

Business Information System Culture in Global Organizations

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Abstract - In the modern business world, according to many communication and organization scholars, directors and managers have to appreciate and comprehend the workers originating from different nationalities and cultures. The scholars argue that global organization competencies are required for enhancing the overall scope of international investments and trades for decades to come. Major intercontinental business has advanced their business operations through developing and developed countries. Many businesses are considered as direct investments while others are strategic alliances and partnership organizations with domestic operations. The international businesses are influence by various factors such as political environment, legal, cultural, economic, insocio and differences. These international businesses are considered prone to many risks such as political, currency, and cross-cultural risks, which make human resource, are fundamental to undertake operational levels over business units be it global and local. In such scenarios, the risks over the cross-cultural discrepancies are inevitable. This paper evaluates these challenges and recommends effective remedies to mitigate the cross-cultural aspects of the human resources for effective organization of intercontinental business.

Keyword - Intercontinental Business, Globalization, Global Organization Competency, Cross-Cultural

1. Introduction

Many businesses, because of globalization, are diversifying into other countries with potential customers. The penetration of businesses to other geographical boundaries provides the advent of multi-cultural organization where workers from many countries operate together. This might be real that businesses identifying these expansions as lucrative and attractive are finding it challenging to manage local business operations. The major reason for business expansions is to formulate global competitiveness through the reduction of production expenses and exploiting the opportunities available in the market, which include those provided by economic integration and trade liberalization. Global organization competency and the use of cultural diversification can possibly provide a foundational source of innovative thinking and experience to develop the competitive advancement of a business. Nonetheless, cultural variation can potentially affect the successful completion of business goals in modern cross-cultural business ecosystem. To fundamentally avoid cultural issues in business, executives have to be sensitive, culturally, and enhance the promotion of creative ideas and motivation via flexible leadership.

The present literature shows that a contemporary organizational context is connected and dependant on each other. It shows that corporate organization officials have to provide chances for their business managers in global entities to master cross-cultural activities and the required business etiquette to develop the essential business relationships. Moreover, the mode of training in cross-cultural businesses will allow business partners and managers from international positions to dwell in the cultural environments. Being oriented globally allows managers to connect well with the customers from other markets and allows them to utilize the opportunities present in modern culturally diversified international markets. Corporate cultures in globalized businesses affect the manner in which business executives handle completion in a rival environment, mostly with basic communication strategies. In preparing business executives for multinational assignment, training has to incorporate cultural sensitivity, comprehending the significance of maintaining and appreciating business connections, and impressive business organization protocols. Managers, in that case, have to be informed about the required complexities in global cultures, which also include advancing the human resource organization in the competitive markets.

Globalization initiates a compelling necessity for cross-cultural awareness, cultural-specific organization competency, business etiquette and global exchanges since managers will be face with multiple problems emanating from local traditional systems and cultural issues. Over the past few decades, the significance of global awareness and cultural evaluation over developed and developing countries has been seen. This has been targeted to eliminate the issues of managers to know how to introduce themselves in business meetings and in other business-related events, and comprehending effective communication principles. Based on the incorporation of international economic systems, consumption activities, and production markets, it has been considered fundamental that leadership will develop a high sense of sensitivity essential to negotiate and communicate cross-culturally. The fundamental process of making proper decisions, developing consensus and attaining mutual agreements has taken a novel dimension due to the variations evident in ethical practices and business

etiquettes. Cross-cultural skills of negotiation and the interpersonal competencies are considered the pre-requisite to fundamental organization of the multi-cultural business.

Businesses are presently increasing their points of establishment in ventures, enhancing strategic alliances, and developing direct investments around the globe. In that case, international managers have to be equipped with non-verbal and interpersonal communication competencies for the purposes of enhancing multi-cultural obligations. Recent international developments and trend highlight the necessity to focus on business etiquettes and the cross-cultural competencies as fundamental organization imperatives because of the enhancing organizational established international strategic alliances. Moreover, the global ecosystem of marketing and organizational organization includes efficient and effective communication alongside diversified stakeholders that develops cross-cultural and ethical competencies. Over the past few decades, scholarly conferences and debates have concentrated on the transforming attitude in organizational ecosystems. Business globalization, diversified workforce and the development of electronic communication focus on appropriate organizational behaviours amounting to sustainable organizational connections over developed and developing countries.

In the modern age, organizational etiquette plays a fundamental role in the failure and success of organizations competing for international share of the market. Organizational etiquette effectively transcends the application of tools at social occurrences and the advent of special events. Business executives in international events have to be trained in such fundamental activities such as dressing in a proper manner and how to socialize with their colleagues in different cultural settings since identifying and mastering the basics of business etiquette is fundamental to enhance the success of intercontinental managers. Adding to the educational and administrative qualifications, acceptable business etiquette will be termed in the analysis of managers in global events. Actually, the incapacity of business managers to highlight appropriate and good manners and interpersonal conducts in business has been considered as a basic factor determining the success of international businesses.

The managers' capacity to validate leadership skills, competence and intelligence, including his capacity to engage in effective organizational etiquette is valuable in global organizational transactions. In their research of international business etiquette, the manners of business executives are fundamental when carrying out official obligations in global business occurrences and social events. Adding to the aspiration to represent their organizational interests, international managers' integrity and credibility represents a stake at all moments based on etiquette evaluation. For instance, in international businesses, and social ecosystems, respectful and appropriate behaviours and business etiquette should incorporate sensitivity to multi-cultural difference when initiative introductions, exchanging organizational cards, communicating using tones across cultures, admitting status or positions, providing gifts, tipping behaviours and utilizing non-verbal cues.

The remaining section of the paper is structured as follows: Section II presents the literature review of the paper. Section III is the research methodology section of the paper. In Section IV, the business culture of the paper is evaluated while section V presents the cultural adaptation and its barriers. Section VI analyses the managerial rules for multi-cultural success. Lastly, Section VII concludes the paper and presents future directions.

2. Analysis Of Literature Review

The organization of cross-cultures is fundamental and has significant impacts on the running of global business operations. Selmer and Suutari in [1] discuss the findings that imply that firms from developed nations send business executives on assignments in Russia and CEE nations to be familiar with the potential conflict that occur in the global market place. Global business organization is devoted to the patterns of cultural behaviours since it is signified based on shared and pervasive symbols, values, norms and beliefs, which control the life of various business individuals. The managers of global managers have to focus on adjusting and selecting business approaches connected with cultures from different countries.

The traditional business strategies utilized by the business managers to control the workforce, which is diverse culturally, are proving insufficient and might not be capable of mitigating the issues of cross-culture diversification in modern-day globalization. To enlighten the process of organization and to mitigate this issue with advanced approach, this research focuses on diversification and the organization of the workforce, which is diverse culturally. The paper is structured to fulfil a number of objectives, which include identifying the concepts of cultural diversification and the significance of this form of business advancement in globalization. The challenges and issues of cross-cultural diversification are also evaluated before providing the recommendations of approaches to mitigate the issues in a workforce, which is diverse culturally.

The success of business managers in global events is dependent on effective multi-cultural communication. When effective communication and cultural variations of different cultures are observed as evaluated in [2], measurement of artifacts is assessed. From the research, it is seen that methodological perspectives in cultural research concentrate on eliminating alternative details for these variation hence developing result interpretability. As a result, some high-growth companies competing internationally make conscious efforts to recruit multi-lingual individuals from different cultural nationalities and backgrounds.

Other companies conduct in-house classes and cultural languages, which includes training sessions to staffs, which ensure that business managers on global events are prosperous. A few companies retain consultant services that are professionals in inter-cultural and cross-cultural communication to make that their companies train their executives to coordinate their activities successful in international economy. Many companies discovered that effective and successful communication of global level has positive connection with communication on localized

levels. Because of the rapidly advancing value of international commerce, it is now becoming significant that companies aspire to consider international investment to resources in intercultural and cross-cultural communication and training to attain competitive advantage.

Principally, businesses ambitious of distinction in international context have to comprehend the strategic utility of upward and downward flows of communication. Downward flows allocate data from superior to subordinate stages and these flows transform considerably in different nations. For instance, the download system of communication in businesses, in a common dimension, was used in Japan and France. Converse to that, upward flow of business communication stages from superior managers to the subordinate, and these information systems are prevalent in developed countries such as Great Britain or United States. These forms of various communication patterns are absolutely essential for the efficiency of business executives who will be operating in international subsidiaries in their business. Researchers in [3] have argued that in global business organization segments, the dimension of managerial competency and operational competitiveness of companies will depend on the stages of cross-cultural communication with different stakeholders and undertake acknowledged business behaviours.

Apart from that, developing global organizational connections among companies depend on innate capacity and interest of business partners to master about other behaviour, ethics, and cultures, which includes the training required aid business executives in other cultural ecosystems. Researchers [4] caution that when connecting with counterparts and colleagues of other organizational cultures in a negotiation and business context, it is fundamental to respect and know their customs to make sure that an intended definition is conveyed to avoid inadvertently upsetting them. Moreover, other Researchers in [5] visualize international business behaviours as a physical outgrowth of organizational globalization that in various significant manners complicate the manner in which people from various backgrounds in learning and organizational contexts behave in business conditions. The Researchers in [6] emphasized that executives on international assignment have to be trained in comparative organization etiquette, ethics, organizational protocols and styles. Independent small businesses and entrepreneurs have begun competing and investing in multinational niches. However, as seen in [7], there are organizational problems that these SMEs face: cross-cultural communication, customer service, marketing issues, management and information technology issues.

In that case, the present international business trends and rivalry show the need for the advancement of strategic systems for communicating, negotiating, managing cultures to accomplish the investment aims of businesses. Consistent with cultural researches [8], it is asserted that careful awareness of the multi-cultural variations is increasingly fundamental to succeed in global competitiveness. An effective appreciation and understanding of the culture in which businesses are done can make global managers both productive and effective.

Nonetheless, the concerns of many companies when internationalization started in the early 1970s had it that it are challenging to conduct businesses in the same manner around the globe because of cultural differences, conflicts and variations. They cautioned that any slight attempts to control workers the same manner over cultures might present critical problems to many global corporations.

Researchers in [9] did over the past few years stress the requirement for international training in reference to multi-cultural agreements, organization effectiveness and business etiquette. The aspect of globalization has taken a significant trend in the current business ecosystem, which makes it fundamental for the workforce to be equipped with the required cross-cultural and mindset values, which allows for effective organization in the diversification of the workforce. In the preparation of international assignment, researches in [10] have evaluated the aspect of cultural convergence, transformation of personal organization forms to accommodate the techniques, which are utilized in other organization ecosystems. This aspect of business incorporates overall elimination of managerial stereotyping, ethnocentric and parochialism behaviours in connection to the staff members. An evaluation of the multinational corporation development in globalization has researchers in [11] display a number of factors, which have been essential to explain the incapacity of managers to succeed in global assignment. Among these fundamental business factors are ethnocentric predisposition, negative perception, parochialism and cultural imperialism in assessing multicultural workforce. These negative values have critically proven to be productive in the leadership of global undertaking.

3. Research Methodology

The status of information utilized in this research was majorly secondary data. Also, primary data was utilized and it consisted of extensive analysis of present literature consisting of books, internet and journals that define assumptions in globalization, business diversity and culture. The information was utilized to identify and explain the contemporary multi-cultural diversity approaches used by organizations. The analysis of the past literature sources has given room for the identification of present gaps in research, which allowed us to conduct this research. Business culture can be explained as the accepted knowledge, which people utilize to interpret business competencies and general their individual social behaviour. It is fundamental to identify that business culture is mastered and aids individuals to communicate and socialized with others in the community [12].

When included in a business culture where beliefs and values are varied, some individuals face difficulties adjusting. Culture evolves within every community to characterise its individuals and to effectively differentiate them from other people. Firstly, it can capture the manner in which business individuals live; for example, the manner in which they shelter, clothe and feed themselves. Secondly, this provides details on how business members consider each other and how they associate with other business partners. Thirdly, it explains the values, beliefs of members, which includes how people perceive life. With

the three definitions of culture, it is now fundamental to provide the definition of what culture is not.

Culture is not:

- Wrong or right: Culture, over the years, has been considered as absolute and relative. Humans are different based on their nationalities and ethnicity, which means that they all have a different perception to world. They embrace their different means of handling matters, and are not considered fit in a single standard. Every culture is known to embrace its notion of what is acknowledged and unaccepted as a business behaviour.
- Centred on personal behaviour: Culture cannot be based on groups. In that case, culture is based on a collective phenomenon of shared meanings and values. In that case, whereas culture explains the collective habits of every society, people normally behave in a different way.

- Not borrowed: Culture is based on social ecosystem. Humans are not born with shared attitudes or values. This means that as people continue to grow, they adopt different ways of behaving and thinking as they continue to dwell in the community.

However, culture can be passed from a single generation to another. As such, cultural norms can be passed from leaders, peers, parents, mentors or peers to others. Modern forms of communication, which include the transnational media, play a critical role in the transmission of culture.

4. Cultural Adaptation And Its Barriers

When individuals, in an organization, come together, they are given an opportunity to bring in some beliefs and values.

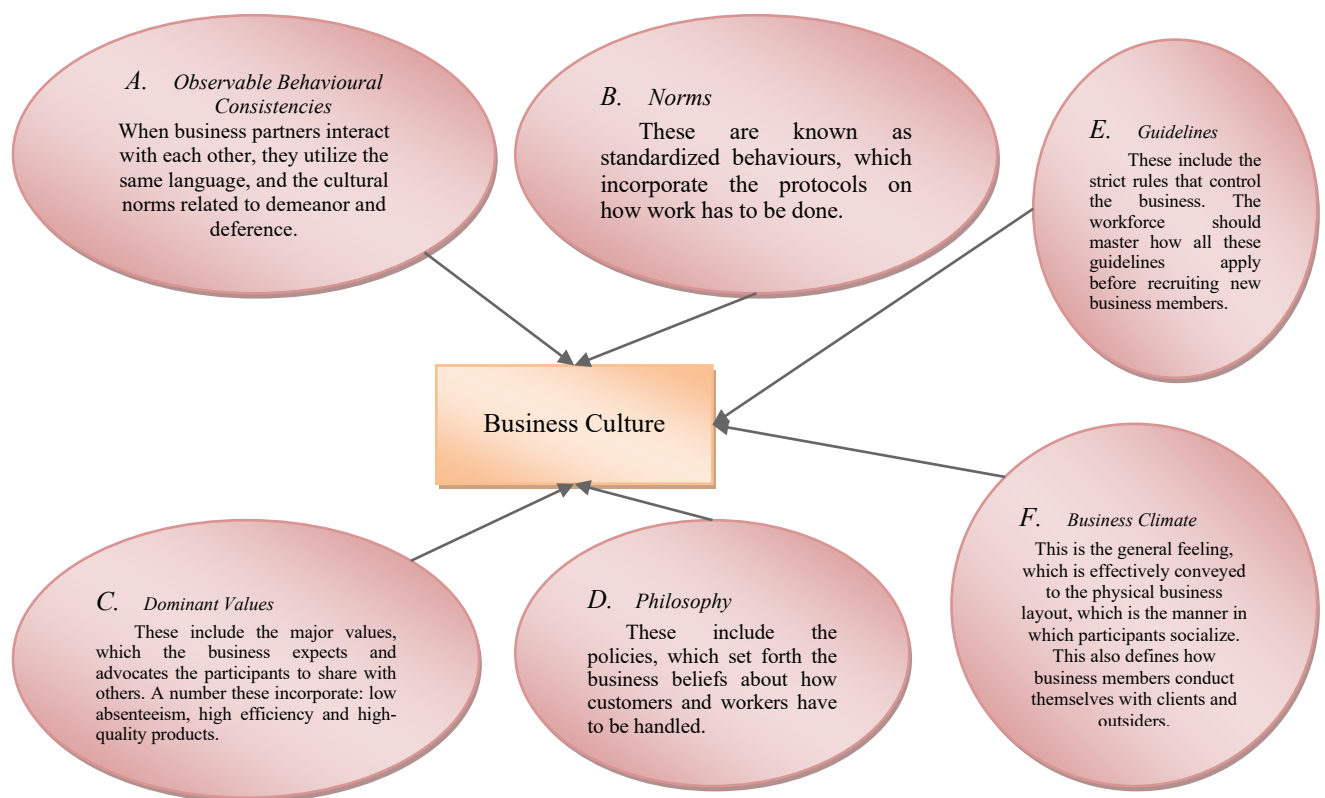


Fig 1. Elements of the business cultures

Nonetheless, these beliefs and values are not enough to assist the workers to succeed in the business. As such, they have to master the way in which the organization has to perform and how it can adapt to the constantly transforming environment. The business culture has some essential elements such shown in Fig 1 above.

Organizational diversity is explained as the concept that incorporates business respect and acceptance. This implies the comprehension that every people is unique and identifying our personal differences. They can be defined to the aspects of religious beliefs, political beliefs, economic factors, age, sexual orientations, race and

ethnicity. Diversity defines the exploration of the varied difference in a positive, nurturing and safe business environment. It concerns comprehending each other and shifting beyond simple tolerance of facing and celebrating the adverse diversity contained within individuals.

Cultural diversity in business is explained under various aspects such as sexual orientation, religion, nationality, language, ethnicity and race. The society is termed as culturally diversified when its dwellers incorporate the members from various groups. The society in this case can be a city, region or country. Cultural

diversity in business has not become a prevailing concern when applicable within the workforce [13].

Emergency of Cultural Diversity

Transforming demographics is a major reason for the emergency of cultural diversity. People of different races, workers, women, educated, uneducated and the physically-challenged are being accepted in the workforce today. A number of factors are considered responsible for the emergence of business diversity since it can aid businesses in attaining competitive advantage faced by them internationally. The speed at which the international business is advancing adds to the emergence of business diversity. Moreover, diversity aids businesses to strive after identifying opportunities to diversify certain viewpoints in decision-making procedures and the organization of business teams.

Merits of Diversified Business Culture

A diversified culture in business implies that the workforce recruits workers from various religion, gender, race and ethnicity. Nonetheless, many traits contributes to a business culture in which workers operate with others. The merits of a diversified business culture include:

- Boosted morale: one advantage of a diversified workforce is a boosted morale for business. Nonetheless, this is a fundamental merit. When cultural diversity is managed effectively, workers are stimulated to train on cultural awareness and sensitivity, which is the ideal mission for any business where individuals are validated and considered important. The affirmation of values enhances the individual worker morale and the overall positivity in business
- Wider perspectives: A merit, which is more identified about cultural diversification, is the wider perspective and ideas. A collection of individuals with various life experiences and backgrounds are likely to share various perspectives on the workforce problems. They are also likely to communicate the various perspectives on the workforce problems. They are placed on a better position to discuss some ideas. By enhancing the quantity of ideas and perspectives, the quality of the final solutions and decisions is normally optimized.
- Internalization implication: In an international economy, have a business, which is more diversified from cultural perspective to country perspective can aid companies to develop roots in international markets. The capability to transfer information with global markets, to formulate firm connections with business partners and suppliers in domestic markets and to evaluate the cultural implications of dealing with business issues in various parts of the world.
- Society connections: as societies continue to become diversified, it is fundamental that companies continue to become diversified both psychologically and functionally. Functionally, businesses require workers who are able to

communicate with potential customers using the language they understand. Psychologically, customers and communities normally prefer to handle business with enterprises employing people from various cultural backgrounds. In that case, businesses in diversified societies hire and manage diversified cultures as a fundamental strategic element.

Importance of Culture in Business

Effective dealing of multi-cultural interface is a fundamental factor influencing a company's competitive advantage. In that case, business practitioners have to formulate empathy and tolerance on varied cultural aspects. This also amounts to efficient factual skills on the beliefs and values of foreign business partners. The multi-cultural competency is fundamental in most of the managerial obligations, which incorporates:

- Developing services and products
- Interacting and communicating with foreign partners in business
- Selecting and screening foreign partners and distributors
- Structuring and negotiating global business ventures
- Interacting with the present and potential clients from international clients
- Preparing for international trade exhibitions and fairs
- Preparing promotional and advertising materials

It is fundamental to consider some examples of how multi-cultural differences might complicate organizational issues:

Teamwork

It is essential to cooperate to accomplish common business goals since this is critical for business success. It is also fundamental to know what to do when local and international nationals do not get along with each other. It is essential to sensitive each group to develop appreciations for the workforce. The managers have to rally these groups to around the same organizational goals. The kind of expectation, which arises from this form of devotion and relations can be challenging when the business is dealing with other international companies. Most managers find it challenging to motivate their workers to handle the same tasks irrespective of their quality of production or cultural backgrounds. In [14], managers are motivated to tell workers what to do, which regulates the democracy available in the workplace. Motivating the workers to handle task helps the company to have steeper business hierarchies, and know what to expect.

Wages-Per-Performance Model

In many developing countries, incentives might not be considered as a major basis for promotions in the workforce. However, in countries such as Japan and China, such merits might be focussed on workers with more experience than others. It is essential to evaluate such workers using performance-centred measures.

- Business Structure

Many businesses opt to delegate organizational authority to local managers hence formulating a decentralized business structure. Other businesses are based on autocratic structures with power based on corporate or regional headquarters. Companies might be bureaucratic or entrepreneurial. Therefore, it is fundamental for managers to determine how the company can obtain a bureaucratic distributor to be more responsive about the supplies and demands, if they are bureaucratic, for better performance and timely delivery.

Union Relationships and Organization

In developed countries, the union managers embrace the same positions as top-level managers and are required to be present at corporate board meetings. Specifically, companies in Europe have developed an organizational culture whereby employees enjoy an equal status with these top business officials. This organizational approach can fundamentally reduce business flexibility issues that alter its operation in case the union representatives deny change. Research in [15] uses the case of the UK, a homogeneous community, to evaluate the business flexibility issues that companies face. From the analysis, UK experiences 18 different racial issues since the early 1980s where undeveloped nations have experience none.

Attitude over Uncertainty

In every country, nationals possess unique capability to tolerate attitude over ambiguity. For instance, some managers provide detailed and exact instructions on tasks to be completely, while others provide incomplete or ambiguous instructions. If the workforce is not comfortable operating with minimum guidance or consideration independent action, they might face challenging fitting into some business cultures. To achieve practical perspective on role of business culture, it is fundamental to consider the kind of business operated in Japan. In western countries, the customer is always regarded as king, but in countries like Japan customer is 'god'. Whenever clients go into a retail store in Japan, they are received with warm welcomes and songs that imply that they are welcomed so much even if they leave.

Managing a Workforce Based on Culture

When the business focusses on expanding its operations geographically to more than a single nation, it tends to be considered as a multi-cultural business. The biggest problems being faced by businesses therefore will be collaborating the workers from various cultural backgrounds. When workers from more than two cultures come together on regular basis, it amounts to multi-culturalism. The workers going into another country have to adapt to the leadership forms in that country, which includes adapting to their communication styles and different practices that are accorded to that host country. In most cases, workers from the foundational nations are mostly found in third-world countries. All these workers are identified as expatriates because they are from different countries. What the firm expects is the connection in cultures of these businesses as that productivity in the business is guaranteed.

5. Cultural Adaptation and Its Barriers

Cultural Barriers

There are many barriers that affect cultural adaptation i.e. parochialism. The global operations of developing businesses are done in such a business ecosystem whose social models is different from the kind of environment embraced by the business. This novel social model affects the feedbacks of all the individuals included. The workers posted to other nations exhibit different habits, which are typically real to their citizens or nations. They might face issues to notice the major variations between backgrounds and cultural identities. Even when they have to accomplish that, they typically tend to draw assumptions that the influence of these variations is less significant. Resultantly, they have an assumption that the two different cultures are equal that they actually are.

Individualism

A number of businesses might be individualistic, which means that they include fundamental focus on the personal needs and welfares. Now, individualism assures that business actions have to be guided by the statement: "take care of themselves before taking care of others."

Ethnocentrism

This is considered another possible barrier to effective adaptation to any other business culture. It happens when individuals are predisposed to believing that their motherland conditions are effective. This form of predisposition is identified as ethnocentrism or self-reference method. Even if this form of thinking is considered physical, it affects the comprehension of human behaviour in other business cultures and achieving productivity from localised workers. To effectively integrate the borrowed and localised social frameworks, global employees have to acknowledge cultural comprehension of local business conditions. Even with this form of comprehension, they have to adapt enough to incorporate the society of interest based on the business cultures involved.

Cultural Distance

To effectively project the kind of adaptation, which might be essential when a worker shifts into another country, it is significant to comprehend the cultural gap between two nations. This defines the prevailing variation between the two social models, which explains the range from minimum to maximum. Irrespective of the cultural gap, it does not have to alter the feedbacks submitted workers in business. Workers tend to be ethnocentric and to dictate the new nation in reference to the guidelines structured in their motherland. These issues will be magnified when cultural gaps are significant.

Cultural Tremor

Whenever workers get into another country, they have to endure cultural tremor that is the disorientation and insecurity caused by encountering another culture. They might not tell how they should act due to lack of self-confidence, which makes them to be emotionally

distressed. Some workers isolate themselves whereas some of them decide to get back to their motherland due to challenges in adapting to the new cultures. This is virtually happening everywhere. A common reason for such cultural tremor includes:

- Various organization philosophies
- Different languages
- Different foods, driving patterns, dressing code and the availability services or goods
- The workforce attitude towards productivity and work
- Novel currency framework

6. Overcoming the Potential Barrier to Cultural Adaptation

Despite the firm requirement for employees to shift to international job markers to transform to the local business cultures, they typically suffer an improvising. They tastes are normally centred on their job performance from their local nationalities. Due to ethnocentric, parochial and individualistic ideologies, they might not be affirmed with ideas that they are in partnership with cultures from a different country. Apart from that, they might find it challenging to identify how opportunistic their local languages are in a foreign country. They not be selected based on their technical knowledge by their employees. However, the cultural understanding is critical to eliminate misunderstanding and mistakes that can be expensive to the global business. There are critical steps that business can embrace to mitigate any potential cultural issues and minimize the influence of cultural tremor and barriers. A number of these issues have been analysed below:

Critical Selection

Workers can be recruited with reference to ethnocentrism and other potential troublesome features. The aspiration to experience other cultures and dwell in another country might be an essential precondition attitude that workers should evaluating. mastering the workers' attitude over an assignment can also be fundamental to make sure that there is firm support for operation in a foreign nation.

Well-matched Assignment

The transformation to the conditions in another country becomes easy for workers mostly on their first global assignment, when they go to another nation, which are the same as theirs.

Training before Departure

Many businesses try to accelerate chances to the host countries through the process of encouraging workers to master their local language. They provide training before assignments. It normally incorporates geographical orientations, political ecosystems, cultures and customs in which workers will be living.

Support and Orientation

Changes should be anticipated as soon as workers get into another country to help the family and employees settle. This might incorporate assistance with sopping,

transportation and housing. It is helpful if mentors can be assigned to ease the changes.

Guarantees and Incentives

Another issue, which can arise whenever workers change cultures is the intensified necessity of business transition. This implies that their necessity for satisfaction is not fundamental as those similar to workers who remain in their local environments. Despite the fact that a shift into another country might be an incredible chance, which brings up now recognition opportunities, responsibilities and challenges, global hob assignments might bring fiscal challenges, insecurities, inconveniences and even separation from family and friends. To motivate such works to acknowledge such workforce assignment in a foreign country, businesses have to provide some extra pay and incentives, which are purposed to compensate for the issues they might be experiencing. Moreover, they should be assured for good positions in the company once they return to their homeland since this might be essential to relieve them from the work insecurities.

Re-entry Preparation

Workers who get back to their homeland after the global assignment tend to undergo cultural tremor in their homeland. This is known as multi-cultural re-entry and might amount to reversal cultural tremor. After changing to the cultures in another nation and enjoying this form of uniqueness, it is challenging workers to adjust to the environments of the homeland. This condition is made challenging by many transitions, which have happened since they left their homeland.

7. Managerial Rules for Multi-Culture Success

Multi-cultural proficiency aids the workforce to link-up with their international business counterparts. Seasoned business managers agree to the significance of deep knowledge of language and culture in global business. Business officials can attain operative multi-cultural interaction by being inquisitive, open-minded and not drawing conclusion about other business situations. An experienced workforce acquires essential competency and human relations methods. They dwell in cultural training, which focus on observational competencies and human relationship approaches. Business competencies are more significant compared to pure data because competencies can be shifted across nations, whereas data tends to be based on countries. Different resources are present to managers for developing competencies, which incorporate videotape courses, programs, and multi-cultural consultants provided by training institutions, universities and governments. A planning process that combines formal and informal mentoring from expert managers, is done using simulations and seminars and helps business executives to mitigate multi-cultural problems. Despite the fact that each culture is exceptional, particular rules are effective to enhance multi-cultural success. The rules for business executives to follow in assuring multi-cultural success incorporate:

Real interpretive and factual knowledge about cultures:

Real interpretive and factual knowledge about cultures should be based on speaking their languages. Successful business executive acquire a knowledge base about lifestyles, attitudes and values of organizational cultures with which they can interrelate. Executives evaluate the economic and political backgrounds of the targeted nations, which incorporate their history, country affairs and cultures. This knowledge enables managers to understand the mindset of their partners, which effectively enables the comprehension of business objectives. Apart from that, business events and decision become easier to comprehend and interpret. Because the focus on the targeted business culture aids in the establishment of respect and trust, laying a foundation for productive and open relationships is fundamental. In the process of establishing relationships, even the proficiency of languages can be considered a useful measure to help the business to achieve competitive advantage. As such, executive who are capable of communicating in multiple languages are in better position to negotiate with different business groups compared to the workforce depending on a single language.

Eliminating cultural bias in business:

The major cause of cultural-connected issues is ethnocentric philosophies where business executives may base on. Issues come up when business executives assume that the workers in a foreign country behave and think like the locals. The ethnocentric philosophies amount to ineffective business approaches in the process of execution and planning. As such, this was seen to distort how foreigners communicate with the locals. The business executives, who are new to global businesses, normally find the behaviours of foreigners difficult to comprehend. They might perceive other kinds of behaviours as improper for the business. This condition might affect the managers' capabilities to interact efficiently with foreigners, even amounting to a breakdown in communication. In this manner, cultural bias can be an essential barrier to successful interpersonal communication.

The individuals' cultural status defines how he/she reacts to various values, systems and behaviour. Many individuals assume that workers originating from other cultures experience activities in the workforce as others. They visualize their cultures as norms even if things seem strange in the workforce. This is referred to as self-reference method, which is the propensity to visualize other cultures via the perspectives of other people's cultures. Comprehending the self-reference approach is a fundamental step to eliminate any form of cultural bias and ethnocentric responses. Efficient incident assessment denotes to the analytical evaluation for assessing unwanted conditions in the multi-cultural interactions by formulating empathy for other forms of interactions. It is an approach to remove the self-reference methodology in the multi-cultural encounters. Critical incident assessment encourages objective reaction to cultural diversity by allowing business executives to formulate empathy for various interactions and perspectives.

Developing multi-cultural competencies:

Operating competently with counterparts from different cultures necessitates the investments in expert business development. Every culture has its manner of running dispute resolutions, negotiations and transactions. The multi-cultural competency is based on four essential personality characteristics:

- Ambiguity tolerance, which is the capacity to endure lack of clarity and uncertainty in the actions and thinking of others;
- Insightfulness, which is the capacity to appreciate and observe subtle data in the behaviour and words of others;
- Appreciating individual connections, which is the capacity to identify the significance of interpersonal connections. This is more fundamental compared to the achievement of a single winning argument or goals; and
- Adaptability, which denotes to the capability to be innovative in devising creative remedies to be sophisticated about results and to display elegance under compression

8. Conclusion and Future Directions

In conclusion, the company's capacity to motivate, retain, or attract its individuals from various cultural backgrounds stimulates competitive advantage, which also boost the quality of human resource. More capitalization of the possible benefits of cultural diversification in the workforce helps the organization to achieve competitive advantage, flexible transition to change, problem solving and creativity in business. Cross-cultural employees are currently becoming a norm. For the business to achieve organizational objectives and to eliminate potential risks, the executives have to be culturally sensitive and facilitate motivation and creativity through flexible leadership in business. Since the aspect of communication is bound on culture, it is fundamental that nation get engaged in global business and dedicate effort in appreciating, understanding and learning the various cultural and ethical habit for doing global business transactions. The acquisition off competitive international competencies and skills will allow the establishment of quality business, which enhances stronger strategic relations. Based on the merits of globalization in the modern age, multi-cultural awareness, it is fundamental to develop cross-cultural sensitivity and international ideology, which is the focus in future research, to allow managers to enhance sustainable growth in globalization.

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