



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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CROSS CULTURAL DIFFERENCES IN MULTINATIONAL COMPANIES AND IT'S AFFECT ON INTERNATIONAL BUSINESS**ROSINA ABDULLAH****SR. LECTURER****DEPARTMENT OF GENERAL STUDIES****MANIPAL UNIVERSITY****DUBAI INTERNATIONAL ACADEMIC CITY****DUBAI – U.A.E.****SALMA UMER****SR. LECTURER****DEPARTMENT OF MANAGEMENT STUDIES****MANIPAL UNIVERSITY****DUBAI INTERNATIONAL ACADEMIC CITY****DUBAI – U.A.E.****ABSTRACT**

In times of rapid growth, both in terms of economic development and globalization, the intercultural communications field has increasingly gained importance. A subsequent challenge to this development is the repercussions of cross-cultural communication. This study discusses through literary review the relationship between cross culture communication and its impact on business. People from different cultures form different trait impressions based on the same vocal qualities and that cross-cultural experience influences trait impressions through adaptive acculturation. Cross cultural differences can negatively impact a business in a variety of ways, whether in team cohesion or in staff productivity, so the study proposes suggestions based on previous research in cross culture communication in organizations, which enable employees to function effectively in any culture, and in particular acquire experience dealing with the numerous cultural differences. It presents essential concepts of national and global culture and examines key differences in communication; facilitating the correct interpretation of a wide variety of cross-cultural situations and laying the foundation for necessary behavioral adaptations to enhance the productivity of employees.

KEYWORDS

Cross cultural differences, Acculturation, Ethnocentrism and Stereotyping.

INTRODUCTION

Culture is a people's way of life, their design for living, their way of coping with their biological, physical and social environment. It consists of learned, patterned assumptions, concepts and behavior, plus the resulting artifacts (Charles H. Kraft, 1978).

A major component of a culture is its systems of values, beliefs, and material products. First, culture includes belief systems that involve stories, or myths, the interpretation of which can give people insight into how they should feel, think, and/or behave. The most prominent systems of beliefs tend to be those associated with formal religions; however, any system of belief in which the interpretation of stories affects people's behavior, a system of superstitions, for example, can contribute to a component of a given society's culture. Second, culture includes value systems. Values are formed based on how we learned to think things ought to be or how people ought to behave, especially in terms of qualities such as honesty, integrity, and openness. Third, culture is also defined by material products such as food, clothing, and music (Carolee Buckler, 2008).

Communication is culture bound. The way an individual communicates emanates from his or her culture. Of course, a person may know more than one culture or may be competent in a combination of cultures. Nonetheless, one basic truth prevails: communication is a product of culture. (Orlando Taylor, 1990).

In any cross-cultural context, potential for misunderstanding and talking past each other is great. Different cultural systems can produce divergent negotiating styles. In cross-cultural negotiations, many of the rules taught and used domestically may not apply - especially when they may not be culturally acceptable to the other party. In the last few decades the intercultural communications field has increasingly gained importance within politics, trade and commerce. Both international and national companies are now realizing that a clash of cultures can and does have an adverse effect on business success. This clash takes place both on an international level, with staff frequently being sent abroad to conduct business and on a domestic level, with an increasingly diverse and multi-cultural workforce. The interdependent, global and multi-cultural marketplace of the 21st century brings with it new challenges. (Kwintessential 2011)

STATEMENT OF THE PROBLEM

Before the ages of industrialization and globalization, most human beings around the world grew up and carried out their daily activities within restricted geographical confines, never coming face to face with others from different cultural backgrounds. However, due to various factors, as of 2010, folks from different cultures in the world find themselves interacting and working with individuals and groups from other cultures, operating and communicating according to differing sets of cultural norms, values, and communication styles. Consequently, researchers and global leadership practitioners stressed a heightened need for understanding other cultures and their people and what factors show potential to impede effective communication within an organization characterized by cultural diversity (Ecoggins, 2011).

International businesses are facing new challenges to their internal communication structures due to major reforms brought about through internationalization, downsizing, mergers, acquisitions and joint ventures. Lack of investment in cross cultural training and language tuition often leads to deficient internal cohesion. The loss of clients/customers, poor staff retention, lack of competitive edge, internal conflicts/power struggles, poor working relations, misunderstandings, stress, poor productivity and lack of co-operation are all by-products of poor cross cultural communication. International businesses with a highly diverse workforce in terms of nationality and cultural background face challenges from the differences in language, values, belief systems, business ethics, business practices, behavior, etiquette and expectations. Cross cultural differences can negatively impact a business in a variety of ways, whether in team cohesion or in staff productivity (Kwintessential 2011).

OBJECTIVES OF THE STUDY

1. To understand and review the existing literature on cross cultural differences in multinational companies.
2. To explore the conflicting forces that contradicts the building of operative intercultural relationships.
3. To delineate and illuminate the effect of cultural shock, ethnocentrism, stereotyping, prejudice, excessive cohesiveness in cross cultural interaction.

4. To propose suggestions for cultivating cross cultural competencies essential to intercultural proficiency.

METHODOLOGY

This study is a literary review based on previous researches and studies. A model has been proposed after the literary review and it also gives some suggestions to combat cross cultural differences in multinational companies.

LITERARY REVIEW

The international business culture as a whole is a congregation of various business practices, cultural influence and the thought processes followed in different nations (Cindy King, 2008). One of the tangible benefits for managing cultural diversity in the workplace is its direct bearing on productivity and profitability. When a company invests in a diverse group of people, it's the diverse workforce ethics, experiences, perspectives, innovations and ideas that also get invested in the company's overall way of working. This difference can turn out to be valuable asset for any workplace, if diversity is managed and channelized well. Valuing your employees despite their differences will ensure individual and collective contributions (Loveleena Rajeev, 2010).

International businesses are not only a way of making profit by way of exploitation of international talent, but also a bridge between different nations of the world. Tomorrow's world will rely more on a symbiotic relationship between international business and culture as a whole. (Cindy King, 2008). When two aspects of human society, culture and business, interact with each other, it leads to the development of interesting conditions or scenarios. But however, it is undeniably true that when different cultures converge at a certain point with business as the platform, the clashes are bound to take place. But, most importantly such a scenario helps us to adapt to challenging situations. (Cindy King, 2008). It can be a little difficult, however, to understand how to communicate effectively with individuals who speak another language or who rely on different means to reach a common goal. Mostly Cross cultural differences manifest in general areas such as in behavior, etiquette, norms, values, expressions, group mechanics and non verbal communication. These cross cultural differences then follow on through to high level area such as management styles, corporate culture, marketing, HR and PR (Neil Payne). Given different cultural contexts; this brings new communication challenges to the workplace.

INTERCULTURAL DIFFERENCES AND ITS IMPACT UPON BUSINESS

Many will ask how intercultural differences impact business. By way of highlighting this it may be useful to briefly look at UK business culture. If a foreigner were to come to work or conduct business in the UK what areas may they find different? Let us consider punctuality. Most North American and European countries are 'clock conscious'. Time is money, being late for an appointment is the height of bad etiquette and coming in late to work is unprofessional. However, in many other countries this is not so. Being late for work or an appointment is acceptable and would not have harmful repercussions. Compared with other countries, the UK office can be a reasonably relaxed and informal environment. Conversations can become personal, humor is seen as a positive and relationships frequently switch between that of friends and colleagues depending on the situation. A new German or Japanese colleague may at first find this unprofessional and lacking in professionalism.

When these varying cultures collide in the workplace, regardless of origination, the mannerisms that the individuals were brought up with and taught are socially acceptable can result in friction. This friction can start in personal relationships, but could rise to levels to interfere with productivity and customer relationships. For instance, one of the most predominate business tactics encountered in Bolivia was the determination of individuals and businesses to avoid saying "no." This is apparently also common in Japanese culture, according to the readings in Management Communication, 3rd Ed., Chapter 10 (O'Rourke, 2007). A refusal to say "no," even when the request cannot be accommodated can result in misunderstandings in business. For instance, a manager may request a report from an employee who was brought up in business to agree to anything, regardless of the deadline, amount of work involved, current workload, etc. That manager may be left standing in a meeting with nothing to say because of a cultural misunderstanding. (Cheryl Rivera)

Even when employees located in different locations or offices speak the same language (for instance, correspondences between English-speakers in the U.S. and English-speakers in the UK), there are some cultural differences that should be considered in an effort to augment communications between the two parties (Cross Cultural Communicationcommunication.htm).

Sondra Theiderman, author of Bridging cultural barriers for corporate success writes that learning about cross cultural management is important because it will "allow you to maximize the chances that your multicultural workplace will be productive, efficient and harmonious. It will also enable you to attract and retain high quality workers of diverse ethnic or cultural background. "Specifically, she notes, it will allow:

- Better communication despite accent and language barriers.
- More effective motivation of workers through the accurate interpretation of behaviors and the design of culturally aware motivation strategies.
- The accurate evaluation of culturally diverse applicants and employees through a better understanding of presentation styles, behaviors and language facility.
- Harmony and comfort in the work place through an understanding of the motivation and perspective of others.

CONFLICTING FORCES THAT EFFECT CROSS CULTURAL COMMUNICATION

The dialectical model proposed by Baxter (1992) and Montgomery (1993) contends that relationships are messy and always in flux; they are characterized by "contradictions, contingencies, non-rationalities, and multiple realities" (p. 330, Baxter & Montgomery, 1996). Some specific dialectical tensions associated with international communication and international business has been identified (Martin & Nakayama, 2003; Montgomery 1992; Rawlins, 1992).

ANXIETY AND UNCERTAINTY

Anxiety and uncertainty are powerful dialectical forces and together are the basic causes for most communication failures in intercultural situations (Gudykunst, 1988). Anxiety is the feeling of being tense, worried, or apprehensive about what might happen. It is born out of fear of negative consequences when interacting with people of other cultures (Crocker, Major, & Steel, 1998; Hoyle, Pinkley & Insko, 1989; Stefan & Stefan, 1985). We may fear performing poorly or worry "about feeling incompetent, confused and not in control" (Stefan & Stefan, 1985, p. 159). We may feel that others will exploit or take advantage of us. Or, we may fear rejection, ridicule, or disapproval by those of the host culture and negative evaluation from members of our own culture. Uncertainty pertains to our inability to understand the feeling, beliefs or values of others and in turn to explain their behavior (Berger & Calabrese, 1975). Thus to successfully transition into another culture and effectively communicate with others requires minimizing our anxiety and misunderstandings (Wallace Schmidt, Susan S. Easton, William J. Wardrobe, 2007).

REMEDIES

Many factors influence the amount of anxiety and uncertainty we experience. If we perceive others to be similar to us, we are less anxious and have more confidence in our ability to predict their behavior, although we may perceive similarities when we actually are different. Secondly the degree to which we share acquaintance and memberships along common social networks will decrease anxiety and uncertainty (Gudykunst & Hammer, 1988). Third, the more we understand and can speak another language and the more knowledge we have of his or her culture, the more are uncertainty and anxiety will be reduced.

ADAPTATION AND ACCULTURATION

Environmental and personal factors influence how individuals will respond to a new culture. The overall similarity or difference and compatibility or incompatibility with the host society will largely determine the degree to which potential barriers may impede adaptation (Y.Kim, 1979, 1988). Essentially individuals readily accept what promises to be rewarding and rejects what seems to be unworkable or disadvantageous. Receptivity refers to an attitude of openness and acceptance to the host cultures as well as providing opportunity for intercultural engagement (Y. Kim, Lujan, & Dixon). The extent to which the host culture expects others to conform to its existing cultural norms and values varies from society to society. Relatively freer and more pluralistic societies such as United States permit a greater latitude or tolerance for cultural differences. The adaptation process is also influenced to the degree to which a given host environment extends receptivity or exerts conformity pressure on others. It is influenced strongly by how favorably the group is viewed by the host environment at large (Y. Kim, 2001).

REMEDIES

Adaptation process is influenced a lot by personal factors, especially age, education, and personality. Regardless of its cultural context education expands mental capacity for new learning and for challenges of life in general (Kim YY, 1980; Yum 1982). Everyone possesses a personality – a unique set of dispositions that are enduring but also adaptive. These personality attributes associated with adaptation include tolerance for ambiguity and risk taking, sociability, resilience, and an internal sense of control or responsibility (Bradburn, 1969; Fiske and Maddi, 1961; J. Johnson & Sarason, 1978; Quisingbing 1982; Yum, 1988) Kim YY.(1988) has consolidated these related personality attributes into three higher level constructs of openness, strength and positivity. Openness refers to flexibility and open-mindedness; strength represents tolerance for ambiguity, persistence and resourcefulness; and positivity correlates to an affirmative and optimistic outlook. Developing these personality traits through culture- general training can be valuable and particularly useful in developing positive personality traits.

Also, adaptive potential increases dramatically for those who prepare themselves for the new environment (Brabant, Palmer, & Grambling, 1990; Bruslin and Yoshida, 1994; landis7 brsclin1983). Many enter new cultures with unrealistic expectations and little knowledge. Cross cultural training and host orientation programs can increase cultural awareness, heighten cultural understanding, and assist in language acquisition.

LANGUAGE INCOMPETENCY

The lack of language competence accounts for many of the problems and difficulties associated with maladaptation, including low self esteem, low morale, social isolation and dissatisfaction of life in the host culture that contributes to continuous frustration(Berry,1990; Dyal&Dyal 1991)Smoothly and effectively dealing with those of another culture is dependent on ones social communication activities particularly the ability to and establish a net work of relationships which depends on interaction. Communication difficulties through language can be a direct consequence of inappropriate use of language in context.

SUBLIMINAL MEANING

Language carries with it subliminal meanings and messages transmitted through vocabulary, stress and tone. The wrong use of words or emotions hidden behind phrases can send messages that affect staff self-perception, confidence and attitude. (Neil Payne, 2010). It can also bring about fear. Fear of making mistakes or the fear of being laughed at because of the way we express ourselves. A foreign born customer may not, for example, ask questions about a product for fear of not being able to understand the answer. A colleague may hesitate to speak in a meeting or leave a message on an answering machine for fear of not being understood. An immigrant worker may fail to take independent initiative on task partially because he or she is afraid that supervisor's instructions might have been misunderstood. SondraTheoderman in her book, 'Profiting in Americas Multicultural marketplace 'says that "When Sondra Thiederman in her book, 'Profiting in Americas Multicultural marketplace 'says that "When educated, intelligent and accomplished people who rely upon their ability to demonstrate those virtues verbally are unable to make themselves understood, they appear to others slow, unimaginative and uneducated. Thousands of foreign born professional who are entering United States today are experiencing this difficulty. Having been successful back home, they come here only to appear inarticulate and inexperienced- perceptions which often generate feeling of inadequacy and low self-esteem".

SUBTLE SHADINGS

Language failures can also be a by product of the subtle distinctions from language to language, and also culturally based variations among speakers of the same language. The subtle shadings that are often crucial to business negotiations are also weakened when the parties do not share similar control of the same language. The following pair of sentence illustrates the complexity of English language.

1. Barbara did not come to work today

Barbara did not show up for work today

2. The speaker elaborated the point for an hour

The speaker belabored the point for an hour (Sondra Theiderman, 1992)

Although the non native speaker might know each word in these sentences, the dramatic difference in intention could easily be lost behind the subtleties of meaning. (Sondra Theiderman, 1992). Another nuance of English involve phrases that, if taken literally can confuse the foreign born. "You can say that again", "Its just one of those things", for example are merely idioms. "I have a lot of running around to do" could lead a nonnative speaker to think of you as a dedicated athlete. To make matters worse sometimes the same word has opposite meaning depending on the context. To say "I believe in this idea" connotes a firm commitment to the concept. On the other hand to respond 'I believe so' to a question connotes some doubt about the matter (Sondra Theiderman, 1992).

Misunderstandings may arise because of dialectical differences within the same language. When other parties with full control over the language with whom the non native speaker communicates assume that knowledge of this distinction exists conflicts deriving from misunderstanding is likely. (Gale Encyclopedia).

REMEDIES

These days, offices may have native speakers of over 50 languages all under one roof. It is important that the main language of the office is established, whether it be English, French or Spanish. Once this is constituted all employees should only converse in the main language. This avoids exclusion of staff who can not understand other languages. In addition, a company should ensure that all its employees are fully conversant in the main language. Language tuition should be seen as a necessity not a luxury.

Cross cultural differences can negatively impact a business in a variety of ways, whether in team cohesion or in staff productivity. As we have seen above, different methods of communication are just one area in which cross cultural differences are manifested. In such multicultural companies, objective help may be needed through a cross cultural consultant who will show teams and individuals how to manage communication and work together more cohesively and productively.

In summary, we can conclude that the biggest hurdle to effective cross cultural communication is a reluctance to invest in the expertise and resources needed to overcome the problems as outlined above. Cross cultural hurdles are easily negotiable with some objective and well-qualified assistance (Neil Payne, 2010).

THE EFFECT OF CULTURAL SHOCK, ETHNOCENTRISMS, STEREOTYPING, PREJUDICE, EXCESSIVE COHESIVENESS**CULTURE SHOCK**

Culture shock can be defined as a condition which people experience when they are exposed to completely different set of people, whose values, ways of living, norms, acceptable behaviors, etc. are in contrast with what the said person has been brought up to believe are right. (Asthra Dogra 2010). When an individual enters a strange culture, all or most of these familiar cues are removed. He or she is like a fish out of water. No matter how broad-minded or full of good will that person may be, a series of props have been knocked from under him, followed by a feeling of frustration and anxiety. Taft, (1977) has identified number of common reactions including, irritability, insomnia and other psychosomatic disorders, a sense of loss arising from being uprooted from ones familiar surroundings, a feeling of impotence from being unable to deal competently with the environmental unfamiliarity leading to stress and rejection of the host premise.

Culture shock can be costly to international business because it often results in the premature return of the business people working overseas. Research shows that employees sent to foreign countries fail not because they lack professional competence but because they lack the ability to understand and adapt to another culture's way of life. (Ferraro, 1990) Estimates of early return of US expatriate managers ranges from 45 to 85 percentage (Ferraro, 1990) However when companies implement training programs to combat culture shock, the early return rates drops to less than 2 percent (Chaney & Martin, 2004). Adler states that intercultural experience is one of transformation, "movement from the state of low self –and cultural awareness to a state of high self and cultural awareness" (Adler, 1987, p.15) Training programs enables them to transcend this period of turmoil and help in the process of acculturation or learning or adaptation.

ETHNOCENTRISM

The theoretical concept of ethnocentrism, as developed by Sumner (1906), suggested that in most intergroup contexts, one's own group is the center of everything, and all other things are related to or dependent on it. Berry and Kalin (1995) pointed out that the ethnocentrism concept tends to be viewed as "the synonym for general antipathy towards all out groups" Ethnocentrism has been described as an individual psychological disposition which has both positive and negative outcome (Neuliep & McCroskey, 1997). On the one hand, ethnocentrism serves as an antecedent towards "patriotism and willingness to sacrifice for one's central group" (Neuliep & McCroskey, 1997, p. 389) and helps in constructing and maintaining one's cultural identity (Chen & Starosta, 2004). On the other hand, ethnocentrism leads to misunderstandings (Neuliep & McCroskey, 1997) and reduced levels of intercultural-willingness-to-communicate (Lin & Rancer, 2003) (Qingwen Dong, Kenneth D. Day and Christine M. Collaço) 'Ethnocentrism' is passing negative moral judgments on how ethnic others organize their lives. (Francisco J. Gil-White)

Ethnocentrism is a form of in-group favoritism and out-group hostility in which membership is typically evaluated in terms of one or more observable characteristics (such as language, accent, physical features, or religion) that are regarded as indicating common descent (Weber cited in Guibernau and Rex, 1997). Controversial thesis even says that the "clash of civilizations" is the greatest threat to world peace (Huntington, 1996; see also Russett, Oneal and Cox, 2000). (Robert Axelrod and Ross A. Hammond April 16, 2003)

STEREOTYPING

Stereotyping is defined as creating an oversimplified, false or generalized portrayal of a group of people. The stereotype we hold directly influence our communication with others and our initial predictions about others are based on the stereotypes we have about their culture, race or ethnic group. Stereotyping does not allow for exceptions or individual differences (Alberta Human Rights and Citizenship Commission 2 0 0 7). "Sex stereotyping" jurisprudence, first articulated by the Supreme Court in *Price Waterhouse v. Hopkins* in 1989, is a legal concept with the potential to combat sexism in the workplace. According to *Price Waterhouse*, Title VII prohibits employment discrimination not merely on the basis of biological sex, but also on the basis of certain sex-stereotypes or gender norms about men and women. (Erin E. Goodsell)

However, Sondra Thiederman says that our tendency to collectively characterize a group of people as stereotypes become lesser and lesser as we come to know more about them individually. She takes the example of innumerable sail boats sailing in an ocean, which all appear similar to an ordinary onlooker, but perhaps to a dedicated hobbyist or true sailor no two sailboats are exactly alike. "The difference between casual observer and the devoted sailor is knowledge". "Acquiring knowledge of the concerned alone can weaken Stereotypical thinking. It is ignorance and lack of familiarity that makes all those sail boats look alike". (Sondra Thiederman, 1992)

PREJUDICE

Stereotyping can often lead to prejudice. Prejudice is defined as an opinion or judgment, frequently unfavorable, based on irrelevant considerations, inadequate knowledge or inaccurate stereotyping. Prejudice is irrational and not based on reality. Prejudicial behavior causes pain and discomfort, impedes productivity in the workplace and denies Albertans who are the recipients of such behavior the right to live, work and play with dignity and respect. Sometimes people are not aware of their own prejudices because they do not know their assumptions are based on inaccurate information. Consequently, they are also unaware that their prejudicial behavior causes others pain. Prejudice is dangerous because it often leads to discriminatory acts which are prohibited under the *Human Rights, Citizenship and Multiculturalism Act*. (Alberta Human Rights and Citizenship Commission 2 0 0 7)

GROUPTHINK

Groupthink is a type of thought within a deeply cohesive in-group whose members try to minimize conflict and reach consensus without critically testing, analyzing, and evaluating ideas. It is a second potential negative consequence of group cohesion. Irving Janis studied a number of 'disasters' in American foreign policy, such as failure to anticipate the Japanese attack on Pearl Harbor (1941); the Bay of Pigs fiasco (1961) when the US administration sought to overthrow Fidel Castro; and the prosecution of the Vietnam War (1964–67) by President Lyndon Johnson. He concluded that in each of these cases, the decisions were made largely due to the cohesive nature of the committees which made them. Moreover, that cohesiveness prevented contradictory views from being expressed and subsequently evaluated. As defined by Janis, "A mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members' strivings for unanimity override their motivation to realistically appraise alternative courses of action" (Wikipedia)

Companies like Hewlett Packard, Harvard Pilgrim Healthcare and IBM has invested upon developing cultural competency and considers it a vital management requirement. Harvard Pilgrim healthcare vice president of diversity Barbara Stern, explains, "Cultural competence should be a part of everyone's strategy. We need to be good at working with people of all walks of life". In essence, cultural competence and strong diversity management will help companies effectively draw upon talent, intellectual capital, and motivate more employees. (Cultural competence.htm)

An effective communication strategy begins with the understanding that the sender of the message and the receiver of the message are from different cultures and backgrounds. Without getting into cultures and sub-cultures, it is perhaps most important for people to realize that a basic understanding of cultural diversity and its conflicting tendencies, is the key to effective cross-cultural communications.

COMPETENCIES REQUIRED FOR INTERCULTURAL EFFECTIVENESS

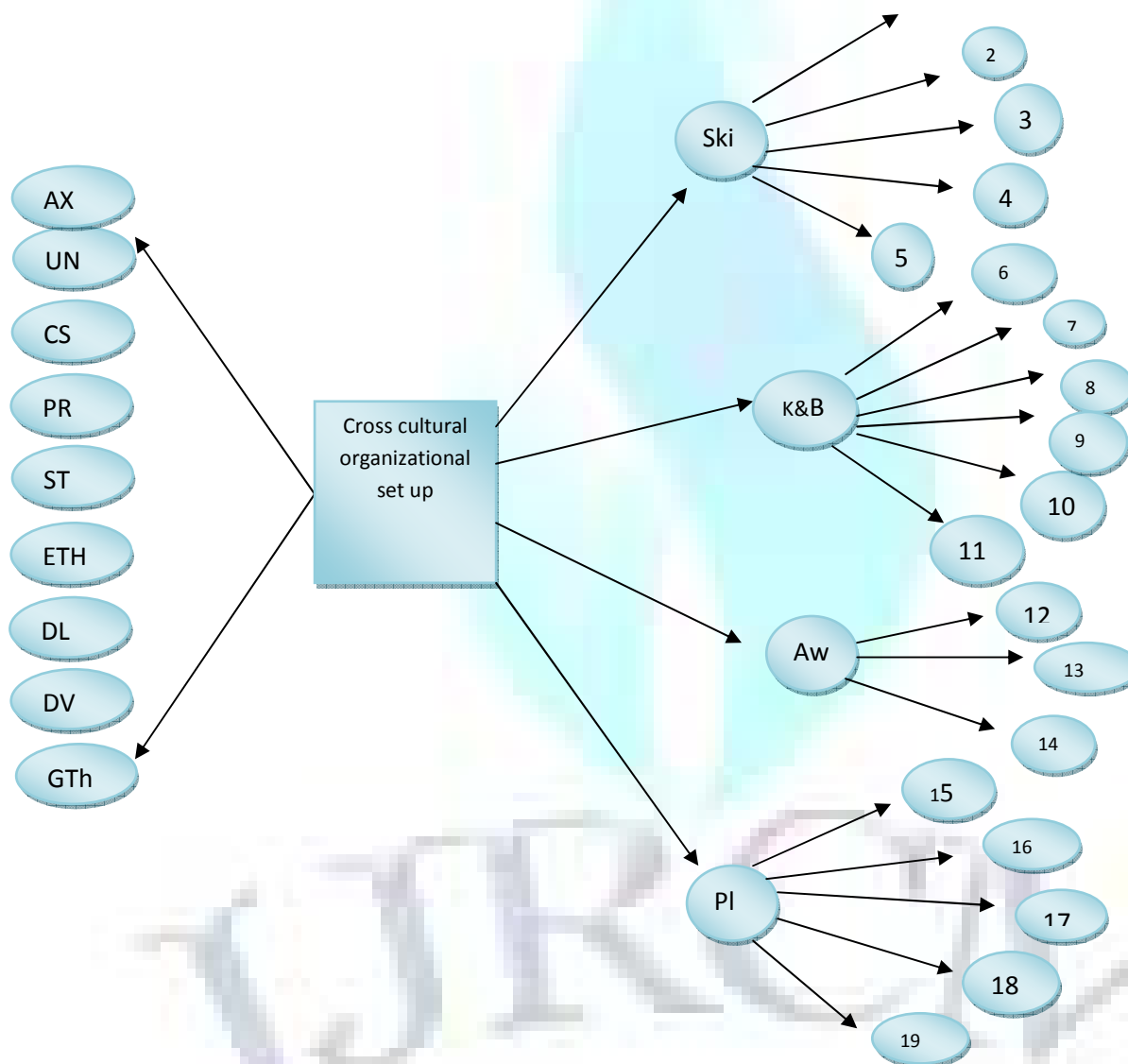
Certain specific cross-cultural competencies are indispensable to communicate applicably and effectively with people from another culture. Learning all you can about a particular culture is a good way to figure out how you send and receive intercultural messages effectively. One has to concentrate learning something about each cultures history, religion, politics, values and customs. Its mandatory to find about a countries subcultures, especially its business subculture, and any special rules or protocol (John V.Thil, Courtland L. Bovee, 2001). They help us manage our uncertainty and anxiety as well as surmount group stereotypes, social prejudices and our own ethnocentrism so that we can make more accurate interpretations and predictions of another's behavior (Hwang, Chase, & Kelly, 1980). In dealing with American business people, 'says Y.A. Cho chief operating officer of Korean Airlines, "I'm amazed at how naive most are about other cultures and the way others do businesses. However don't expect to understand another culture completely .the trick is to learn useful general information while remaining aware of and open to variations and individual differences".

The following know-hows help promote cosmopolitan communication.

- *Ability to empathize* involves being sensitive to the needs of others and understanding their point of view (Bell,1987)

- *Active Listening* is a process of thinking with people. It is a complex, innate and learned human process of sensing, interpreting, evaluating, storing and responding to messages” (Steal& Bommelje, 2004,p.31.)
- *Tolerance for change* encourages calm when confronting the unknown and facing new, untested alternatives so we are not overwhelmed by the unfamiliar or mysteries.
- *Tolerance for ambiguity* implies the ability to deal successfully with novel situations and with people who do not comply with the norm (Furnham&Ribcher)
- *Ability to flexibly adapt our behavior* means the ability to be flexible and accommodate our behavior to people from other cultures.
- *Professional qualification* includes knowledge of business practices in the host culture and technical competence (Tung, 1997).
- *Making accurate predictions and explanations* is a crucial competency for reducing anxiety and understanding people of another culture. Being able describe peoples behavior and accurately interpret their messages contributes to successful adaptation and acculturation (Gudykunst & Kim, 2003)
- *Language skills* are definitely essential if we plan to spend a year or more in another country (Copland Griggs, 1985)
- *Recognize your own cultural biases*. Learn to identify when your assumptions are different.
- *Treat your interpretation as a working hypothesis*. Once you think you understand a foreign culture, carefully assess the feedback provided by recipients of your communication to see it confirms your hypothesis (John V.Thil, Courtland L. Bovee, 2001)
- *Deal with the individual*. Communicate with each person as an individual, not as a stereotypical representative of another group.

MODEL TO OVERCOME CROSS CULTURAL DIFFERENCES IN AN ORGANIZATION



AX- Anxiety	UN- Uncertainty
CS- Culture Shock	PR- Prejudice
ST- Stereotyping	ETH- Ethnocentrism
DL- Difference in Language	DV-Dialectical Variation
GTh- Group think	SkI- Skills
K&B- Knowledge and Behavior	Aw-Awareness
PI- Policies	

01. Good interpersonal skills
02. High self esteem
03. Exhibit emotional security
04. Leadership
05. Team balance
06. To practice Universal values
07. Sincere respect for and interest In others
08. High degree of tolerance and flexibility
09. Broadmindedness and inquisitiveness
10. Culture –general knowhow into behavioral repositories
11. Difference in working style
12. Difference in etiquette, values, and behaviors
13. Cultural and customer sensitivity
14. Implementing motivation strategies
15. Socializing activities and events
16. Full circle feedback
17. Rewards and recognition

The growing trend to globalization of business is giving rise to a need for the development of effective international management teams. For many organizations this need will necessitate thinking more clearly about cross cultural issues and more explicitly and analytically understanding and valuing the benefits of diversity in international teams. Achieving this requires understanding of the benefits of differing personal styles and behaviors, and hence prioritizing on the development of cross cultural skills and the integration of thinking and practice relating to team building. Changes has to be brought about in the fundamentals of organizational set up such as in selection, development and implementing reward and recognition policies and practices. In doing this the value of effective multicultural working can be captured at many levels in the organization and international teams, which will in turn enable to reach high performance levels more rapidly and consistently.

To summarize formulating a general framework for building awareness of cross cultural differences, cultivating behavior to combat diversity, spiraling knowledge of strengths and weaknesses of a diversified workforce, developing skills required for operating in a cross cultural environment, and implementing policies for motivation is crucial. The model above attempts to summarize these requisites.

CONCLUSION

Understanding the value of diversity in our work place can no doubt enable organizations to build global capability and competitive advantage. As one CEO has observed, "Tomorrow executive must possess a broad understanding of history, of culture, of technology and of human relations. They must be as comfortable with management, as with history, anthropology, sociology and with the physical and natural sciences" (Harris & Moran, 1991). Proactively anticipating the challenges of multicultural work teams and thoughtfully addressing the technological challenges is the need of the hour. Global leaders who are not daunted by the mystery and probable peril of intercultural conflict will be able to take advantage of the synergetic opportunities available and procure personal and relational rewards.

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