidly, not to save for retirement security, develops their dependence on the government which is often incapable of responding and gives rise to social unrest.



Rapid inflation makes the economic life of workers insecure. So, what they do is they try to spend more at present and not to keep their retirement security because they understand like their value of that money will go much less till the time they go to sleep and this develops their dependence on the government which is often incapable of reacting to their demands this gives rise to social unrest. So, the condition of the country where the MNC is functioning these also affects the functioning of the particular MNC and the work behaviour of the people within the organization.

So, when they have access to money they use find a rapid change in their lifestyle, there may be sometimes their addictions increase all these factors because they are. So, much insecure about their future and they understand the money value is going to get less. So, what they try to do is to get as much of like as much of sort of entertainment or positive gratification immediate gratification of needs through like spending very rapidly now without securing for the future and spending rapidly at present makes them more dependent as organized on the government and if the government is not able to respond to these demands what they will try to do like they may create pressures or they there is a pressure from the society on MNC to take care of some of these aspects. So, these all these are functioning as if as related in a circle and one of the issue is definitely connected with the other issues.

So, and MNC has to deal with all these things simultaneously if you are looking only at the economic condition and you are not looking at the political and social or the legal conditions may be you are not able to take the correct decision or correct way of doing business in a particular country. So, when there is a particular issue at hand all the five or four dimensions which could affect that particular thing has to be looked simultaneously and it is interactions with these things in each other have to be taken care of while we decide while MNC decides it is the policies and practices for functioning effectively in a particular country.

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## Individual differences

- Five major dimensions that result in sharpest differences among employees include individualism/collectivism, power distance, uncertainty avoidance, masculinity /femininity and time orientation.

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Next is an important factor for discussion over here, which is again, which may affect organizational behaviour are the individual differences in the work place. So, as we see like if the five major dimensions that results in the sharpest differences among employees include individualism/collectivism, power distance, uncertainty avoidance, masculinity, femininity and time orientation like organizations

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- Cultures that emphasize individualism tend to accent individual rights and freedoms, have very closely knit social networks and place considerable attention on self respect. Collectivism heavily accents the group and values harmony among members. Individual feelings are subordinated to the group's overall good. Face saving (maintaining one's self image in front of others) is highly important in collectivistic cultures.
- Power distance refers to the belief that strong and legitimate decision making rights separate managers and employees in different cultures.
- Uncertainty avoidance is the value for clarity and preference to avoid ambiguity at work in different cultures.

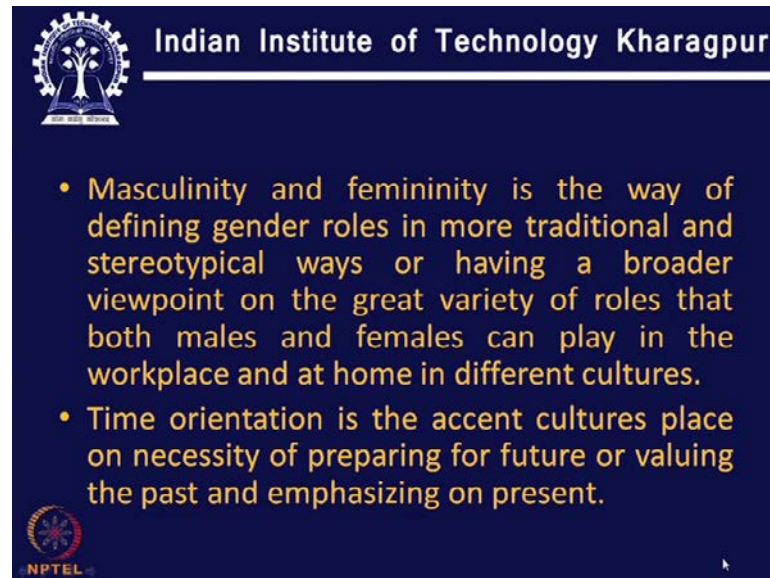


Which are functioning in cultures that emphasizes individualism and this they are tend to access individual rights and freedoms they have a very closely knit social networks and place a considerable attention to self respect. So, in collectivist culture there is more emphasize on the group and group values and it is valued harmony among people individual feelings sometimes subordinate to the group's overall goal. So, face saving that is maintaining one's self image in front of others is highly important in a collectivist culture.

So, again power distance it denotes the legitimate, then it is a belief like the strong and legitimate decision making rights separate managers and employers in different cultures, employees in different cultures in some countries the power distance is very high. In some countries the power distance is very low and they are more or less functioning as team members, but in countries the power distance is high the organizational structure is more that of a like a tall structure because people love to be directed and they love to take orders from others and when it comes to like giving feedback and do like the communication pattern which is encouraged is more of a downward communication and rather than upward communication. So, you have to understand like what the power distance is preferred in a particular country before we design an organizational structure over there.

So, next is when you are talking of uncertainty avoidance uncertainty avoidance is the value of clarity and preference to avoid ambiguity at work place in different cultures, some cultures love ambiguity and some cultures love clarity some are in between we have to know how to function where the next is when you are talking of masculinity and femininity as viewed in a particular organization functioning in a particular country.

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- Masculinity and femininity is the way of defining gender roles in more traditional and stereotypical ways or having a broader viewpoint on the great variety of roles that both males and females can play in the workplace and at home in different cultures.
- Time orientation is the accent cultures place on necessity of preparing for future or valuing the past and emphasizing on present.

Masculinity and femininity. So, is how gender roles gets defined in more traditional and stereotypical ways and or whether it is like the you have a broader prospective regarding the great variety of roles that both males and females can play in the work place and at home in different cultures. So, in some countries it is more masculinity is preferred in terms of aggression than in terms of like less of emotions and appropriate behaviour all these are taken to be good qualities of masculinity in some countries femininity is preferred in terms of softness of behaviour and submissive type of behaviour less of aggressive ways of approaching things and more caring approach these are like feminine like being the worthiest and the role in a more feministic way and. So, that also defines like in define in countries like whether males can play this role and females can play this role that is well defined in some countries and in some cultures an organization have to adjust to it.

Time orientation is again what importance the cultures express present on the whether it is necessity for future or like valuing the past and emphasizing on the presents what is to


be done, what is the orientation that you can understand with interacting with the people that cultures of the place if you communicate with the other people with same organization of the same country you get to know what is their orientation into the time and accordingly you have to adjust to the time orientation otherwise you don't get accepted in their particular country going in the business over there.

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- Individual differences also occur due to the differences in culture on the emphasis it places on using situational cues to develop a complete portrait of a visitor.
- High context cultures tend to emphasize personal relations, place high value on trust, focus on nonverbal cues and accent the need to attend to social needs before business matters.
- Low context cultures tend to rely on written rules and legal documents, conduct business first and value expertise and performance.



So, individual differences also occur due to the difference in the culture on the emphasizes it places on using situational cues to develop a complete portrait of a visitor. So, whether it is alike to feel dependent or feel independent type of personalities preferred and one that depends on the culture you are functioning. So, high context cultures like they tend to emphasize personal relations' place in high value on trust focus on nonverbal cues and accent the need to attend social needs before business matters.

But in low context cultures business is very important and they try to rely on writing rules and legal documents, then conduct the business first and value expertise and performance if these are two different ways of functioning in a particular country and you go want to go once you start the business there. So, without knowing this how this behaves the people behave and what importance do they plays something, whether they prefer more of the like social side you get to know one another socially it try to adjust with that situation and then business can follow and then you can understand the what are increments for the business or we talk about business first and then try to find out like

how what are the backgrounds. So, these countries will vary in these intentions and this affects the functioning of MNC's.

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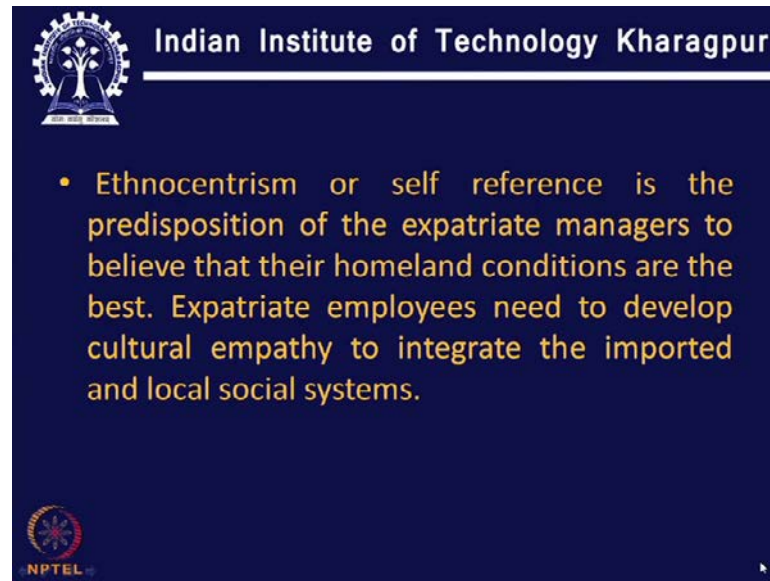
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- In addition to individual differences, parochialism, ethnocentrism, cultural distance and cultural shock can also have an impact on cultural adaptation.
- Parochialism is the predisposition of expatriate managers to see situations around them from their own perspective i.e. the culture of the home country in which the organization is based and not from the perspective of the culture of the host country in which the international operation is spread.

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So, in addition to individual differences, parochialism, ethnocentrism, cultural distance and cultural shock can have an impact on cultural adaptation. So, parochialism is the predisposition of expatriate managers to see situations around them from their own perspective that is based on the culture of the home country in which the organization is based and not from the perspective of the culture of the host country in which international operation is spread. So, parochialism is they try to import their own values into the host country and seek like how it is working over there without considering the need for the people in the host country and the local culture. So, then this is called parochialism.

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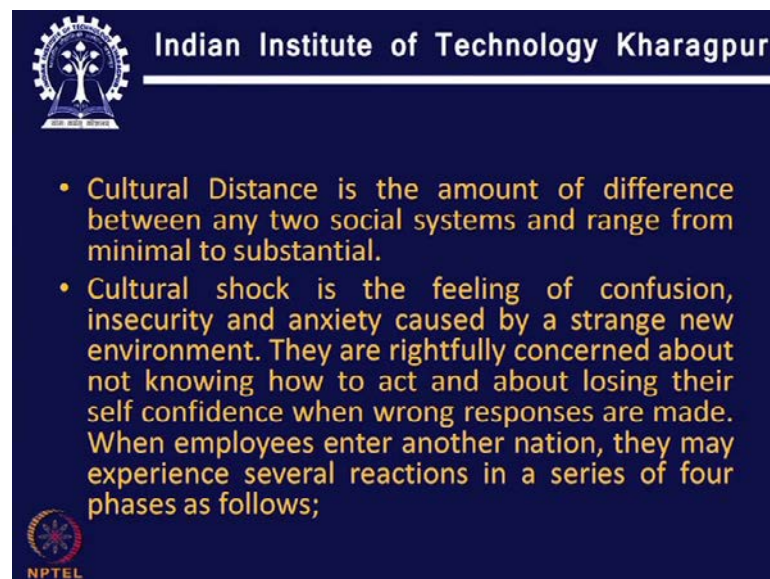


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- Ethnocentrism or self reference is the predisposition of the expatriate managers to believe that their homeland conditions are the best. Expatriate employees need to develop cultural empathy to integrate the imported and local social systems.

Next is when you are talking of ethnocentrism or self reference is the condition where expatriate managers feel like their homeland conditions are the best. So, expatriate employees where the need is to develop cultural empathy to integrate the imported values of the system along with a social system of the local place where the MNC is functioning.

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- Cultural Distance is the amount of difference between any two social systems and range from minimal to substantial.
- Cultural shock is the feeling of confusion, insecurity and anxiety caused by a strange new environment. They are rightfully concerned about not knowing how to act and about losing their self confidence when wrong responses are made. When employees enter another nation, they may experience several reactions in a series of four phases as follows;

The cultural distance is the amount of difference between any two social systems and in the range is from minimum to the substantial amount of cultural distance. So, if there is


too much of a cultural distance, then what happens like the adjustment of the people within the like expatriate when they are travelling from one country to the other it becomes it becomes very difficult because nothing matches no transfer of training can be a learning or practices can happen and everybody has to start to know a fresh new ways of looking at the thing and new ways of practicing and new ways of learning. So, if cultural differences are great, but if it is less than what happens there is less of a cultural distance and people can transfer their training transfer their learning background experiences and they try to get adjusted with the situation quickly.

So, these give whether there is a minimum distance between the two cultures or whether there is much of the substantial distance between the two cultures gives rise to the phenomenon which is called culture shock in culture shock what it is the feeling of confusion insecurity and anxiety caused by a strange new environment. It is totally new to the particular employee. So, they're rightfully concerned with not knowing how to act, how to adjust in particular situations and about losing their self confidence when wrong responses are made. So, the behaviour of the people becomes very clumsy when they are not able to adjust to situations because they are not able to understand what is going by their side and how to accept the cues from the environment how to communicate with them how to give feedback. So, in that gives rise to like lots of anxiety and insecurity in the employees.

So, because sometimes they fear like they may take wrong responses which may criticised by the people over there and may lower their self esteem. So, that creates again a feeling of insecurity in the people. So, what happens when employees enter another nation they may experience several reactions in the series of four phases which are as follows.




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- In the first phase they are often excited and stimulated by the challenge of the new job, home and culture. Each day is filled with new discoveries.
- The positive attitude is soon followed by a second phase of disillusionment as they discover various problems they had not anticipated before.




So, in the first phase, they are very often excited and stimulated by the challenge of the new job home and culture. So, like each day is filled with new discoveries. So, this positive phase, which is often called the honeymoon phase is soon followed by a second phase of disillusionment as they discover various problems they had or had not anticipated before. So, after this honeymoon phase is over after that initial excitement is over then people soon realize like they have like various problems they have come up with various problems and thus they could not anticipate before.

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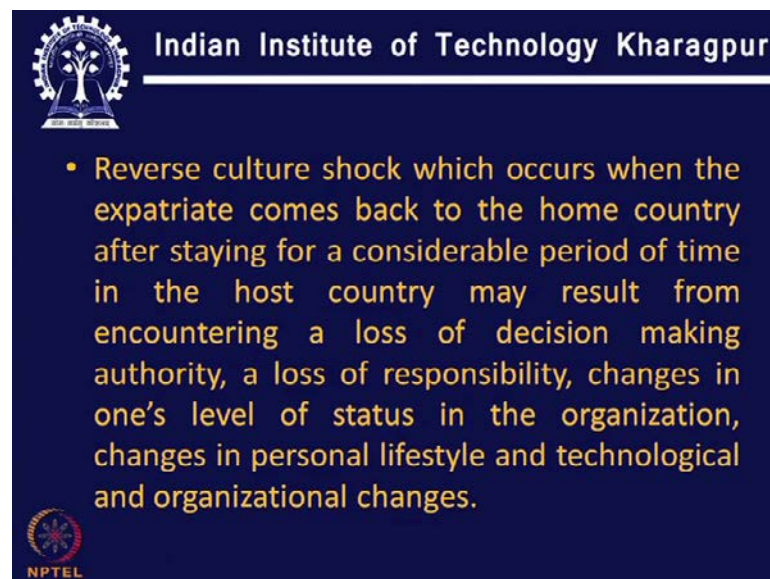
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- In the third and most critical phase they tend to suffer culture shock, which is insecurity and disorientation caused by encountering all parts of a different culture.
- Culture shock may result from encountering different management philosophies, an unfamiliar language, new foods, dress, driving patterns etc, unfamiliar currency system, reduced availability of goods, different attitudes toward work and productivity and separation from friends and work colleagues.



The third phase is where they train to suffer culture shock which is which is the insecurity and disorientation caused by encountering all parts of a different culture. So, culture shock may happen from encountering a different management philosophy and an unfamiliar language can happen from anything from new ways of dressing new foods driving patterns etcetera. So, unfamiliar currency system reduced availability of goods different attitudes towards work were talking terms of work ethics and productivity and separation from friends and work colleagues.

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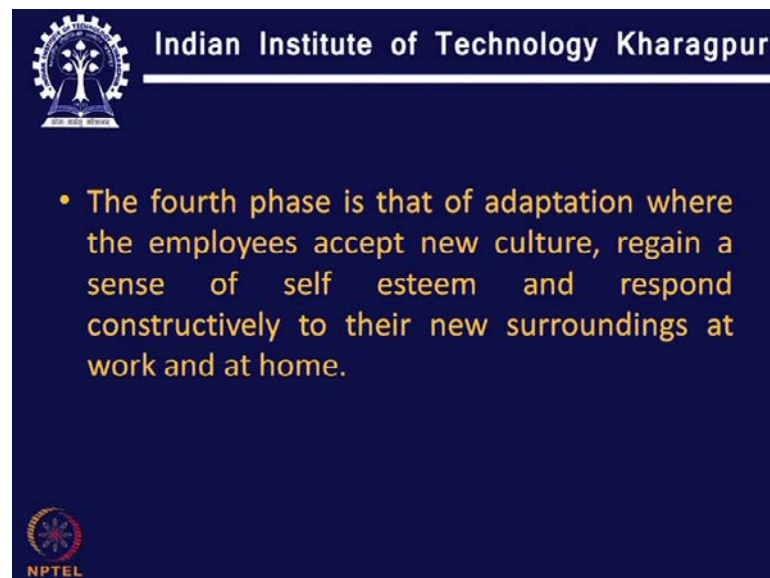
- Reverse culture shock which occurs when the expatriate comes back to the home country after staying for a considerable period of time in the host country may result from encountering a loss of decision making authority, a loss of responsibility, changes in one's level of status in the organization, changes in personal lifestyle and technological and organizational changes.

So, whom they were familiar with, comfortable with all these factors gives rise to our culture shock reverse culture shock is ineffective, which happens like after the culture shock when the employees come to know like they have to adjust to the situation because they try to they have to stay over here they try to learn a new culture and get adapted to it and it is starting assembling in the people after they have stayed in a new culture for a considerable part of the time. So, when the expatriates are made to return to their host like home countries what happens is another like reverse culture shock which expert in which expatriates come back to their home country after staying a considerable part of time in the host country may result from encountering a loss of because they have been away from the their original job situation for a number of years.

So, what happens, they may loss a decision making authority see their colleagues behave in strangely towards them now not accepting them as the part of the group loss of

responsibility. So, changes in one's level of status in the organization he may find like he has to work with the entirely new work group whom he does not know about. So, changes in personal lifestyle which is taking place by the few years that the person has been outside the country and some technological and organizational changes also. So, all these things make him like him adjust back to the original situation very difficult if the organization does not provide any avenues for that adjustment by diminutives reverse culture shock like if you do not have friends who welcome us by back and accept us back in the old group and organization does not have like system chart ready like where I should be placed up after I come back from the host country. So, where do I see myself featured in the organizational chart in all these things and not ready again, it may result in reverse culture shock and it may become like somewhat difficult for the people to adjust to the old situation.

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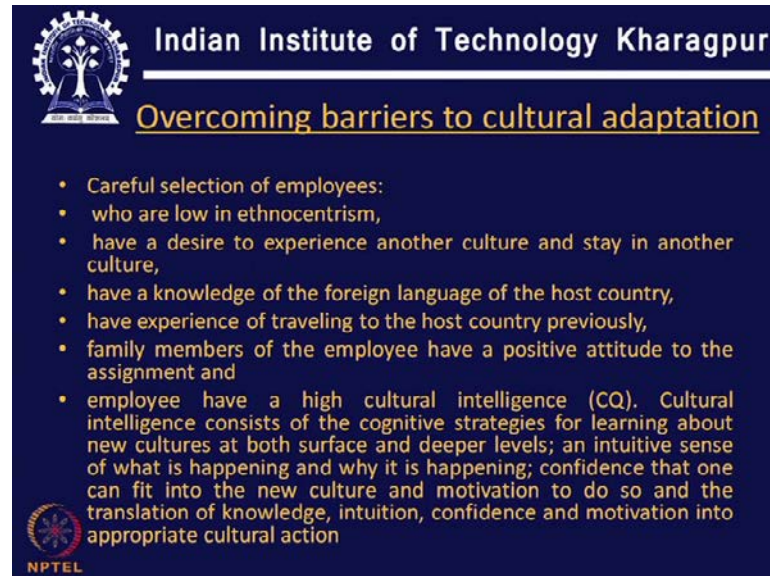
- The fourth phase is that of adaptation where the employees accept new culture, regain a sense of self esteem and respond constructively to their new surroundings at work and at home.

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So, again the fourth phase is over this culture shock or the reverse culture shock is the adaptation where the employees try to accept a new culture regain a sense of self esteem and respond constructively to their new surroundings at work at or at home. So, whether it is a culture shock or a reverse culture shock both were somewhat environment is appears to be new or it is a new situation for the employees and they gradually if they know, like this is where I have to adjust because I have no other option given to me at present I have to adjust and survive in this particular situation. So, they try to adapt

themselves to themselves and they try to accept the new culture and try to assimilate it in themselves.

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**Overcoming barriers to cultural adaptation**

- Careful selection of employees:
- who are low in ethnocentrism,
- have a desire to experience another culture and stay in another culture,
- have a knowledge of the foreign language of the host country,
- have experience of traveling to the host country previously,
- family members of the employee have a positive attitude to the assignment and
- employee have a high cultural intelligence (CQ). Cultural intelligence consists of the cognitive strategies for learning about new cultures at both surface and deeper levels; an intuitive sense of what is happening and why it is happening; confidence that one can fit into the new culture and motivation to do so and the translation of knowledge, intuition, confidence and motivation into appropriate cultural action

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So, what are the overcoming barriers to cultural adaptation are. So, how to overcome it the barriers is through careful selection of employees who are low in ethnocentrism and their flexible openness to acceptably have a desire to experience other cultural stay in another culture. So, have knowledge of a foreign language in the host country. So, next is having experience of travelling to the host country previously. So, family members are supportive and have a positive attitude to this assignment and employee of a high cultural intelligence in the sense cognitive strategies for learning about the new cultures both at the surface level and at the deeper level. So, and sense of intuition of what is happening and what is not happening confidence that one can fit into the new culture and motivating one's self to do and the translation of knowledge intuitional confidence and motivation to appropriate cultural actions. So, personality pattern wise the employee should be flexible enough to get adjusted should have an open mind for learning has should have curiosity. So, that he tries to know their culture and get adjusted to it very quickly.

So, careful selection of the employees and judging the employee from all these aspects, psychological aspects of like being to do like whether open enough when it is curious

enough to learn the power of assimilating or not all these will affect the help the overcoming of the barriers to cultural adaptation.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title "Indian Institute of Technology Kharagpur" is centered at the top. The main content is a bulleted list of five points regarding employee assignments and support for expatriates.

- Compatible assignments of employees within similar sociocultural clusters at the initial stages
- Predeparture training in the local language
- Orientation and support in the new country to get settled there and include assistance with housing, transportation, shopping etc.
- Organizational support is also required in the form of assurance that the expatriates on their return to the homeland will get a better or comparable position in their organization and their foreign experience will be valued.
- Preparation for reentry – a process which is called repatriation and people face reverse culture shock.

The other ways are comfortable assignments of employees within similar socio cultural clusters at the initial stages that will help them to be at the like in sense of padding for cultural shock when you are working with the initially in the initial stages you are working within the similar social, cultural set up getting yourself somewhat tension free over there and gradually proceeding to situations where you are working with this similar socio cultural set up before we go for the local go for the other country it is very necessary to have a training on the local language. So, orientation and support given to the employees to get settled in that new country and help them with the assistance with housing, transportation, shopping, schooling of children, etcetera. Orientation program should focus on these issues and also issues regarding what will be made with the like, how do the dependents have access to their money, how do who pays their bills in the like in the home and like who sends the children to school these could be small issues, but these are very important issues as related to dealing with the stress level of the expatriates are concerned and specifically the family of the expatriates are concerned.

If the person who is the only male member in the home and he goes to a different country who is going to take up those responsibilities of the family that he was doing who like what will be the education of the children where do they go who will pay the

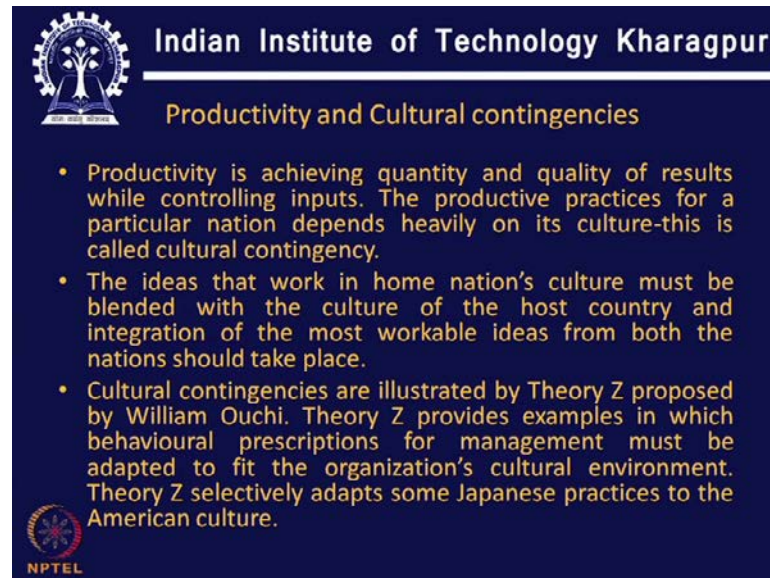
bills and who will how the home rent charges will be paid and all these factors may be a very small issue is, but crucial issues concerned for the who will take care of their dependents if they fall ill. So, these issues come in the mind of the family members and the organization has to take care of these issues. So, organizational support is also required in the sense like the employee have to should have a like assurance given to them like after they come back they will be absorbed in a considerable position in the organization, which gives worth to their easier's of experience they have done outside and. So, they either they get a better comparable position in the organization or we should understand their foreign experiences will be valued.

Now, how do they will adjust with their coworkers who don't have this opportunity to go and have this for an experience and what other instants this expatriates may face from these colleagues when some of them who could be jealous and trying to block the communication between the expatriate and sometimes with whole information do not share or support us which may happen that the status of the expatriate in the organization gets lower. So, this could be important issues of behaviour and misbehaviours in the workplace as far as expatriation is concerned and the organization has to lend a support to it and shows like what it should be done in this type of cases. So, the reentry phase, which is called the bactresion phase the employees face a reverse cultural shock because why this time they have adjusted in the host country started behaving like them their localities and started may be loving their country also staying their place after again themselves if they have to come back that is infatuation like what are the things again like issuing cultures. So, now, So, more they have to learn again some of which of the host country some which some of them may be, it is not transferable over in the parent country in what part they are to like not to share over here in the sense it cannot be practiced in the parent country these again because throughout this year that the person has been there in the host country he has changed as a person his behaviour patterns have changed and he has to start behaving like those peoples. So, that he gets more assimilated into their culture.

Now, when there is the reverse culture shock again here, there is a stage of unlearn learn and refreeze unlearn those things what he has learned with great difficulty during these years and because some of them may look some of those behaviours, patterns may be unrespectable or look odd in the home country and again unlearning those things

relearning some of the home country behaviours and again refreshing it. So, this may become stressful for the expatriates meant the return the process which is called repatriation to their home country and this may result in reverse culture shock.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top, followed by the subtitle 'Productivity and Cultural contingencies'. The main content consists of three bullet points. The NPTEL logo is in the bottom left corner.

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**Productivity and Cultural contingencies**

- Productivity is achieving quantity and quality of results while controlling inputs. The productive practices for a particular nation depends heavily on its culture-this is called cultural contingency.
- The ideas that work in home nation's culture must be blended with the culture of the host country and integration of the most workable ideas from both the nations should take place.
- Cultural contingencies are illustrated by Theory Z proposed by William Ouchi. Theory Z provides examples in which behavioural prescriptions for management must be adapted to fit the organization's cultural environment. Theory Z selectively adapts some Japanese practices to the American culture.

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Productivity and cultural contingencies are also related. So, productivity is achieving quantity and quality of results while control inputs the productive practices for a particular country will depend heavily on it is a culture that is called cultural contingency. So, the idea is that the work in home nation's culture must be blended with the culture of the host country and the integration of the most workable ideas from both the nations should take place. So, cultural contingencies are illustrated in theory Z proposed by William Ouchi. So, theory Z selectively adapts some Japanese practices into the American culture. So, what we have to do may be taking the best from both the cultures and put it in the practices of the business practices of the organization. So, like we cannot benefit from the culture of the local country and, the home country and we can learn the best from both the cultures at proceeding and increase the productivity in a work.

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- Expatriates also need to understand the differences in nonverbal communication across cultures.
- Areas in which orientations to cross cultural communication may differ include contrasts in the relative value placed on
  - time efficiency,
  - thought patterns,
  - values placed on seeing the future,
  - the need for personal space,
  - eye contact,
  - physical appearance,
  - posture,
  - gesture,
  - meaning of silence and
  - legitimacy of touch.



Understanding non verbal communication is very important for expatriates because the meaning of nonverbal communication varies from culture to culture. So, and it may vary from country to country with relative value placed on what is like time efficiency. Importance given of time meaning of time and thought patterns, values present placed on seeing the future the what is the need for personal space and privacy how you make eye contacts what should be your physical appearance what are the postures, what are the gestures and meaning of silence legitimacy of touch these are certain issues non verbal cues which may differ from country to country and the expatriates have to adjust to this learn these ways when non verbal cues while functioning in a particular environment.




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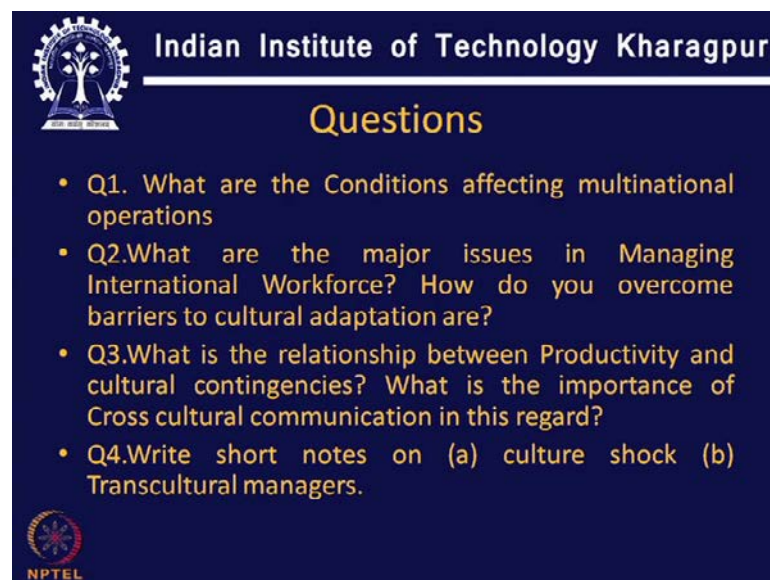
- When considerable attention is given to cultural preparation of expatriate employees, they develop into trans-cultural employees who operate effectively in several cultures as they are
- low in ethnocentrism,
- can communicate in more than one language
- adapt readily to different cultures without major culture shock leading to effective functioning of multinational firms.
- For a firm which is truly multinational in character, its leaders look to the world as an economic and social unit, they recognize each local culture, respect its integrity, acknowledge its benefits and use its differences effectively in their organizations.



So, when cultural considerable attention is given to the cultural preparation of expatriate employees. So, it should be taken into the training should be such that they that they become like Trans-cultural employees. So, the in objective is here that they are low in ethnocentrism, they know how to communicate with different cultures know how to speak may be more than one language know the cultures of two, three different countries, specifically of the local country where is going to be functioning and then is try to imbibe the best from both the cultures and. So, what happens like for a prolong which is truly multicultural and multinational in corrector, it is overall it is leaders looked to the world as an economical, social unit they recognize the local culture, respect the local culture it is people and integrity acknowledge the it is benefit and use it then use the differences may be diversity which is there as a benefit for the organization. So, if cultural differences are there, they try to learn from it the best from that culture try to implement those practices in organizations. If there is a difference in looking in the time prospective and difference in the nonverbal communication different in the ways of thought process, whether you have a concrete way of thinking or whether you have a like abstracting way of thinking of arriving at making decision about problem all these things can be learnt from the other culture and can be implemented the particular organization to while functioning a particular country to improve the business decisions to improve communication with that particular society and culture.

So, that the organization gets accepted getting one's self accustomed to the local culture respecting it. So, that you as the organization gets more accepted in the local culture, local country you try to identify with them, they try to identify with you the distances less the distance between the self of the organization and the self of the employees of a particular country they become less assimilated into each other and try to accept and learn from each other and as a result both progresses that that should be the ultimate ways of behaving for a MNC in a particular country. So, respect the other culture assimilated try to learn from it and function in a way. So, that there is a complete blending of the two cultures and ways of functioning.

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The slide is a dark blue rectangle with white and yellow text. In the top left corner is the IIT Kharagpur logo, a circular emblem with a tree and a gear. To its right, the text 'Indian Institute of Technology Kharagpur' is written in white. Below this, the word 'Questions' is written in yellow. A list of four questions follows, each preceded by a yellow bullet point. In the bottom left corner, there is a small red and white logo for NPTEL.

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### Questions

- Q1. What are the Conditions affecting multinational operations
- Q2. What are the major issues in Managing International Workforce? How do you overcome barriers to cultural adaptation are?
- Q3. What is the relationship between Productivity and cultural contingencies? What is the importance of Cross cultural communication in this regard?
- Q4. Write short notes on (a) culture shock (b) Transcultural managers.

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When now looking for some of the questions which are following this chapter. What are the conditions affecting the multinational operations? What are the major issues in multinational work force management and how do you overcome those barriers to cultural adaptation? What is the relationship between productivity and cultural contingencies? What is the importance of cross cultural communication in this regard? Write short notes on cultural shock and transcultural managers. So, while operating while on a set up multicultural set up. So, you have to become across national individual like respect, having respect both for the home countries culture and the host countries culture know the difference respect the difference, then blend it together do not like it is not trying to impose one's own culture on the others, but try to assimilate from the other culture try to learn from the other culture also and trying the taking the whole like it is a

having a very aspect it should be like local sort of thing that we call having a global outlook, but functioning in the local way. If that is done, then there is an in the organizations MNC's becomes more acceptable in the host country. There is complete blending and organizational effectiveness and personal growth will follow.

Thank you.