A STUDY ON CROSS CULTURAL ISSUES IN HRM WITH REFERENCE TO EXIDE INDUSTRY LIMITED AT HOSUR

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ABSTRACT

Globalization has brought several changes within the organization as it allows individuals of different mindsets and cultures to work under one roof. The research paper explores cross-cultural issues affecting the HRM which involve investigation of organizations. A total of 200 employees of HR departments of several organizations were part of the study. The research approach followed is deductive because a larger sample size has been considered, however; analysis is performed with the help of SPSS. The results have shown discrimination, cultural diversity and communication are factors that affect HRM practise of the organizations. Such factors affect the HR policies and also make it important for organizations to devise their strategies accordingly.

Key words: cross culture, culture issues, expats etc

INTRODUCTION

It is essential for the HR organizations to consider cross-cultural challenges when going global to attain its organizational goals and objectives. It has been witnessed in the study published by ergo (2014), that there is a significant difference between domestic and international human resource management as there are different macro-environmental factors such as political, socioeconomic and cultural that are significant to be addressed in different nationalities. The significance of the topic revolves around the differences in cultural expectations and perceptions of the individuals that are extremely vulnerable in shaping up the organizational behavioural factors which include management style, work orientation, and motivation, performance appraisal, communication and conflicts (Milliken, 2014). Further, the significance of analyzing the impact of cross-cultural issues on HRM practices is twofold. This is because, on one hand, the internationalization of organizations can be achieved by forming integrated HRM policies and practices for implementing unique solutions that adapt to the cultural diversity in different countries. O the other hand, the solution is to follow a decentralized approach in which cultural difference permit the local HR department to make the procedure specific to the country in which the organization operates (Tabriz, of 200, al., 2013). For example, in the Middle East, Asia, Japan, and Korea, inequality has been observed between men and women for doing the same work in terms of pay and reward. Whereas, in more developed countries like UK and US, men and women are treated equitably as they receive the same level of pay for doing the same work (Errol, 2014).

REVIEW OF LITERATURE

Rahiman, M. H. U., and Kodikal, R. (2017) opined that job related attitude of employees is having an influence on human resource management of the organization. Holistic development business and productivities of the organization is depending upon the organizational value.

A koveshnikov (2014) found a significant and positive relationship between EI and expatriates general living, interactional and work-related CCA. Moreover, effect between gender and the ability to appraise and express emotions the influence of the latter on all three dimensions of CCA tends to be slightly stronger for male than female expatriates.

BM Firth et al. (2014) opined that the language and culture deviates substantially from their countries. This is not least in relation to age perception.

Youself, D. A. (2000) studied the role of satisfaction with job security in predicting organizational commitment and job performance in a multicultural non-western environment found that satisfaction with job security is positively correlated with both organizational commitment and job performance.

Ofori (2013) advise that planning for the project should be an include process that involves all project stakeholders to capture all their needs/interests and to ensure harmonization on the project scope and other key requirements.

RESEARCH METHODOLOGY

The section covers the framework that directed the implementation of the research, that is, the research design, the research target population communities and the sample size, the sampling approach and adopted procedure, response rate, data collection. Measurement of variables, Reliability of the Instrument and Data Processing, Presentation and Analysis.

RESEARCH DESIGN

The study adapted a cross sectional survey design that was quantitative involving the collection of information and data analysis. This is attributed to the understanding of the relationship between two or many variables deprived of knowing the functional connections.

- ❖ To study on sampling design and procedure.
- ❖ To study on populace and sample size.
- ❖ To analysis data sources and procedure for data collection.

VALIDITY AND RELIABILITY

Table 1: Reliability and validity of the Research instrument

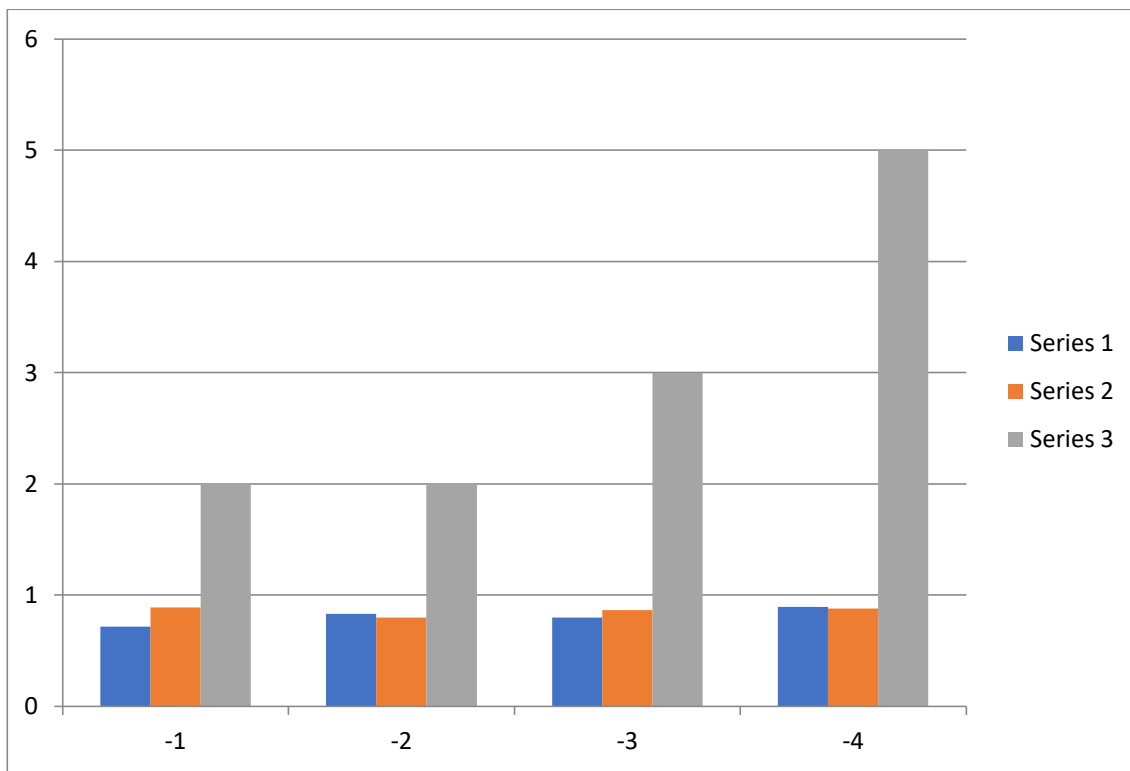|	Cronbach Alpha	Content Validity Index
People's Cultural attributes -1	.717	.889
Multinational project Management process -2	.830	.800
Project technologies -3	.798	.867
Project performance -4	.895	.880

Source: Primary Data

Table 1 displayed that the research instrument was both useable and consistent as indicated by the content validity index and the Cronbach Alpha coefficient which were above 0.70 which are acceptable according to Nunnally.

Table 2: Correlation Analysis

Spearman's rank correlation analysis was employed to establish the connection between the study variables. Cultural multinational project management process and project technologies were the independent variables while project performance was the dependent variable.

	1	2	3	4
Culture attributes (1)	1			
Multinational project management (2)	.125	1		
Project technologies (3)	.577**	.126	1	
Project performance (4)	.535**	.758**	.656**	1

**.Correlation is significant at the 0.01 level (2-tailed)

GRAPH: Correlation Analysis
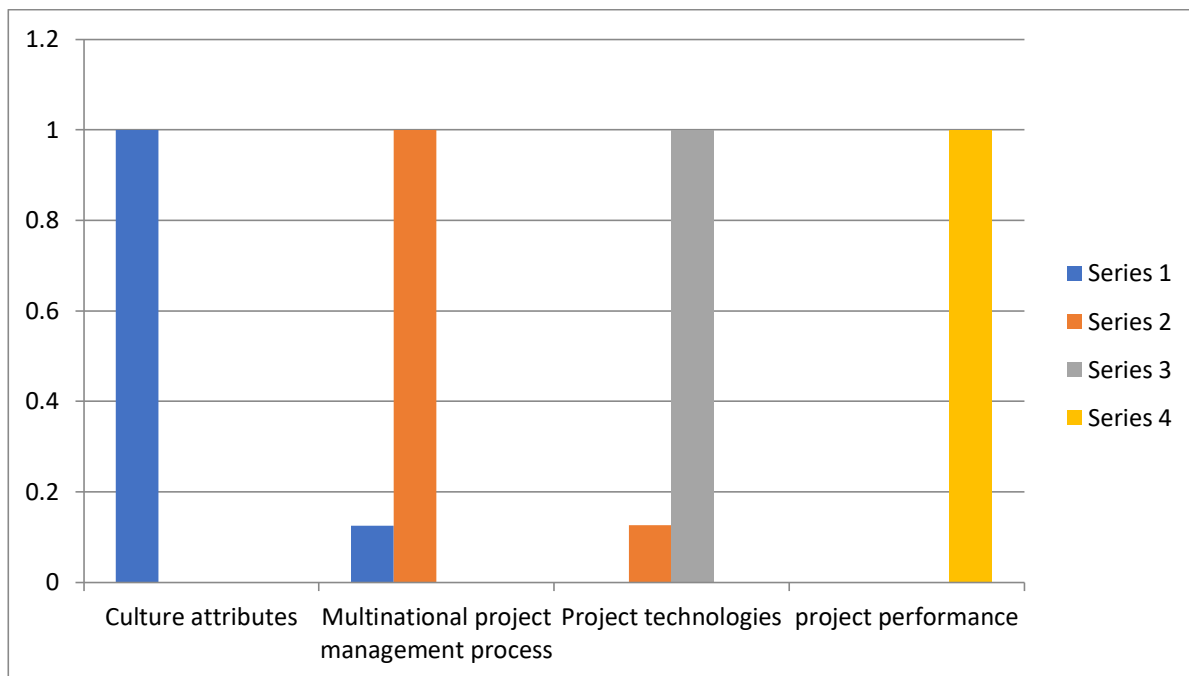
- Relation between people cultural attributes and project performance: The analysis from Table 2 reveals that there was observed to be a noteworthy positive correlation between people's cultural attributes and the performance of project.

- Relation between Multinational project management processes and project performance: Findings in Table 3 further show a positive significant relationship between multinational project management process and project performance.

- Relation between project technologies and project performance: Findings in Table 3 further show a positive significant relation between project technologies and project performance.

- They further explained that project implementers need to develop and fulfill the needs and expectations which directly push for the performance of the project.

CONCLUSION

People cultures and project technologies were among the best constructs noted to be significant prediction of project performance in Hosur. These results were a confirmation of the person correlation coefficients results. This shows that project managers that implement favourable project technologies mechanisms and embedment of people's culture are more likely to access projects than their counterparts that neglect the practices mentioned above.

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