A STUDY ON CROSS CULTURAL PRACTICES OF SELECTED MNC'S TOWARDS IT SECTOR IN BANGALORE

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Abstract:

Globalization is plays a magnificent role for multinational culture practices in India, especially in Bangalore the impact of cross culture is playing a pre dominant role. Bangalore is considered as a small silicon valley in India, so many Multi National Corporation started in Bangalore as well as so many people those who want work in IT field living here only. Today Bangalore city is a multi culture city because people are coming from various parts of India, and various part of world. The reasons for changing culture to the MNC culture only because in MNC they could not follow the Indian culture, so at the time they need to follow other culture. For changing this culture MNC's are giving certain training programme to their employees to adopt and accept the various culture practices in selected MNC'S especially in IT companies.

Key Words: Changing Culture, MNC, cultural practices, Globalization

Introduction

For successful entry and continuous growth in a foreign market, effective communication with the unfamiliar partner and adaptation to his culture is important. Globalization requires cross-cultural literacy and successful management of diversity. Though not much empirical evidence is available on the impact of cross-cultural literacy on the cost of doing business in foreign markets, it is fair to assume that cross-cultural literacy reduces the total costs of operating in foreign markets.

Multinational companies with worldwide subsidiaries need to recognize the impact of socio-cultural values on local organizational behavior to be able to successfully transfer the know-how to various local units.

Since early-1990s, a growing number of MNCs have been attracted to India and many more are planning to enter India. This research work seeks to analyze the experience of multinational companies in India, with a particular emphasis on the socio-cultural aspects of human resource management. The main purpose is to help expatriates in understanding the complex socio-cultural aspects of Indian work culture and management practices and improving their effectiveness.

Globalization plays a key role for multinationals to realize efficiencies and competitiveness. For multinationals, this process helps realizing efficiency by achieving specialization of individual units as well as providing significant interchange among units **(Fan et al. 2012).** The momentum development of globalization is more recently experiencing a new paradigm shift in the flow of multinationals from developing countries to other developing as well as developed countries **(Nigam, Roli and Su, Zhan; 2010).**

Cross-cultural management is a phenomena having greater impact in global business practice. With ever-increasing scope of globalization, managers need to live with more than one culture. The new economic policy of Government of India 1991 paved way for liberalization, privatization and globalization of Indian businesses. The substantial increase in the quantum of Foreign Direct Investment (FDI) in many of the business field is further incentive to boost global business in a more cross-cultural environment in the country.

Due to its concentration on outsourced and offshore software and Information Technology (IT) enabled services, the Indian IT industry developed to a large level; its' operation extends across different cultures, i.e. regional, national, trans-national and global. So, strengthening the human force with more domestic and global

Business skills and knowledge in a cross-cultural environment is one among the emerging needs of the fast developing economy the broad field of the study is strategic human resource management and the specific area is cross-cultural management in a multinational companies working environment. Cross-cultural management is a process of transferring modern management knowledge to a cross-cultural environment. However, cultural research has already been taken, until recently most of these studies have been based on western management philosophies and theories **(Hofstede, 1980)**. Most of the cultural studies associated with western management were concerned with cultural differences encountered in non-western markets. India is one among the non-western markets for which the researcher wants to conduct a cross-cultural study for the MNCs operating in India.

While working in a cross-cultural environment, the important barriers identified by many researchers are cultural differences, assumptions, language, mistrust, different styles etc. This study emphasizes on national

cultural values and adaption of different cultural values without losing traditional/national culture in a cross-cultural environment. There is very limited empirical research in the area of cross-cultural management in India. Hence, the strategic human resource management will gain importance in a cross-cultural organizational environment. With a view to assess the cultural influence in organizational behavior pattern of software engineers in MNCs environment, the **important research questions raised** are,

1. Whether Indian software engineers are losing or retaining their cultural identity in a MNCs' working environment?

2. Do the Indian software engineers having cultural influence in their behavioral pattern?

3. Are the Indian software engineers interested to adapt bicultural/multi-cultural behavior on their expatriate assignment?

4. Whether the Indian software engineers are able to gain their knowledge management without losing or compromising their cultural values?

5. Is there any implication in the study on strategic human resource management?

Different Concepts of Culture

Culture is the sum total of ideas, beliefs, values, material cultural equipments and nonmaterial aspects that man makes as a member of society **(E.B.Taylor, 1980).** No one knows how the culture got rooted through, but, people some time, started damaging the same within no time. They, often, misunderstand traditional culture with cross-cultural management practice. Work-life is a part of life but not life as a whole.

One involves in work-life by virtue of one's own education, knowledge and experience. But life is severely tied with our own cultures and customary laws, taught by our predecessors and expected be followed by our future generations. As certain practices are antique by nature, which encompass validity of our traditional culture in which most of our community men, say, national or regional started sailing along with the culture.

Though the meaning of culture is improperly understood by many, they used to feel comfort and convenience being with the fellow community men. People working in the organizations is very few per cent, the remainders are major portion in which follower of the traditional culture is at a larger level.

Cultural Values and Beliefs

According to Hofstede (1980), values of employees vary across culture; employees from different countries want different things from work. The differences shall be of individual based performance matrices, desire to autonomy, merit-based hiring, and nepotistic hiring etc. There are also debates and arguments in deciding the cultural values on conceptual framework.

Kitayama (2002) rejected the search for culture in values on conceptual grounds, arguing that culture is to us like water is to fish- an aspect of the environment that enables and structures our behavior without us being aware of it.

Cohen (2007) also witnessed that fact by declared that cross-cultural analysis should be grounded in peoples' actual social behavior, rather than in the abstract values that people used to talk about themselves.

There has always been a coexistence of beliefs in India. Virtually all religious and cultural traditions incorporate some notion of high powers which motivates good deeds such as prosocial behavior (**Johnson and Kruger, 2004).**

Tripathi (1990) categorized some myriad factors, which are, level of professional education, family's exposure to organizational work, peer leadership, organization expectation of universalism, participation in decision making, support from boss, team work and control. There are strong evidences by the researchers that cultural values and religious and other belief systems are tied with one another

Cultural Influence across Borders

The present Indian culture is not only the unified system of our ancient and modern Indian culture, but also the synthesis of western and eastern culture. During 1960s, management researchers have shown interest in the concept of culture because it was believed that culture has an influence on managerial behavior and performance **(Sekaran 1983).**

Many social scientists tried their understanding through theories and empirical studies to explain the relationship between culture and management. As it is the era of globalization and exchange of human skills and knowledge are getting advanced across the countries, the complexity of the understanding the cultural influence is again bewildering one.

Doktor et al. (1991), The heightened pace of global integration, brought about by technological and economical forces, suggests that managers will increasingly have to deal with counterparts from cultures quite unlike their own. It is believed that those managers who are able to tackle these cultural issues appropriately will derive substantial competitive advantages.

A competition by groups or individuals over incompatible goals, scarce resources, or the resources of power needed to acquire them. This competition is also determined by individuals" perceptions of goals, resources, and power and such perceptions may differ greatly among individuals. One determinant of perception is culture, the socially inherited, shared and learned ways of living possessed by individuals in virtue of their membership in social groups. **(Tagreed Issa Kawar, 2012)**

The Concept of Bi-culture and Multi-culture

Bicultural are individuals who identify strongly with two cultures. The globalization process witnessed a steadily growing concept of individuals with bicultural or multicultural behavior. From the multinational and trans-national organizational point of view, the companies may encourage those employees with rewards and awards for adjusting cultural norms. But, there are aggressive oppositions from the

anthropologists and sociologists point of view that compromising or losing one's cultural identity is a serious damage to the society.

Bicultural individuals organize their cultural identities in different ways. Some represent their cultural identities as integrated or interconnected, whereas others represent the two as divided or separated (**Benet-Martinez, Leu, Lee, & Morris, 2002**).

Miramontez et.al (2008) that the degree to which individual integrates two cultural identities has implications for cognition and behavior.

Integrated heritage and host culture identities foster self-perceived similarity to members of those cultures in personality. It was also advocated that more integrated bicultural identities are associated with more culturally diverse friendship networks (**Mok, Morris, Benet-Martinez, & KarakitapogluAygun, 2007).**

The Impact of Culture and Knowledge Management

Management of knowledge itself it is a crucial task in the present society. Once, the scientific temper was detained due to stringent culture and good old custodial practice, where the growth of knowledge was restrained to a regional level with retrospective effects. But the present society is being witnessed with neo-culture' by continuous inventions, innovations and creativity in all spheres of human life.

Hence the present society is in great demand of managing the knowledge, which must be suitable to the betterment and existence of the society. Culture brings knowledge to the society which means culture is a process of creating new ideas by reviewing the past experiences of our good old customs. This process is also molding the society

with perfect understanding to an invisible bondage, which in turn, paves way for better understanding and adaptability of social, political and other economic obligations.

Cross Culture

An employee who is transferred to a location in another country can experience cross culture. The employee must learn the language and culture of those around him, and vice-versa. This can be more difficult if this person is acting in a managerial capacity; someone in this position who cannot effectively communicate with or understand their employees' actions can lose their credibility. In an ever-expanding global economy, cross culture and adaptability will continue to be important factors in the business world. (Investopedia, 2014)**.** The term "cross-cultural" emerged in the social sciences in the 1930s, largely as a result of the Cross-cultural Survey undertaken by George Peter Murdock, a Yale anthropologist. Initially referring to comparative studies based on statistical compilations of cultural data, the term gradually acquired a secondary sense of cultural interactivity. The comparative sense is implied in phrases such as "a cross-cultural perspective," "cross-cultural differences," "a cross-cultural study of..." and so forth, while the interactive signification may be found in works like Attitudes and Adjustment in Cross-Cultural Contact:

Recent Studies of Foreign Students, a 1956 issue of The Journal of Social Issues. Usage of "cross-cultural" was for many decades restricted mainly to the social sciences.

Among the more prominent examples are the International Association for Cross-Cultural Psychology (IACCP) established in 1972 "to further the study of the role of cultural factors in shaping human behaviour," and its associated Journal of Cross-Cultural Psychology, which aims to provide an interdisciplinary discussion of the effects of cultural differences. (Wikipedia, 2014)

Cross-Cultural Management

Cross-cultural management refers to a system that is designed in such a way that trains the people in the global business for the variations in culture, practices and preferences of people around the globe. As time lapses, the need for cross-cultural management increases due to the diversity in culture, practices and preferences which is significantly increasing, so it should be able to bridge the communication gaps for every culture.

Cross-culture management techniques help managers cope up with the challenges and opportunities of managing employees in such a culturally diverse organizational environment. Globalization has leaded the managers to be more sensitive towards the culture of the Global workforce. Cross-culture management techniques hinge on an understanding of the values and beliefs of employees from different cultural backgrounds. Cross-culture management also focuses on the cultural dimensions that characterize different societies, such as an emphasis on collectivism versus individualism. The companies which have more sensitivity towards cultural differences in a cross-cultural environment make better decisions. Managers attuned to cross-culture management techniques enable smoother workplace-relationships.

Cross-Cultural Issues in Management

Geert Hofstede is a sociologist who studied employees working in a multi-national corporation. He described four ways that can help in analyzing and understanding other cultures as follows

1) **Power distance:** is the extent to which a culture accepts that power in organizations is distributed unequally. High power distance equates with steep organizational hierarchies, with more autocratic leadership and less employee participation in decision-making.

2) **Uncertainty avoidance:** is the degree to which members of a society feel uncomfortable with risk and uncertainty. High uncertainty avoidance (Japan, Argentina, and France) will be reflected in the high priority placed on rituals, routines, and procedures in organizations and society in general. Countries with low uncertainty avoidance (Denmark, UK, India, US) tend to emphasize flexibility and informality rather than bureaucracy

3) **Individualism:** is the extent to which people are supposed to take care of themselves and be emotionally independent from others.

4) **Masculinity:** is the value attributed to achievement, assertiveness, and material success (Japan, Mexico, Germany, UK) as opposed to the stereotypical feminine values of relationships, modesty, caring, and the quality of life (Sweden, Netherlands, Denmark),

Cross-Cultural Management Concepts

Cross-cultural management is examining human behaviour within organizations from an international perspective.

Cross-cultural management describes organizational behaviour within countries and cultures; compares organizational behaviour across countries and cultures; and seeks to understand how to improve the interaction of co–workers, managers, executives, clients, suppliers, and alliance partners from around the world.

Thus here, we can experience that in present day's scenario where people employed in multinational companies (MNCs) are from various cultures and each and every employee is different in his attitudes, practices, behaviour and values. Thus it becomes very difficult for a manager to manage his subordinates who are diverse in their culture. There emerges need to understand and gain knowledge on different cultures. It helps employees to know each other's' cultures and languages. This helps, inturn, in keeping the employees integrated in the organization so that they cooperate with each other in attaining the goals of the organization.

Cross-cultural management focuses on reducing the cross-cultural differences and barriers and creating cross-cultural awareness in order to have better communication and cooperation at the workplace. It is the toughest job of a cross-cultural manager to keep his employees involved in the tasks by keeping their differences aside. This will not only help in retaining the employees but also to stay in the organization for a longer period of time. Hence, it is very necessary to recognize the business culture, management values and methodologies across the globe. Every country follows a different way of management style and it becomes difficult for an international manager to manage various cultures.

Various countries work culture

Indian Work Culture:

The business culture of India is a reflection of the various norms and standards followed by its people. Indians have various cultural yardsticks, which extend to their business culture too. Thus, it is important that a person visiting the country has an idea of the business culture of India. Thus, it is important that a person visiting the country has some basic idea regarding the business ethics and customs followed here. Having a good grasp on Indian business culture will ensure that you succeed in maintaining a well-earned affinity with your business counterparts. If you are unsure of how to deal with an Indian when it comes to business, we are here to simplify the task. Read on to know about the things that are to be strictly adhered to, while forming any kind of business associations with Indians. The 'namaste' forms an important part of Indian etiquette and is generally used while greeting and saying good-bye. This gesture is akin to the

act of genuflection in some countries and is formed by pressing the palms of both hands together (fingers up). The folded hands are placed below the chin and accompanied with a bow. However, educated Indian men and women, who are acquainted with western customs, prefer shaking hands. Moreover, whileto mark respect, you may also suffix 'ji' to the name of a person.

- A sound knowledge of India's cultural practices and business etiquettes is necessary for any trade or business venture within the country. A proper understanding of culture and business etiquette would not only demonstrate a respect for India but will also create a feel good factor amongst the prospective clients.

- In India guests are treated with utmost respect and courtesy. International travelers can expect to enjoy the Indian hospitality. At the same time culturally and as a mark of politeness, Indians have difficulty in saying no, this could be a stumbling block in negotiations and in closing contracts.

- The notion of time, time management, punctuality is still an anathema in India. It is more to do with the mindset and ingrained in the Indian culture. It would not be surprising if meetings are postponed, re scheduled, cancelled or organized at a very short notice.

- The proficiency over the English language for the average middle class is commendable. Official communication-letter faxes, emails are generally received without any hitch, but it would be prudent to cross check if the transmission has reached the receiver.

- Bureaucratic hurdles and a laidback approach to work in the government circles could result in delays in processing, overload of paperwork and a general lack of confidence in the system. Therefore, immense patience is very much necessary for any business transaction in India.

- In India, Companies follow the hierarchical system and decision making is usually from the top to bottom. It could at times be time consuming, International companies show respect to this.

Work Culture in U.S.

In the United States, the work environment is professional and causal as well. Don't be surprised if you see people bring their pets to work! The work culture and dress code in U.S. is different. People prefer to dress casually (unless the company policy states otherwise), work schedules are flexible and overall the work atmosphere is informal.

Office Environment

The office environment is informal, and there is no apparent hierarchy between managers and their subordinates. Employees are treated as equals and independent views are welcomed. American work culture involves a lot of meetings. These meetings need not deal with big decisions, but are more like discussions, and are centered on analyzing, planning and reviewing of a project. Opinions and ideas are shared and objections are made. Water, aerated drinks, tea, coffee and vending machines are available at all offices.

Working hours:

- Working hours are flexible as far as IT companies are concerned. Normal office timings go from 9 AM to 5 PM.

- If you are a contractor, then you do need to maintain a minimum of 8 hours per day or 40 hours per week. Results matter more than anything; you must be able to deliver the result.

- Contractors and temporary employees may have to fill up weekly time sheets, which are signed by their Manager.

- Few IT companies allow telecommuting where an employee can work from home, as and when required.

- Americans are very time conscious. They believe in the principles of time-management. They come to office early and leave on time. You will rarely find them working late hours, or on weekends. They plan their weekends ahead of time and value their privacy.

- Meetings are an integral part of corporate work culture in America. People tend to schedule lot of meetings to discuss and plan a variety of things. Meetings are usually started exactly on time. If the meeting request says 9 AM, it is sharply 9 AM.

- This may not be generalized, but for the most part people tend to allot around 30 min for their lunchtime. Typically, people go out for a quick lunch, or bring in their lunch box from home. Some of them prefer to eat at desk to save lunchtime and do parallel work or do something else.

- It is very common for people in US to eat at desk. People tend to eat at desk to save time, catch up on work, and leave early. Unless you are on a team lunch meeting, people tend to eat quick in 30 to 45 min. Sometimes, if there isa meeting scheduled during lunch hour, people eat lunch in meetings, they would just put in meeting request, lunch meeting or bring in your lunch unless the company is ordering. If there is cafeteria or lunch room at work, people tend to go to them and eat there or buy lunch and come back to your desk.

American Behavior

- Generally, Americans are very polite, friendly and helpful, but have less tolerance for people who interfere in their private lives.

- They value their leisure time, health and hygiene.

- You may find it difficult to discuss everything with an American friend, at least, when you are getting to know each other.

- Exercising is important, and they usually go for aerobics, swimming, tennis or a jog a few times during the week.

- Don't be surprised if strangers greet you. Be polite and greet them back.

Challenges Faced by Indians Working with Americans.

India has become the offshore outsourcing capital of the world. In the current wave of global economic change, location in India of information technology, business process or other value chain activities or services is not an option any more, but a strategic reality. Cultural differences between Indians and your employees can significantly add costs to your Indian engagement and create a negative impact on your benefits.

The importance of differences in national and organizational cultures in offshore IT development initiatives is often underestimated. Many companies have ventured into India without recognizing the criticality of these differences for creating unified and effective cross-cultural teams of its IT professionals. However, without a proper understanding, intercultural differences between team members based in India and the United States and other parts of the world can lead to numerous areas of difficulty, frustration and reduced productivity.

Developing global cultural competency is one of the most challenging aspects of working globally. Managing the myriad work and management styles that companies face across geographies, businesses, functions and projects can be daunting. What is effective in one culture may be ineffective, or even inappropriate, in other cultures. In addition, multicultural diversity at home is now the rule, rather than the exception. Apart from language barrier (American vs. Indian English), there are five elements of American business culture that pose special challenges for Indian teams interacting with their American counterparts – whether in the ITO, BPO or call center environment.

1. Mindset about Management Hierarchy

In American business culture, rank and title aren't as important as they are in India. Hierarchical forms of behavior are frowned upon. The expectation is that subordinates will speak up, offer suggestions, push back and take initiative rather than just do what they're told. Decisions tend to be less top-down, authority is more delegated, and managers expect team members to take responsibility and assume ownership of results.

2. Attitudes towards Appointments and Deadlines

For Americans, strict adherence to time commitments is seen as a basic principle of professionalism and courteous behavior. Because everything tends to be strictly scheduled, delays in one appointment or deadline can have a serious ripple effect on a colleague or customer's other work commitments. The more flexible and open-ended approach to time of Indian business culture can create tensions and unfavorable impressions on American counterparts.

3. Meaning of Agreements and Commitments

Americans prefer clear, detailed agreements and are uneasy with vague expressions of general commitment. In business interactions, commitments are taken literally and seriously. Failure to follow through on them precisely is viewed as a sign that a person isn't trustworthy. Indian business culture tends to view agreements more flexibly as intentions and guidelines for future action.

4. Results vs. Process Orientation

In Indian business culture, following the rules and implementing correct processes is highly valued, but in American business culture, it's all about results. There is impatience with individuals who come across as more concerned with following established processes correctly than with achieving the desired goal. Americans don't like to be told all the procedural reasons why something can't be or hasn't been done.

Statement of the problem

We believe that the impact of cultural differences in cross border transfer of organization knowledge is an important aspect to the study. Since it involves the international companies and it is an aspect that all managers should consider carefully. Knowledge transfer is always complex, but the complexity increases even further when a transactional aspect for knowledge transfer. When looking about the cross cultural practices in India sometimes it may appear difficult to adopt India culture because of nature of the people especially South India. But due to the advanced of technology cross culture have been transferred to different countries.

Objectives of the Study

1. To understand the cross culture practices across India.
2. To understand the difference between Indian and other countries work culture.
3. To analyze the cross cultural practices of selected companies in Bangalore.
4. To analyze the perception of employees about cross-cultural practices at their companies.

Research Methodology

The Research and Methodology adopted for the present study has been systematic and was done in accordance to the objectives set which has been detailed as below. The Research and Methodology adopted for the present study has been systematic and was done in accordance to the objectives set which has been detailed as below.

Data Collection:

The data was collected from both **primary sources** and **secondary sources**.

Primary Data Collection:

Data was collected through well-structured questionnaire, it consisting of **open ended & closed ended questions.** The questionnaire covered parameters like training methodology, trainer feedback, overall effectiveness of training program, relevance of training program etc. Most of the interviews were conducted over telephones since these employees, most of the times, they were found to be in the field searching for prospective customers.

Secondary Data: It consists of information that already exists somewhere and has been collected for some specific purpose in the study. The secondary data for this study is collected from internet, magazines and journals and various Management books.

Table -1

English Language Compulsory in the Company.

Response	No of respondents
Most of the time	41%
Some of the time	26%
Seldom	18%
Never	15%

Table -2

Employee Cope with Cultural Difference.

Response	No of respondents
Employee adjust themselves	12%
We have to train the employee	69%
We have a separate team to take care	19%
Total	100.0

From the above table reveals that 69% of the respondents that we have to train the employee for adopting the culture, and 19% of the respondents that we have a separate and 12% of the employee adjust themselves with culture.

Findings

1. This study concludes that various associated factors like Training, communication, cultural intelligence etc. together though has a strong positive relationship with Cross cultural human resources management but at the same time these vary for both the IT and non IT sectors

2. This study indicates a differential approach of IT and Non IT sectors towards cross-cultural HRM and diversity management aspects. The IT sector employees lay more importance to the following factors affecting the cross cultural HRM as compared to their non IT sector counterparts

3. The empirical results show that diversity management plays an important role in increasing the in improving the productivity and performance of both IT and non IT companies

4. Researchers can increase their scope of work to comprehend the advantages in implementing Cross cultural human resources management.

5. The importance of incorporating the above factors into organizational roles is imperative and the entire process of direction will take place at senior management levels accompanied by competence and willingness.

6. Cross cultural HRM development will definitely bring in some desirable changes in the behavior and productivity of the employees

Suggestions

1. Cultural intelligence and sensitivity has a significant proportional relationship with corporate performance in IT and non IT companies

2. An effective and structured training and development program on culture and diversity if followed will significantly moderate the inverse relationship between cultural issues and corporate performance

3. A formal reporting and enhanced employee communication and feedback will significantly moderate the inverse relationship between communication gaffes and employee corporate performance

4. The need for both IT and non IT organizations to embark on crosses cultural human resource management for increasing the overseas negotiation success rate has become obvious with a strong correlation between the two.

5. Cross-cultural HRM if followed differentially for both these sectors will become a progressively more critical factor in the broad HRM and diversity management.

6. The differences and the commonalities in both sectors should be considered before implementing a policy decision.

7. Based on the findings and conclusions of this study, it is recommended that diversity should be accommodated in the company's policies to ensure that employees are not secluded by cultural and diversity issues

8. Diversity management intervention strategies and compulsory training should be done for all employees

9. The policies of both the IT and Non IT sector should be hinged upon this. Senior Management level employees should take the lead and demonstrate high commitment to the above.

Conclusion

Based on the findings, cross cultural human resource management is a vital tool for employees for performance enhancement and increase in organizational productivity. The areas where there is a dire need to focus upon by the management has surfaced out in both sectors. This will lead to shredding of some myths or perceptions about the cultural aspects of HRM in these sectors.

This is a big gap in the current scenario as both IT and Non IT sectors are imbibing each other business models and best corporate HR practices. The non IT companies which were earlier structured largely around the old homogeneous model are looking out for the flexi culture of non IT and also the relatively stable business models of non IT companies are embraced by IT. The results of the comparative analysis study will lead to cross fertilization of ideas as the best practices for IT companies can be imbibed by and applied to the non IT companies and vice versa. Cross cultural human resources management is a strategy and practice which can bring more benefits to the IT and Non IT organizations.

Limitations of the Study:

- The study is confined to some selected MNC's in India only

- Sampling errors might have occurred

- There was a difficulty in getting responses from the advisors and employees as well, as some of them refused to respond making excuse of lack of time

- The responses of the people may not be genuine.

- The questions included in the questionnaire may not be comprehensive.

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