

# CROSS CULTURAL MANAGEMENT AND ITS TACTICS WITH SPECIAL REFERENCE TO COGNIZANT TECHNOLOGIES LIMITED

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## ABSTRACT

The increasing of global significance of Indian markets, multi-national corporations (MNCs) are keen to do business in our country. However, cross-cultural issues can be barriers in managing human resources (HR) in international businesses. The purpose of this paper is to understand how an organization is successfully do business in India, with special reference to cross-cultural issues and strategies. Multinationals from emerging countries are climbing up the global performance ladder successfully and at a very fast pace. This paper fills the gap in the literature by presenting the cultural adaptation of an Indian multinational in its developed country subsidiaries through a case study of cognizant. The strategies used by them and finally the performance perception as viewed by the top level managerial board.

Keywords - Cross-cultural communication, Organization culture, Negotiation.

## INTRODUCTION

India is counted as a developing country. Indian economy is greatly influenced by foreign business. With the rapid growth of globalization and foreign trade, most of the MNC's and IT in India are exposed to new challenges every day. The multicultural workforce is a common scenario which consists of people with different value system, priority and belief which reflect in their decision-making system. Changing culture is not possible, as one grows with it but dealing tactfully with multi-diverse workforce can bring greater success to the manager. It is not true

always that if an organization is operating with cross-cultural workforce will always create a fuzz but it improves the problem-solving skill of the manager as well as it donates some cultural knowledge to the coworkers. It provides a better scope of communication in spite of language barriers. At the same time, cross-cultural management faces many difficulties as different persons have different mindset and belief which is a result of their cultural upbringing. Success comes to that management who sensitively handle the issues of cultural difference and show respect to all cultures irrespective of his/her own culture. Cultural differences reflect in language, attitude, norms, values, belief etc. Culture forms a psychological framework of a person which ultimately becomes the root cause of their behavior in the workplace.

The doctrine that several different cultures rather than one national culture can coexist peacefully and equitably in a single country. It is the acceptance or promotion of multiple ethnic cultures, for practical reasons and/or for the sake of diversity and applied to the demographic make-up of a specific place, usually at the organizational level. As more and more companies have started recruiting people irrespective of their race, religion, gender and nationality, they are bound to face some of the common problems associated with Multicultural Workforce. At one level the term means the appreciation, acceptance or promotion of multiple cultures, applied to the demographic make-up of a specific place, usually at the organizational level, For e.g. schools, businesses, neighborhoods, cities or nations. In this sense Cross

Cultural approximates to respect for diversity. The term may also describe people who have more than one culture in them, people who grew up with more than one cultural identity, also sometimes called bicultural.

In a political context the term has come to mean the advocacy of extending equitable status to distinct ethnic and religious groups without promoting any specific ethnic, religious, and/or cultural community values as central. Cross Cultural as cultural mosaic is often contrasted with the concepts assimilationism and social integration and has been described as a salad bowl rather than a melting pot.

Cross Cultural is a term often used to describe societies with a proliferation of different cultures. Around the world wealthy countries have large numbers of immigrants with their own cultures and languages. This multicultural reality has caused problems in some nations, but also has led to cultural exchanges that have benefited both groups.

The term multicultural can also be used to refer to localities in cities where people of different cultures co-exist. The actions of planners and those engaged in formulating public housing policy can result in some areas remaining monoculture, often due to pressure groups active in the local political arena. Workplace diversity refers to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change. Diversity will increase significantly in the coming years. Successful organizations recognize the need for immediate action and are ready and willing

to spend resources on managing diversity in the workplace now.

In a global marketplace, a company that employs a diverse workforce both men and women, people of many generations, people from ethnically and racially diverse backgrounds etc. is better able to understand the demographics of the marketplace it serves and is thus better equipped to thrive in that marketplace than a company that has a more limited range of employee demographics.

An additional corollary suggests that a company that supports the diversity of its workforce can also improve employee satisfaction, productivity, and retention. If a workforce is diverse, but the employer takes little or no advantage of that breadth of that experience, then it cannot monetize whatever benefits background diversity might offer.

### **LITERATURE REVIEW**

The rise of Asian multinationals is a more recent phenomena which has attracted less research (Sim and Pandian, 2003; Sim, 2006; Aulakh, 2007) and even more so in case of Indian multinationals (Bruton and Lau, 2008; Nigam and Su, 2011). It has been emphasized that the little existing research has not been able to provide enough explanations for the ECMs (Sim and Pandian, 2003). According to Fischer et al (2004), "the tensions between Indian and Western managerial values have been emphasized by the normative Indian literature that has developed distinctive managerial values and ethics from roots deep in Indian culture". The internationalization of Indian multinationals provide scope, size and opportunities to expand, exploit advantages and grow, and presents challenges of working in a culturally different environment (Bjorkman and Lervik, 2007). Little research that is available from the point of view of ECMs has been done on selected subjects like the

increasing importance of multinationals from developing countries (Nigam and Su, 2010; Aykut and Goldstein, 2007), on their choice of entry modes (Cui and Jiang, 2010), strategies used by them (Bonaglia et al, 2007; Buckley et al, 2007), internationalization paths (Chitoor and Ray, 2007), etc. However, we found that most studies are lacking in empirical evidence. Latest empirical research is required to keep updated with the latest happenings and roles, to understand the implementation and cultural adaptation (Bjorkman and Lervik, 2007) of ECMs in developed countries.

### **OBJECTIVES**

1. To Find out the role and impact of cross cultural communication in cognizant.
2. To Study the strategies of maintaining the cross workforce the cognizant.
3. To Evaluate the Performance of employees in this organization.

### **METHODOLOGY**

In present study followed the narrative literature review methods for evaluating the role and importance of cross cultural communication in building the capability of organization.

### **CROSS CULTURAL IN INDIA**

Multicultural concerns have long informed India's history and traditions, constitution and political arrangements. Much of the writings on Indian history, culture and politics are marked by some kind of multicultural concern. Multi-ethnic country in terms of religion, language, community, caste and tribe has survived as a state in conditions of underdevelopment, mass poverty, illiteracy and extreme regional disparities. Placed in relation to the failures of many less diverse and plural post-colonial and socialist states, India's record of relative political unity and

stability seems remarkable indeed. It is argued that at the heart of the resolution of many ethnic conflicts in India lies a set of multicultural state policies. The Indian Constitution as the source of these policies can be said to be a basic multicultural document, in the sense of providing for political and institutional measures for the recognition and accommodation of the country's diversity.

The culture of India has been shaped by its long history, unique geography and diverse demography. India's languages, religions, dance, music, architecture and customs differ from place to place within the country, but nevertheless possess a commonality. The culture of India is an amalgamation of these diverse sub-cultures spread all over the Indian subcontinent and traditions that are several millennia old.

The term Cross Cultural is not much used in India, except in the recent times by the left-liberals and the communists. The term diversity within the Indian culture is the term which is used by the Indians more often.

Religiously, the Orthodox Hindus form the majority, followed by the Muslims. The actual statistics are: Hindu (80.5%), Muslim (13.4%, including both Shia and Sunni), Christian (2.3%), Sikh (2.1%), Buddhist, Bahá'í, Ahmadi, Jain, Jew and Parsi populations.[60] Linguistically, the two main language families in India are Indo-Aryan (a branch of Indo-European) and Dravidian. India officially follows a three-language policy. Hindi is the federal official language, English has the federal status of associate/subsidiary official language and each state has its own state official language (in the Hindi sprachraum, this reduces to bilingualism). The Republic of India's state boundaries are largely drawn based on linguistic groups; this decision led to the preservation and continuation of local ethno-linguistic sub-cultures, except for the Hindi sprachraum which is itself



divided into many states. Thus, most states differ from one another in language, culture, cuisine, clothing, literary style, architecture, music and festivities.

### COGNIZANT AND DIVERSITY

Cognizant Technology Solutions Corporation, incorporated on April 6, 1988, is a professional services company.

The Company operates through four segments: Financial Services, Healthcare, Manufacturing/Retail/Logistics, and Other. The Company's services include consulting and technology services and outsourcing services. Its consulting and technology services include business, process, operations and technology consulting, application development and systems integrations, application testing, enterprise information management and software solutions and related services. Its outsourcing services include application maintenance, IT infrastructure services and business process services. The Company deploys a range of commercial and delivery models, including managed services, fixed bid, output and outcome based pricing and platforms to address the various needs of its customers.

The Company provides assistance with strategy consulting, business and operations consulting, technology strategy and change management, and program management consulting. The Company offers a range of application design, application development and systems integration services. Its application testing practice offers a suite of services in testing, consulting and engineering. Its business-aligned services in the areas of system and integration testing, package testing, user acceptance, automation, performance testing and test data management address its customers' quality needs.

The Company develops, licenses, implements and supports third-party software products for the

healthcare industry, including solutions for health insurance plans, third party benefit administrators (TPAs), and healthcare providers. It provides IT Infrastructure management outsourcing services. Its IT Infrastructure services include data center, infrastructure security, network and convergence, end user computing services and mobility. Its industry-specific solutions include clinical data management, pharmacovigilance, equity research support, commercial operations and order management.

Culture matters and the most effective business leaders know when it's right. The millions of dollars invested in a company's digital journey is money wasted if the workforce isn't onboard. Culture still eats strategy for breakfast.

1. That's why it isn't enough to cross fingers and hope people adapt to the radical shifts in how work gets done. The fast-changing and quick-moving pace of business today demands an activist approach to shaping the culture. Companies that intentionally focus on culture realize greater success, both revenue-wise and in terms of building out their digital initiatives.

2. For business leaders who've never paid much attention to their work culture, let alone try to steer it in a new direction, this can be a daunting task, fraught with dead-ends, cul de sacs, roundabouts and detours. In partnership with Cognizant Digital Strategies Organization Change Management (OCM) group, they have charted the elements of culture that matter most in the digital age.

### CHALLENGES OF DIVERSITY IN WORKPLACE

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

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

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

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

**Culture** - Culture refers to the cumulative deposit of knowledge, experience, beliefs, values, attitudes, meanings, hierarchies, religion, notions of time, roles, spatial relations, concepts of the universe, and material objects and possessions acquired by a group of people in the course of generations through individual and group striving.

-Culture is communication, communication is culture.

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

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

**Cross Cultural** - The doctrine that several different cultures (rather than one national culture) can coexist peacefully and equitably in a single country. It is the acceptance or promotion of multiple ethnic cultures, for practical reasons and/or for the sake of diversity

and applied to the demographic make-up of a specific place, usually at the organizational level.

## COGNIZANT - CROSS CULTURAL APPROACHES

### **Trust is a crucial for effective team**

If employees are worked on a team, they have to trust others to ensure the job is done and team members who are dedicated and committed to the welfare of the entire group. Trust in any situation is difficult to create and even harder to sustain. However, if employees in multicultural team, it is particularly challenging for several reasons. In the cognizant communication styles vary from one culture to another. While a universal employee messaging system may help, this is not the end-all solution in most cases. There are other factors that the cross cultural management team has to keep in mind. Because of these different beliefs and styles of communication, many multicultural teams are prone to friction. The good news is, there are ways to minimize this friction and ensure any team is successful.

### **Know Each Team Member**

The management or even the team leader, took the time to get to know team members regularly in cognizant. They are look upon their story and journey. Management encouraging them to use the skills and knowledge they have to help the group. They didn't ignore the specialized skill of workforce. Individuals with unique skills are beneficial to everyone in the company. It avoids the feeling of unappreciated of employees.

### **Steps to Retain a Culturally Diverse Staff**

The management was not feel proudly and misunderstood. As a result, employees having loyal to this organization. However, if the management provides opportunities for the individual to receive recognition for their multicultural skills, or even recognize them, they can avoid this outcome. The management took some time to give the individual that lets the employees feel appreciated and intellectually stimulated.

### **Create a Structure for Success**

The absolute best way to ensure a successful team is to create conditions that set the members up for this. For multicultural teams, this means ensuring they had a compelling and clear direction. Members of the team need access to resources and information to complete the tasks given efficiently. If a structure isn't established right away, chaos may ensue. When everyone understands the structure, productivity and success are going to follow.

### **Maintain the Teams Cultural Differences**

Getting to know the team members is important. However, it is also essential to take some time to get to know any other differences present. This includes different languages, as well as fault lines. Also, get to know how possible miscommunication and misconception is. A great way to counteract miscommunication is by implementing employee self-service software. With this, team members can easily know what is going on with each person. The software can manage several aspects of the team, including scheduled time off, questions with the work being done, and more.

### **Create Clear Norms and Maintain Them**

In cognizant they had multicultural team, also have several different work styles in play. As a result, it is up to the team leader to establish norms. Once created, everyone needs to stick with these established

standards, regardless of what their personal default is. It is not a good idea to impose a style, but take into consideration what works best for the entire team. Implementing practices from other cultures are often useful.

### **Work to Build Personal Bonds**

A great way to ease potential disagreements or conflict is to establish personal connections. While deep personal friendships may be impossible, there are methods to use that can foster individual connections and rapport. They took some time to encourage these personal relationships, which was gone to help the entire team in the long run.

### **Address Conflict Immediately**

Regardless of the team or members, conflict is inevitable. This is even truer with a multicultural team. If tension does come up, make sure to address it right away. This can help ensure a small, manageable conflict doesn't turn into something that's impossible to manage. Any leader needs to understand various cultural perspectives. When they do this, they can serve as a cultural bridge to minimize the effects of conflict.

### **FINDINGS :**

Findings reveal that MNCs wanting to do business in India need to have a long-term business focus, a well-defined expatriate policy and deep pockets to experience growth and payoffs on investments. In order to be successful, they need to understand India culturally and geographically, build trusting relationships. Attrition and retention being the major challenges in organization, compensation alone is not enough to attract and retain talent. Understanding Indian psyche and offering individuals a unique value proposition such as challenging roles and professional growth is imperative for creating an attractive employer brand in order to win the war for talent. The findings give fresh insights into the whole issues of



cognizant management involving cross-cultural and HR issues.

### **RECOMMENDATIONS:**

Recommended steps that have been proven successful in organizations are:

**Assessment of diversity in the workplace** – This Company can make assessing and evaluating their diversity process an integral part of their management system. A customizable employee satisfaction survey can accomplish this assessment for company efficiently and conveniently. It can help management team determine which challenges and obstacles to diversity are present in workplace and which policies need to be added or eliminated. Reassessment can then determine the success of diversity in the workplace plan implementation.

#### **Development of diversity in the workplace plan**

- Choosing a survey provider that provides Comprehensive reporting is a key decision. That report will be the beginning structure of diversity in the workplace plan. The plan must be comprehensive, attainable and measurable. An organization must decide what changes need to be made and a timeline for that change to be attained.

#### **Implementation of diversity in the workplace plan**

- The personal commitment of executive and Managerial teams is a must. Leaders and managers within organizations must incorporate diversity Policies into every aspect of the organizations function and purpose. Attitudes toward diversity Originate at the top and filter downward. Management cooperation and participation is required to create a culture conducive to the success of organizations plan.

#### **Ward off change resistance with inclusion.** -

Involve every employee possible in formulating and executing diversity initiatives in your workplace.

#### **Foster an attitude of openness in organization.**

- Encourage employees to express their ideas and opinions and attribute a sense of equal value to all.

#### **Promote diversity in leadership positions.**

- This practice provides visibility and realizes the benefits of diversity in the workplace.

#### **Utilize diversity training.**

- Use it as a tool to shape diversity policy.

### **CONCLUSION:**

Launching a customizable employee satisfaction survey that provides comprehensive reporting. - Use the results to build and implement successful multicultural climate in the workplace policies. As the economy becomes increasingly global, our workforce becomes increasingly diverse. Organizational success and competitiveness will depend on the ability to manage diversity in the Workplace effectively. Evaluating organizations diversity policies and plan for the future, starting today.

In an effective capacity development process this organization looks for common goal in order to meet the interest of all the stack holders. Thinking, information sharing, and other methods are used to ensure that the lines of communication and action between the two are more stockholders may remain open. Thus, the cross-cultural communication, showing reverence for cultural differences is a violation of rapport, denying ways that all people are alike.

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