CAN CROSS-CULTURAL AWARENESS PROGRAMS HELP TO LEAD? WITH THE HELP OF MIS

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ABSTRACT

Purpose: The purpose of the study is to contribute to the issue of cross-cultural management and the contemporary management of cultural diversity. Furthermore, illustrate how diversity management may lead to a competitive advantage.

Theoretical framework: This part mainly discusses the related theories to lay a solid foundation for the smooth implementation of theories. Besides, these theories will provide theoretical support for cross-cultural awareness.

Design/methodology/approach:The researchers used a descriptive and explanatory strategy to detect cultural distinctions between Indian national and global cultures. The empirical findings are based on a qualitative case study of the Indian and international management of the company. The empirical data came from semi-structured interviews with people interested in cultural diversity and how to handle it collaboratively. Particular emphasis is on four aspects of cross-culture: hierarchy, time, gender equality, and relationships.

Findings: The findings show that a culturally varied workforce enhances competitive advantage when managed appropriately. In addition, individuals from many cultural backgrounds will offer their perspectives, abilities, and concerns.

Research implications:The model of central cross-cultural aspects is identified. Similarly, further studies are also required to ascertain the effectiveness of cross-cultural awareness programs.

Practical implications: The MNCs should include this kind of training in their CCT programs to create team member awareness. It would make the expatriates more aware of the issues they will be facing, will motivate them to learn and acquire the necessary skills, and will familiarize them with By letting them know what to anticipate, you may reduce any potential stress, speed up the transition process, and support the earliest possible development of cross-cultural competency.

Social implications : The social importance of this research is its potential increase in cross cultural awareness and acceptance of differences among cross cultural employees. In addition, it fosters a deep and broad knowledge of and respect for the myriad values and norms of individuals from diverse social groups who work with them.

Originality/value : The study is an original effort to look at four cross-cultural aspects to see how problems in these areas could be alleviated. Understanding the cultural differences within these dimensions can help you better grasp how to manage these differences inside a European multinational firm with Indian operations.

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OS PROGRAMAS DE CONSCIENTIZAÇÃO MULTICULTURAL PODEM AJUDAR A LIDERAR? COM A AJUDA DO MIS

RESUMO
Objetivo: O objetivo do estudo é contribuir para a questão da gestão transcultural e da gestão contemporânea da diversidade cultural. Além disso, ilustrar como a gestão da diversidade pode levar a uma vantagem competitiva.
Estrutura teórica: Esta parte discute principalmente as teorias relacionadas para estabelecer uma base sólida para a implementação sem problemas das teorias. Além disso, estas teorias fornecerão apoio teórico para a conscientização intercultural.
Design/metodologia/abordagem: Os pesquisadores utilizaram uma estratégia descritiva e explicativa para detectar distinções culturais entre as culturas indiana nacional e global. As descobertas empíricas são baseadas em um estudo de caso qualitativo da administração indiana e internacional da empresa. Os dados empíricos vieram de entrevistas semi-estruturadas com pessoas interessadas na diversidade cultural e na forma de lidar com ela de forma colaborativa. Ênfase especial é dada a quatro aspectos da interculturalidade: hierarquia, tempo, igualdade de gênero e relacionamentos.
Constatações: As constatações mostram que uma força de trabalho culturalmente variada aumenta a vantagem competitiva quando gerenciada de forma apropriada. Além disso, indivíduos de muitas origens culturais oferecerão suas perspectivas, habilidades e preocupações.
Implicações da pesquisa: O modelo de aspectos transculturais centrais é identificado. Da mesma forma, são necessários mais estudos para verificar a eficácia dos programas de conscientização transcultural.
Implicações práticas: Os MNCs devem incluir este tipo de treinamento em seus programas CCT para criar a conscientização dos membros da equipe. Isso tornaria os expatriados mais conscientes dos problemas que enfrentarão, os motivaria a aprender e adquirir as habilidades necessárias e os familiarizaria com o que antecipar, podendo reduzir qualquer estresse potencial, acelerar o processo de transição e apoiar o desenvolvimento o mais rápido possível da competência transcultural.
Implicações sociais: A importância social desta pesquisa é seu potencial aumento na conscientização e aceitação das diferenças transculturais entre os funcionários transculturais. Além disso, ela promove um conhecimento profundo e amplo e o respeito pelos inúmeros valores e normas dos indivíduos de diversos grupos sociais que trabalham com eles.
Originalidade/valor: O estudo é um esforço original de analisar quatro aspectos transculturais para ver como os problemas nessas áreas poderiam ser aliviados. A compreensão das diferenças culturais dentro destas dimensões pode ajudá-lo a compreender melhor como administrar estas diferenças dentro de uma empresa multinacional européia com operações indianas.

Palavras-chave: Diversidade cultural, Força de trabalho transcultural, Sistema de informação gerencial, Organizações globais, Cultura indiana, Cultura nacional.

¿PUEDEN LOS PROGRAMAS DE SENSIBILIZACIÓN INTERCULTURAL AYUDAR A LIDERAR? CON LA AYUDA DE MIS

RESUMEN
Propósito: El propósito del estudio es contribuir a la cuestión de la gestión transcultural y la gestión contemporánea de la diversidad cultural. Además, ilustrar cómo la gestión de la diversidad puede conducir a una ventaja competitiva.
Marco teórico: En esta parte se analizan principalmente las teorías relacionadas para sentar una base sólida para la aplicación sin problemas de las teorías. Además, estas teorías proporcionarán un apoyo teórico a la conciencia intercultural.
Diseño/metodología/enfoque: Los investigadores utilizaron una estrategia descriptiva y explicativa para detectar las distinciones culturales entre la cultura nacional india y la global. Los resultados empíricos se basan en un estudio de caso cualitativo de los directivos indios e internacionales de la empresa. Los datos empíricos proceden de entrevistas semiestructuradas con personas interesadas en la diversidad cultural y en cómo gestionarla de forma colaborativa. Se hace especial hincapié en cuatro aspectos del cruce de culturas: la jerarquía, el tiempo, la igualdad de género y las relaciones.
Conclusiones: Los resultados muestran que una plantilla culturalmente variada aumenta la ventaja competitiva cuando se gestiona adecuadamente. Además, los individuos de muchos orígenes culturales ofrecerán sus perspectivas, habilidades y preocupaciones.
Repercusiones de la investigación: Se identifica el modelo de aspectos interculturales centrales. Asimismo, es necesario realizar más estudios para determinar la eficacia de los programas de sensibilización intercultural.

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Implicaciones prácticas:Las EMN deberían incluir este tipo de formación en sus programas de CCT para concienciar a los miembros del equipo. De este modo, los expatriados serán más conscientes de los problemas a los que se enfrentarán, se motivarán para aprender y adquirir las habilidades necesarias, y se familiarizarán con la cultura de la empresa. Al hacerles saber lo que pueden esperar, se puede reducir cualquier posible estrés, acelerar el proceso de transición y apoyar el desarrollo más temprano posible de la competencia intercultural.

Implicaciones sociales : La importancia social de esta investigación es su potencial aumento de la conciencia intercultural y la aceptación de las diferencias entre los empleados interculturales. Además, fomenta un conocimiento profundo y amplio y el respeto por los innumerables valores y normas de los individuos de diversos grupos sociales con los que se trabaja.

Originalidad/valor : El estudio es un esfuerzo original por examinar cuatro aspectos transculturales para ver cómo se pueden paliar los problemas en estas áreas. Entender las diferencias culturales dentro de estas dimensiones puede ayudar a comprender mejor cómo gestionar estas diferencias dentro de una empresa multinacional europea con operaciones en la India.

Palabras clave: Diversidad cultural, Personal intercultural, Sistema de información de gestión, Organizaciones globales, Cultura india, Cultura nacional.

INTRODUCTION

Globalization has increased cross-cultural communication, diminishing the importance of cultural understanding among managers and other professionals today (Birukou, Blanzieri, Giorgini, & Giunchiliga, 2013; Tahirkheli, 2022). Because there is no universally accepted definition of culture, defining it may be challenging. Scholars have attempted to define culture, which has been defined in various ways. We'll provide you with various expert definitions to help you better understand the notion of culture. Early definitions of culture were provided by Mead (2002, pp. 17-19), who described them as "all customary behaviours performed by a group of people that are passed through generations" in the late 1930s. Culture, according to Hofstede (2001, pp. 1-2), is defined as a mental program that determines the identity of a group. According to Belkaoui (2002: 9), the management information system is a collection of human and capital resources in an organization responsible for generating and disseminating information relevant to internal decision-making.

Cross-cultural management is the most effective organizational strategy, particularly in industries such as manufacturing, where employees require training to increase their understanding of their co-workers. Only via appropriate training programs can one have a thorough understanding of diverse ethnic communities. Individuals working in a foreign cultural setting encounter a variety of challenges, including differences in communication methods, attitudes toward conflict, approaches to job completion, decision-making processes, and approaches to knowledge.

Furthermore, the fact that the corporate sector is growing more global does not always mean that cultural inequalities are reducing as a result. Business success and profitability in international markets will be heavily influenced by the effectiveness of multinational corporate

leadership (Adler, 2002), but according to the findings of a three-year study conducted by Gregersen, Morrison, and Black, 85 percent of Fortune 500 companies in the United States believe they lack an adequate number of global leaders to sustain their multinational operations (1998). The culture of a country has a major influence on the behavior of companies as well as the conduct of individuals within those organizations. Prior research has suggested that a number of cross-cultural variables, such as the divide between collectivism and individualism described by Hofstede (1997) may have an impact on organizational effectiveness.

It was the purpose of this article to argue and illustrate how diversity management may lead to a competitive advantage. Cultural diversity management has a direct impact on six aspects of corporate performance, which are as follows: cost, human resource attractiveness (including retention), marketing success (including innovation), creativity (including invention), problem-solving quality, and organizational flexibility. The next section contains suggestions for improving an organization's ability to deal with this variety. Cox and S. Blake are co-authors of this paper (1991). According to scholars that study cross-cultural management, companies can manage cultural diversity in a variety of different ways. Although there does not appear to be widespread unanimity, it appears that businesses must embrace an open-minded mentality and modify their procedures. When dealing with a diverse group of individuals, the corporate culture must be tailored to enable them to carry out their responsibilities as successfully and efficiently as feasible. Kundu (2001) explores the many differentiation strategies that managers use to differentiate themselves from their competitors. They have the choice of ignoring, minimizing, or exerting control over disparities in the labour force. If managers adopt an oblivious attitude, they feel that their method of doing things is the best and that diversity has no impact on the company's performance or bottom line.

To be cross culturally aware has been defined as the ability to make effective use of one's communication and cognitive talents (Hammer et al., 1978), interpersonal capacities (Kealey, 1989), psychological and sociocultural adjustment (Kealey, 1989), and psychological and sociocultural adjustment (Hammer, Gudykunst & Wiseman, 1978). (Hammer, Gudykunst, & Wiseman, 1978). Ward and Searle (1990) and Ward and Searle (1991) are two authors that have written about this topic. It is connected with the development of cultural sensitivity and communication abilities, as well as with the development of patience and flexibility (Cui and Van Den Berg, 1991). This is a vague term that covers the capacity to keep a good attitude while assimilating into a new social network and comprehending the underlying logic of a foreign environment. It is also known as cross-cultural awareness. The education of expatriate

business leaders has shown to be a particularly effective method of demonstrating the benefits of cross-cultural knowledge.

Cultural learning theory

According to (Pacheco, 2020), Culture learning is a theory of cross-cultural adaptation that seeks to conceptualize the challenges sojourners often experience when learning to navigate their daily functioning in novel and unfamiliar cultural environments are defined by (Masgoret & Ward, 2006; Van der Zee & Van Oudenhoven, 2017). Although conceptualized initially as an extension of culture shock (Furnham & Bochner, 1986)

Cultural Models Theory

The cultural model theory is one of the most influential theories in cognitive anthropology today, according to Chen (2017). A cognitive view of the knowledge that is stored in cognitive models is also provided in this given topic. The description of cognitive models is based on the assumption that many people have roughly the same basic knowledge about many things" (Xu, 2003). However, cognitive models are not universal because they rely on cultural models for specific domains. (F. Ungerer&H.-J. Schmid, 2008) says, "People who are part of a social group or subgroup "have similar cognitive models," commonly termed as "cultural models."

The two sides of the same coin are cognitive models and cultural models. On the other hand, "although the cultural model stresses the unifying feature of being collectively shared by many people, the cognitive model emphasises the psychological structure of these cognitive entities and allows for inter-individual differences. While cognitive models are associated with cognitive linguistics and psycholinguistics, cultural models are associated with sociolinguistics and anthropological linguistics. Typically, researchers are aware of both aspects of their study " (F. Ungerer&H.-J. Schmid, 2008)

Social construction theory

This "knowledge is concerned with the examination of the social creation of reality," according to Berger and Luckmann (1966, p. 15). People's understanding of life experiences is the foundation of social construction theory. People do assume what they believe life is or should be. People build their own social and cultural worlds, as said by Berger and Luckmann (1966). They contend that social interactions preserve basic knowledge or common sense.

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Berger and Luckmann (1991), say, discourse is the most crucial tool for preserving, altering, and reassembling sensory perceptions.

1.   To reduce the chances of making bad decisions and increase the chances of making more understanding.

2.   To raise awareness.

3.   To provide education about cultures.

4.   To study whether the MIS helps lead an awareness program

STATEMENT OF THE PROBLEM

Retaining and promoting a strong understanding of Indian, national, and international cultures is vital. Cross-cultural communication issues typically result from confusion brought on by erroneous interpretation, undervaluation, and misinterpretation of messages from various perspectives due to cultural differences between the sender and receiver of messages. Cultural differences cause miscommunication, adversely affecting the efficiency of information encoding, transmitting, receiving, and decryption.

LITERATURE REVIEW

A cross-cultural awareness program, according to B. Fredericks (2008), has been regarded as a means of increasing awareness of, as well as an understanding of, Aboriginal and Torres Strait Islander people to enhance service delivery and treatment for these individuals. It includes the stories of numerous Aboriginal women and emphasizes the importance of moving beyond cross-cultural awareness training to include anti-racism training in educational programs. To overcome systemic inequalities, marginalization, and disempowerment, Aboriginal and Torres Strait Islander peoples must also get anti-racism training and challenge white race privilege. Managing a culturally diverse workforce effectively gives a competitive advantage because employees from different cultures bring various perspectives, talents, and concerns that must be considered. Individuals must realize their full potential in a prejudice-free workplace to be considered effective workforce managers (Torres & Bruxelles, 1992). Organizational culture, according to Flynn & Chatman (2001), is a form of social control that can impact employees' attitudes and behaviour through the values and beliefs that are adopted within the company. According to Colquit (2011), culture is part of the organization. Knowledge regards rules, ethics, values, and norms that shape the attitudes and employees' behavior. A critical component of creating an advantage is linking job opportunities to the organization's goals (Farren & Nelson, 1999). In order to successfully deal with cultural

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diversity, a company must create an environment in which workers respect one another, feel included, and are able to maximize their abilities and potential (Lockwood, 2005). Effective diversity management stimulates creativity, which is essential for business growth and the preservation of a competitive edge in a global marketplace. According to scholars that study cross-cultural management, companies can manage cultural diversity in a variety of different ways. Although there does not appear to be widespread unanimity, it appears that businesses must embrace an open-minded mentality and modify their procedures. When dealing with a diverse group of individuals, the corporate culture must be tailored to enable them to carry out their responsibilities as successfully and efficiently as feasible.

Kundu (2001) explores the many differentiation strategies that managers use to differentiate themselves from their competitors. They have the choice of ignoring, minimizing, or exerting control over disparities in the labor force. If managers adopt an oblivious attitude, they feel that their method of doing things is the best and that diversity has no impact on the company's performance or bottom line. Managers who advocate simplicity understand the need of variety but see it as a burden rather than a benefit. Managers employ this strategy to compel employees to adopt a homogeneous culture or to adhere to the prevalent culture of the company. Finally, a strategy is presented in which management deals with differences, understanding that variety may have both positive and bad consequences for an organization. Management students are trained to identify and adapt to cultural diversity in order to optimize profit margins. Additionally, cross-cultural training may be utilized to bridge the gap in job opportunities between cultures. Employers could consider providing training to their workers in order to help them develop a better knowledge of various cultures, therefore reducing bias and discrimination and enabling them to work more successfully with people from a variety of backgrounds (Farren & Nelson, 1999). There are two primary forms of training that have the potential to have a substantial influence on how diversity is managed: leadership training and management training. Firstly, there is a collaborative training environment where individuals from different backgrounds join together to learn and perfect a specific skill (Kundu, 2001). Managers and workers who often interact with people from a variety of cultural backgrounds should take advantage of the other type of training. Practical, real-world training may be used by organizations to teach staff how to deal with a range of scenarios that may arise as a result of diversity (Kundu, 2001). When it comes to educating employees on cross-cultural diversity, there are various approaches that may be used. Environmental briefings, introductions to foreign cultures, language training, and field experience are all available to employees (Kundu, 2001).

Many benefits may be gained from having a culturally varied workforce, and businesses may find themselves with a competitive advantage when done effectively. Businesses must develop long-term plans rather than short-term ones to maintain a competitive advantage in the marketplace. Management must play a critical role in removing barriers associated with diversity for the workforce to perform at its most incredible capability. The assignment should be viewed as an opportunity to maximize the excellent impact of the company, and it should be applied to all of the organization's business activities. A (Kundu, 2001). When it comes to managing individuals from diverse cultural backgrounds, there is no one-size-fits-all method, and one management style may not be appropriate for all sorts of labour forces (Newman & Nollen, 1996; Rodrigues, C, 1997; Morden, T, 1999; Hofstede, Hofstede & Minkov, 2010). Managers must be well-versed in how other countries' cultures differ regarding values, attitudes, and actions. In response to cultural diversity, a range of management approaches are required (Newman & Nollen, 1996). Figure 1 brings the model of central cross-cultural aspects.

Figure1: Model of central cross-cultural aspects
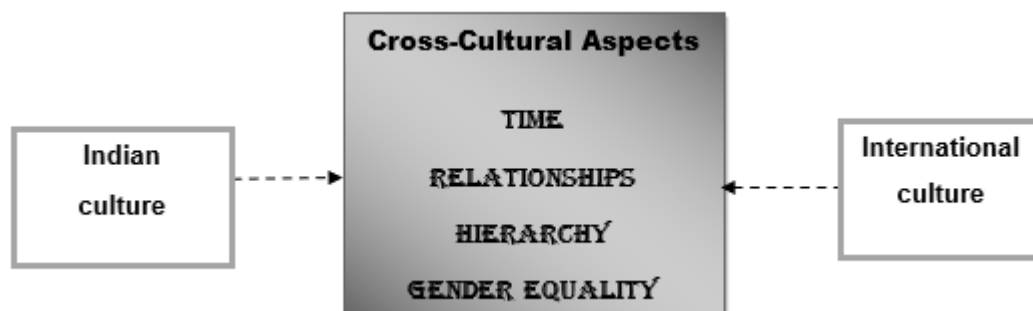
TIME

When working in a foreign country, it is essential to understand how different cultures approach to time. When it comes to arranging activities inside a firm, it is essential to determine if time is considered flexible or whether it must be carefully adhered to. People's attitudes about time are intricately tied to their cultural backgrounds, which are also linked to strategies, planning, and teamwork in many instances. It is possible to rely on business meetings and deadlines as a guideline rather than as a necessity (Trompenaars, 1993, p. 112). Europe's cultural tradition views time as a sequential resource that must be used up quickly. Because of this, people tend to concentrate on the amount of time they spend, the amount of time they squander, and the amount of time they lose trying to get more done. As time is commonly referred to as money in European culture, it is worth noting that Scheduling and deadlines are essential, and they must be strictly adhered to. Time management must be smart. It is essential

in European countries to be on time. This is especially true in the corporate world, where people must report to work and leave on time, and being late is considered impolite (Porter, 2015). While India is an asynchronous culture, a European corporation operating in India must take this into consideration. This is especially true when a European company works in India. Time management in India is something that must be understood and attempted to be adapted (Gesteland & Gesteland, 2010, p. 29). When it comes to time, it is considered flexible and may be used as a guide. While punctuality, being on time, and meeting deadlines are highly valued in Europe, in India, they are not so much. Table 1 presents the time management.

Table 1. Time management.

TIME	SA	A	N	DA	SDA
Do you believe that Indians and Europeans have a different perceptions of time?	12 20.0%	19 31.7%	13 21.7%	8 13.3%	8 13.3%
Europeans frequently consider it impolite when individuals arrive late for meetings, but Indians do not. What steps are taken to deal with this?	13 21.7%	8 13.3%	26 43.3%	6 10.0%	7 11.7%
Due to the divergent perspectives on time, have you encountered any difficulties when Europeans and Indians collaborate? For instance, while collaborating in groups	15 25.0%	18 30.0%	12 20.0%	9 15.0%	6 10.0%
Have you ever missed a deadline or been late for work, and how has this impacted your job?	12 20.0%	21 35.0%	15 25.0%	6 10.0%	6 10.0%
How are time perception discrepancies a concern in your everyday business? And how are you going to bring it about?	12 20.0%	21 35.0%	15 25.0%	6 10.0%	6 10.0%

19 (31.7%) agree that Indian and European value time in different ways. 26 (43.3 %) neutrally believe that Europeans often consider it impolite when people are late to meetings, whereas Indians do not. 18 (30%) agree that there have been challenges when Europeans and Indians collaborate because of their divergent perspectives on time. 21 (35.0%) agree that they have missed deadlines or been late for work and how this has affected their employment. 21 (35.0%) agree that time perception disparities are a concern in your daily business.

RELATIONSHIPS

The cultural dimensions of collectivism and individualism defined by Hofstede are utilized to comprehend the interactions between the two distinct civilizations. A comparison of cultural characteristics across nations may be made using a scale ranging from 0 to 100, with 0

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being the least significant. India has an intermediate individualism score of 48; it is both collectivistic and individualistic (Hofstede, n.d). On the other hand, corporate culture is very collectivistic, with people acting in the group's best interest rather than their own. The process of hiring and promoting is dependent on connections, which is critical for the majority of things in a collectivist society. European connections are loose, and it is assumed that each individual will look for himself. Individuals want personal recognition, are perceived as self-sufficient and like to operate independently. Individualistic societies are characterized by task orientation, and commercial interactions are founded on self-interest. In contrast to the European business culture, India's commercial connections are based on shared personal interests, they like to operate in groups, and they seek incentives for the organizations to which they belong. In Europe, the convention is that everyone should be treated equally, but in India, treating people differently is natural, ethical, and part of regular commercial activity. In Europe, individuals form loosely linked groupings, but in India, they form smaller, more closely knit communities (Hofstede, n.d). In India, people easily deal with divergent ideals and standards, but in Europe, it is desirable to treat everyone consistently. When conducting business in a collective culture such as India, trust must be built between the parties prior to conducting commerce. Personal relationships take precedence over the company and their job responsibilities; therefore, relationships must be developed first. In an individualistic civilization such as Europe, the reverse is true; organization and tasks take precedence over relationships (Hofstede, n.d). Table 2 presents the personal relationships.

Table 2. Personal relationships.

RELATIONSHIPS	SA	A	N	DA	SDA
Indians tend to value relationships higher than skills, has this affected their way of working within the organization?	10 16.7%	23 38.3%	11 18.3%	6 10.0%	10 16.7%
Working together as a group is highly valued in India: Have you experienced any problems in the cooperation between Indians and European because of the different views on working in groups?	12 20.0%	27 45.0%	9 15.0%	6 10.0%	6 10.0%
European people often feel the need of being seen and rewarded for their work as individuals while Indians seeks rewards for the group they belong to. Is this something that can be a problem in the relationship between the two cultures?	18 30.0%	9 15.0%	18 30.0%	9 15.0%	6 10.0%

23 (38.3%) agree that Indians place a bigger priority on connections than on skills. Working together as a group is highly valued in India, according to 27 (45.0 %). eighteen (30.0 percent) Neutrally Agree that Europeans typically feel the need to be recognized and rewarded for their individual achievements, but Indians want benefits for the group to which they belong.

HIERARCHY

The power structure of organizations varies according to country culture. The emphasis is on norms and values, which determine how much authority top management may gain and how much gap between top management and subordinates is acceptable in society (Purohit & Simmers, 2006). In India, there is a strong hierarchy in which top management choices are accepted, both in society and in companies (Hofstede, n.d). Organizations with a large power gap will have a centralized structure with uneven rights for employees and top management. Employees anticipate that management will coordinate and regulate their various responsibilities. Employees anticipate bosses making all decisions and have little faith in delegation of responsibility (Hofstede, n.d). Employee-manager relationships are highly appreciated because they foster trust and loyalty. Europeans have a lower power distance, implying that they are more autonomous, hierarchy exists solely as a structural form, and all individuals benefit from equality (Hofstede, n.d). The leadership style is more coaching in nature, and management's role is to facilitate workers' work while also empowering them. The power structure is decentralized, and supervisors are treated similarly to regular employees. Typically, organizations have a flat structure with a fluid division of authority between managers and subordinates (Hofstede, n.d). Control is despised, and there is an informal atmosphere at work. Table 3 presents hierarchy.

Table 3. Hierarquy

Hierarchy	SA	A	N	DA	SDA
What is the structure of your company? Do you have the same structure throughout your company?	18 30.0%	12 20.0%	21 35.0%	6 10.0%	3 5.0%
Do you believe there is a hierarchical difference between India and Europe? If that's the case, what are the differences?	15 25.0%	19 31.7%	16 26.7%	7 11.7%	3 5.0%
Is it permissible for employees to act on their own initiative, or must the superior make the final decision?	13 21.7%	7 11.7%	28 46.7%	6 10.0%	6 10.0%
Would an employee agree with a superior management who declares something that the employee knows is incorrect, or would he or she correct the manager? Do you believe	13 21.7%	25 41.7%	10 16.7%	9 15.0%	3 5.0%

that an Indian would react differently than a European?					
Have you observed any disparities in how Europeans and Indians view their manager relationships?	10 16.7%	25 41.7%	13 21.7%	9 15.0%	3 5.0%
Have there been any issues with cooperation between Indians and Europeans as a result of their differing approaches to their managers?	13 21.7%	25 41.7%	12 20.0%	7 11.7%	3 5.0%
Is it fine to make a choice without consulting management if it means that employees will be able to do their jobs more efficiently?	10 16.7%	28 46.7%	3 5.0%	10 16.7%	9 15.0%
Do Indians and Europeans have different perspectives on bypassing a manager's delegations, in your opinion?	10 16.7%	28 46.7%	9 15.0%	7 11.7%	6 10.0%

21 (35.0%) Neutrally agree that they have the same structure in the entire organization. 19 (31.7%) agree that there is a difference in the hierarchy in Indian and Europe. 28 (46.7%) neutrally agree that employees are allowed to take their own initiatives. 25 (41.7%) agree that If a superior manager declares something that the team member knows is wrong. They will correct the manager's decision. 25 (41.7%) agree that there are differences in that European and Indians perceive their relationships with the manager. 25 (41.7%) agree that there have been any problems in the cooperation between Indians and European. 28(46.7%) agrees that accepted to make a decision without approval from management. 28(46.7%) agrees that Indians and European have different views on bypassing delegations of a manager.

GENDER EQUALITY

Hofstede's (n.d.) cultural dimension masculinity and femininity was employed to explore gender equality between India and Europe. India is a predominantly masculine society, with high scores in both masculinity and femininity. The roles of men and women are universally acknowledged, and society is propelled by accomplishments, competitiveness, and success. People have a great tolerance for the unexpected and are very adaptable to change (Hofstede, n.d). Equal rights in Europe means that the workplace must be a balanced environment that includes everyone. The low masculinity and femininity score in Europe makes it a feminine society. The European culture is controlled, and it is considered impolite to elevate oneself above others. In contrast to a feminine culture that values strong relationships and wants to avoid conflicts, a male culture is competitive and conflict-oriented (Hofstede, n.d). In Indian society, gender discrimination is a problem. Women have been pushed to a second-class status in both the home and the workplace due to social conventions. Women typically marry young,

have children, and are then obligated to care for the home. In India, only 54 percent of women are literate, compared to 76 percent of men (Foundation for Sustainable Development, n.d.). As a result, establishing security and independence for women in India is tough. Europeans live in a society where gender equality is fairly robust. There is still a pay gap between men and women, as well as a lower ratio of women in senior positions. Table 4 presents the gender equality.

Table 4. Gender equality.

Gender equality	SA	A	N	DA	SDA
Men and women have equal opportunities for promotion	21 35.0%	13 21.7%	16 26.7%	7 11.7%	3 5.0%
Have you experienced any problems regarding differences in gender equality between India and European?]	16 26.7%	15 25.0%	16 26.7%	10 16.7%	3 5.0%
Men and women who do the same job (who are employed in the same position) get paid equally	21 35.0%	12 20.0%	18 30.0%	6 10.0%	3 5.0%

21 (35.0%) Strongly agree that Men and women have equal opportunities for promotion. 16 (26.7%) Strongly and neutrally agree that they experienced any problems regarding differences in gender equality between India and European. 21 (35.0%) Strongly agree that Men and women who do the same job (who are employed in the same position) get paid equally.

FINAL CONSIDERATIONS

The study looked at four cross-cultural aspects to see how problems in these areas could be alleviated. Understanding the cultural differences within these dimensions can help you better grasp how to manage these differences inside a European multinational firm with Indian operations. "How can a multinational European corporation operating in India lessen the cultural difference among a cross-cultural workforce?" was the research question.

While national culture is a component of organizational culture, its effect on organizational culture does not have to be viewed negatively. The above discussion demonstrates the critical nature of efficiently managing a culturally diverse staff. The research indicates that a solid corporate culture appears to be beneficial in bridging the cultural divide. Additionally, the relationship between employees and corporate values and beliefs appears significant. As this study demonstrates, it can contribute to an organization's lack of a significant cultural divide among its personnel. We propose that European managers become acquainted with diverse cultural values and learn to favour one cultural norm over another to

narrow the cultural divide. Managers must be comprehensively aware of cultural variety to choose which cultural norm to use. We may conclude from our empirical findings that a culturally varied workforce enhances competitive advantage when managed appropriately. Individuals from many cultural backgrounds will offer their perspectives, abilities, and concerns. Allowing for official and informal discussions between workers requires considering the time and conditions. Multinational businesses must hold physical meetings in secure locations that allow employees to feel at ease and collaborate effectively. A proposal for managers of businesses growing internationally is to provide cross-cultural training to help bridge the divide between personnel from diverse cultural backgrounds. Although the case company in this study does not give cross-cultural training to its employees, the authors believe that this is an efficient approach to educate employees with knowledge about cultural differences. Employees will develop a better understanding of their co-workers' conventions and beliefs, resulting in a decrease in prejudice and discrimination within a culturally diverse workforce. Cross-cultural training facilitates adaptability to business culture and other employees, increasing productivity. Project place is an organization that hires workers based on their personalities. We recommend cross-cultural training for all businesses operating in India and Europe, but particularly for those who hire based on capabilities, as the link between company principles and workers will be less evident. To successfully manage their diverse workforce, European managers must develop a more excellent knowledge of varied cultural characteristics, time, relationships, hierarchy, and gender equality.

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