

# A Study On Cross Culture Communication in International Human Resource Management

Manpreet Kaur

MBA student,  
Indus International University,  
Bathu (Una) (H.P.)

**Abstract:** In present time there is one of the greatest challenges to international business is how to manage a business across the international boundaries. National culture is a set of beliefs, value, motivation, norms shared by the people's of a particular country. This paper presents the cross culture communication in international human resource management and also helps to understand how HRM is different from IHRM. Mainly this paper focuses on cross culture communication and improving communication effectiveness across culture.

**Keywords:** Cross Culture Communication, Motivation, National culture, IHRM, Effectiveness.

## INTRODUCTION

Cross culture communication also known as intercultural communication. It means communication between two or more countries. Globalization and liberalization helps to manage the different cultures and sub cultures. Communication between different culture backgrounds from different countries in known as cross culture communication. In order to understand the concept of cross culture communication you need to understand the meaning of culture. A culture is set beliefs, norms shared by group of people, values etc . In simple words culture is a way of life of group of people. E.T. Hall believes that "culture is communication and communication is culture". C. LévisStauss believes that cultures are "shared symbolic systems" that are "creations of the mind". Any culture is primarily a system for creating, processing, sending, and / or storing information. Communication underlines everything. Although we consider the language as the main channel of communication, it is necessary to remember that there is information about culture other means have also been reported. S. Ting-tum said that four are necessary elements of cross-cultural communication such as (1) two people (or two groups) (2) Different cultures (with a much broader definition of culture) (3) in interaction (4) who interact general meaning.

## SIGNIFICANCE OF STUDY

- It helps to provide business opportunities in international market.
- It provides job opportunities in global companies.
- It is very helpful for globalization.
- Sharing the views and ideas of people.
- Providing a platform for talent improvisation.
- Understanding the culture of diverse market.

## OBJECTIVES OF STUDY

- To know the effects of cross culture communication in international human resource management.
- To understand factor effecting cross culture communication.
- To investigate the difference between IHRM and HRM.

## DEFINITION OF THE TERMS

**Cross Culture Communication:** It means communication between people from different cultures background which communicate in similar and different ways. In cross culture communication we learn the different languages, rules, norms, and different cultures of different countries. Every country having different culture background.

**Motivation:** It helps to providing benefit and incentives to increase the productivity and work performance by individually or an employee.

**National Culture:** The values, beliefs, norms and assumptions learned from childhood makes different one person to another. A national culture is a culture of a particular nation.

**IHRM:** IHRM stands for International Human Resource Management. It is set of activities and managing the HR activities at international level and achieving the competitive advantages over the competitors from national and international level.

**Effectiveness:** It is helpful to measure the actual output with desire output which is helpful to make strategies for long term and short term.

## RESEARCH METHODOLOGY

This paper is totally based on the secondary data which is collected from various sources research papers, journals, books and internet sources.

## LITERATURE REVIEW

Culture is an essential part of conflict and conflict oath. Invites a host of barriers to being of different cultures cross-cultural communication. By definition, cross-cultural communication is a concept on communication activities people from different cultural backgrounds, abstract and rules of communication activities (Zhou,2008) and Jia (1997). Look at these concepts how people, from different cultures, communicate and exchange of information. Obviously, this does not include only communications of various countries, including communication between people from different countries, Social status, communication style, behavior, norms, expectations and life experiences. In short, this includes people from different cultures are working together - one roof in an organization. David Thomas, Dean of McDonough School of Business, Georgetown University. He said that "diversity is one of the subjects that has many people and many companies, they listen to anecdotes and They think they are the exception to the rule" (Huffington,2013). Wrong or even a certain misinterpretation is more likely to occur between managers and employees from different ethnicities, background and nationality, rather than incoming homogeneous background (Okoro, 2012). Cross culture communication is always important need of all societies. Communication can be defined as the interchange of meaning. Cross culture communication sometimes used interchange with intercultural communication. Intercultural communication focusing on social attributes, thought patterns, and culture of different group of people. It is a process by which we culturally pluralistic philosophy of communication welcomes the nation maintaining one's native culture with others, communication patterns, proficient in the dominant culture.

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

IHRM is a systematic planning and coordination of fundamental organisational job process and work design and set of activities which are targeted by HRM at international level. It helps to meet the organisational objectives and helps to achieve competitive advantages over the competitors at national and international level. International Human Resource Management comprises typical functions of HRM at international level like recruitment, selection, training and development etc. It is concerned with handling the HR at multinational companies.

### Culture

Culture is set of beliefs or standards which are shared by a group of people's, which helps to decide individual person what is, what can be, how to feel, what to do and how to go about doing it. Culture is learning behavior of a society, people or group of people. It is a social value that helps to hold the organisation together culture enhance the organisational commitment and increase the consistency of employee behavior.

## ELEMENTS OF CULTURE

- Language
- Nationality
- Sex
- Education
- Profession
- Social class
- Ethnic group
- Corporate culture
- Family

### Intercultural communication problems

In 1985, Jane Allwood identified some problems with intercultural communication. Those aspects and a brief description for each of them are listed below:

- Lack of understanding, which means failure to interpret what one person has said to another person.
- Misunderstanding, meaning that the interpretation made is insufficient or incorrect. Risk that creates a misunderstanding of risk is dependent on certain factors such as strong expectations related to the communication content, insufficient awareness of the lack of understanding of the cultural background of the other, the ability to speak the language used for communication.
- Emotional reactions and actions that follow the process of understanding and misunderstanding. Since emotional reactions are typically associated with a desire and inability to treat a person's behavior, it can result in actions taken on misunderstanding.
- Interruptions and breakdowns, meaning that a communication is interrupted and broken, because one of the conversational partners interrupts the other and this person later refuses to communicate with the other person.
- Communication only on one party's terms, which means that there is a power difference between the two communication persons. So one of the parties conceded defeat and began to fully communicate the conditions of the other party.
- Communication through third parties, indicating that communication between two individuals is highly needed, but they are not able to speak in each other's language and therefore they choose to communicate through a third party.

### International managers need to be aware of cultural differences between nations to be able to:

- To communicate effectively with customers, suppliers, business associates and partners in other countries with foreign employees.
- To understand the specifics of posters negotiating and negotiating other parties for talks
- Predicting trends in social behavior
- To understand the moral stand and social responsibility in different countries
- To understand technological factors.

## CULTURAL ENVIRONMENT IN INTERNATIONAL BUSINESS

- Cultural change may result from choice or imposition, but isolation from other groups' tends to stabilize cultures.
- Group affiliation based on gender, age, race, religion, political preference, professional association and ethics, Literal or national origin often affects economic resources, prestige, social relations and a person's degree of power. An individual's affiliation can determine its qualification and availability for a given job.
- Some of their people work more than necessary to meet their basic needs for food, clothing and shelter. The relative importance of work is largely determined by the interrelationship of cultural and economic atmosphere. People are motivated to work for a variety of reasons, including Protestant ethics. Believe it or not, the work will meet the needs of success and reward, habit, achievement and higher order needs.
- Different businesses bring different economic, social and prestige rewards to different countries. The people gravitate for jobs, for which they think they will receive high rewards. Many differences between societies resulting in various approaches to work for a business organization.
- National groups differ as to whether they prefer to work with an autocratic or a counselor to the extent that people trust others, self-determination and luck and import Group membership, especially family-based.
- People communicate through both formal language and silence and remain silent on the basis of culturally isolated signals. The process of information is greatly influenced by cultural background. Failure to feel subtlety as a result of misunderstandings in international behavior.
- Companies can create awareness about other cultures. The amount required to do this depends on equality between countries of business operations. The people working in foreign environments should be highly polycentric or highly sensitive to ethnicity. One should try to become a geologist.
- Whether to try to change the choices of home or host country or develop new practices to fit conditions, an international company must consider a number of factors, including how to change a party, costs involved and the benefits to each option company, the possibility of participation in decision making, required use of opinion leaders, and share the rewards of change times.
- There is generally more interest in studies and possibly adoption of business practices from countries which are showing the greatest financial success. Cultural factors can determine whether practices can lead to success. In another society.
- Although increased contact between people is creating greater cultural equality among nations, people still hold the basic values. These values are enhanced by efforts to protect culture by nation and National identity.

## CULTURAL ANALYSIS

**High-context culture:** It relies heavily on non-verbal communication within a high-context culture. Communication within high context culture is fast and efficient, but may break in relation to outsiders may not be able to understand what the high reference group is talking about. Behavior within one high reference culture is stable and predictable. One problem is that the nature of a particular high reference culture. This can be understood by outsiders as a result of the punk stereotyping of members of the farmers.

**Low context culture:** Here communication needs to be clarified: the word is used for signs, symbols, rituals, etc. Rationalize, communicate and interpret cultural norms and social activities. Low reference cultures emphasized individualism rather than collectivism. Communications are clear and precise, and it is necessary to argue and be persuaded when presenting a proposal, members value behavior, perception and patterns of behavior diversified and responsive to change quickly. It is sometimes suggested that the USA is a good example of low context culture.

**Norms and values:** A major part of cultural analysis is the identification and characterization of group norms within different societies. Group norms are shared on how things should be done or common. Attitude, feeling or belief. As norms emerge, individuals start behaving according to how they treat others. Except group members they should behave.

### Hofstad's dimensions

Geert Hofstad's cultural dimension model is a framework describes five types (dimensions) of the difference / value approach between national cultures:

**Power distance:** this dimension indicates the extent to which society expects and accepts high level of inequality in institutions and organizations. In a country with one large power distance, formal hierarchy and characteristic of organizations is by subordinates who hesitate to challenge their superiors. Boss is a lot very boss. In a country with small power distance, subordinates are expected should be consulted and the ideal boss is a resourceful Democrat instead of one Philanthropic AutoCAT (International Trade Center, 2004). Class distinction is very important when it comes to international trade. Like in marketing when defining the target group in a given country knowledge of power distance in that country may apply to the people you choose. As an actor to facilitate various consumer products and the words you use describe them (Wittiger - International Trade, 2005).

### Individualism v/s collectivism

This dimension relates to the extent to which people like to take care themselves and their immediate families rather than being forced into something broader collectivities such as extended family or clan. In the context of organizational life, In highly individualistic societies, there will be a sharp distinction between work and personal life. Tasks will dominate relationships. People also prefer a work setting in which they can make their own decisions. What does it mean when e.g. Promoting consumer goods in a highly collective in countries it would be more successful if people were in groups advertising than just one person. For example for a TV commercial promoting a cell phone in Japan shows how the person shared his new cell phone with all my friends trying to sell the same product. New York will show a person and how he or she used it to save time money.

**Masculinity vs femininity:** As masculine societies value assertiveness, competition, and materialism against the relationship to woman's values and quality of life. In this matter organizations will have harmonious objectives in the workplace, women societies

relationship with emphasis on social participation. In masculine societies organizations will be more task-oriented and motivation will be more materialistic. Personal assertiveness is acceptable and appreciated. Almost all within societies score high in terms of male masculinity dimension. In some masculine cultures the difference between men and women is it is related to clothes, job opportunities, religious, rules, language, human rights while in more feminine cultures. The differences between men and women are very small. Marketing has it is important to know about this dimension when following a promotional mix. Things like women's clothes and appearance advertisements should be considered as per cultural norms. Uncertainty avoidance: It refers to the extent to which a society makes predictability, safety and choice stability. Societies with high scores on this index have an emotional need for rules, written and unwritten. Thus organizations will be deployed in these societies.

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Societies with high scores on this index have an emotional need for rules, written and unwritten. Thus organizations will be deployed in these societies. Formal rules to ensure that the work situation is highly structured clearly defined work roles and responsibilities. Unique thoughts and behavior not tolerated. Society in which avoidance of uncertainty is strong characterized by high levels of anxiety that in turn result in pronunciation. There is a need to work hard (International Trade Center, 2004).

#### **Long term vs short term orientation**

In his later work, Hofstede (1991) introduces a fifth dimension ... Hofstede persistence describes long-term orientation as a characteristic of order relationship by status and observance of this order, austerity, and a sense of shame, while short-term orientation is characterized by personal stability and stability, protecting its "face", respect for tradition and reciprocity, Greetings, favors and gifts.

### **Barriers in Cross culture Communication**

#### **Misunderstanding**

Misunderstanding is the most important barrier to communication in a multicultural environment. It is common among people of different cultural backgrounds, whose values and beliefs differ. Differentiation in different cultures results in high levels of anxiety and uncertainty and ultimately wrong perception. Misconceptions have arisen due to anxiety and uncertainty continues throughout his term.

#### **Norms and Rolls**

There are culturally defined rules for determining what is generally acceptable and appropriate. Behavior. They make rules for themselves and expect others to do the same. Every culture has its criteria and they have their own acceptable and appropriate behavior. People working in multicultural environments often fail to understand the norms of other culture and work accordingly. Roles are a setoff criterion applied to specific groups. Specially Culture is assigned to various roles men and women, children and parents / guardians, husbands and Wives. These roles vary from culture to culture and many can be found in a multicultural team violation of roles. This further worries and disrupts the communication process. Trust and value beliefs and values vary from person to person. In a globally working community each person's beliefs and values depend on his or her culture. Cultural beliefs and transcend the person in charge must know how to communicate efficiently.

#### **Stereotype**

Value judgments about people. Inadequate information about people is unknowingly choice in cross-cultural communication. Do cultural stereotypes exaggerate or exaggerate we think about people, and increase anxiety. Everyone acts on a stereotype other persons or group of people. Stereotypes are usually born out of fear of that group. Lack of knowledge of stereotype or group. These stereotypes are the major reason for the difference opinions about opposite culture and leads to miscommunication.

#### **Ethnicity**

Thinking about our own culture, the behavior of our group as a standard against all others groups. Our cultural experience spontaneously makes us feel that our culture is unique. This ethnicity increases the level of anxiety. Ethnicism in work places is straight forward proportional to the level of anxiety. Multicultural team members have to face a lot of issues due to ethnicity.

#### **Technological factors**

Technical factors also gives a great impact on international trade. In present era technology has rapidly changing. Japan rapidly changed its technology. So you need to prepare yourself for these types of changes.

**Occasionally, the cross-county barriers arrive.**

#### **Measures to remove barriers in cross-cultural communication**

Cross cultural communication capability enables an organization to achieve objectives being influenced by its operation according to the values, norms, belief of the people. A business organization must cross organizationally established cultural-cultural development removing the above barriers to cross cultural communication.

#### **Implementing the cross-county collection**

Cross-cultural competence is defined as the ability to participate in a set of cores one of which is a common communication code. This ability is with knowledge, skills and support point of view. The successful development of cross-cultural competence rests on three pillars. In the components that cross cultural communication systematically will be cross-cultural sensitivity, Cross-cultural awareness and cross-cultural competence. Affectionate aspect of cross-cultural Communication is identified as intercultural sensitivity. This aspect has to be developed equip individuals with the ability to appreciate differences from other cultures. Through development due to cross-cultural sensitivity, an individual will be able to understand self-concept, neutrality and self-development. The cognitive aspect of cross-cultural communication is known as cross-cultural awareness. Intercultural awareness not only increases cultural awareness, but also brings self-sufficiency in the process.



**Cross cultural competence can be improved through the following methods:****Cross cultural knowledge training**

Employees need to recognize and acknowledge the existence of differences between cultures. Difference in values beliefs, assumptions, and interpretations. Employees should be given a basic cross culture training that will make them aware of cross culture in the work place.

**Language training**

The language-barrier is the biggest problem in the multi-cultural team. Language training should be given to those who are more likely to come in contact with foreigners.

**Enforcement of mutual benefit policy**

Organizations should emphasize mutual benefit for all cultures in the workplace. Employees will face a win while receiving the same benefits as employees of other culture situation.

**Conclusion**

Cross culture communication is a process by which we make good or bad relationship with another country. In this concept we meet two or more cultures in one organization. When we expand our business globally than we need to understand the concept of cross culture communication. What are the barriers include in cross culture and what are the benefits. Communication shows our culture in front of others. In what way we behave other's give that type of respond.

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