

# THE ORGANISATIONAL CULTURE DIFFERENCE BETWEEN INDIA AND USA

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## **Introduction**

Geert Hofstede defines culture (2011) as —the collective programming of the mind distinguishing the members of one group or category of people from other. Culture can also be understood in its lexical meaning as —the ideas, customs, skills arts, etc. of a people or group that are transferred, communicated, or passed along, as in or to succeeding generation. It is how an individual connects himself to the society and how a society defines itself. This definition can give one an idea about how culture could be effective in an organization that is multi-cultural, multi-faceted, spread across countries, cutting barriers of continents. It has various societal dimensions; ranging from language, mannerisms, clothes to the narrower concept of how an individual is supposed to conduct oneself. Managers in an organization come from diverse cultural backgrounds which influence their style of conflict resolution and management. With the rapid rise in globalization, businesses are not bound to any one country or region. A business today is not set up keeping in view only the domestic frontiers. Owing to various technological innovations taking place every day, any business can grow far beyond the man-made boundaries. It is this increase in multinational presence of business that makes the understanding of culture and cultural influence on management styles a lot more important than it would have been a few decades ago. Besides, not only businesses but even individuals benefit from understanding of the complexities of cultures across the world. Inter mingling of diverse cultures at workplace has its set of pros and cons. While diversity brings in complex environment of heterogeneous behavior with different issues and means to deal with them, it also creates a positive atmosphere of diverse and creative ideas along with innovative problem handling solutions. Business can reap the benefits of cultural diversity by productively handling conflicts at workplace in the right manner. On the other hand if the conflict situation is not handled in the right manner, it may lead to tragic consequences for the organization's future. Conflict can be defined as incompatibility of ideas. It means the variances that arise when different people from different understanding of an issue. According to Putnam and Poole (1987) conflict is defined as —the interaction of interdependent people who perceive opposition of goals, aims and values and who see the other party as potentially interfering with the realization of these goals. In a multicultural business enterprise, where people come from various backgrounds with their own understanding of issues, conflicts are bound to happen. This highlights the impact of diversity at workplace leading to disagreement between parties. Culture is not static. Every society evolves with time and this leads to the dynamic nature of culture. As exchange of ideas across nations grows, people better understand each other's cultural differences and the reasons for the same. So, an organization has to keep pace with

time and continuously update its views on cultural diversity at workplace. This cannot be done with a written rule book of handling cultural conflicts. Hence, managers from different parts of the world contribute to the understanding of diversity and productive conflict resolutions.

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding. Organizational culture sets the context for everything an enterprise does. Because industries and situations vary significantly, there is not a one-size-fits-all culture template that meets the needs of all organizations.

A strong culture is a common denominator among the most successful companies. All have consensus at the top regarding cultural priorities, and those values focus not on individuals but on the organization and its goals. Leaders in successful companies live their cultures every day and go out of their way to communicate their cultural identities to employees as well as prospective new hires.

Conversely, an ineffective culture can bring down the organization and its leadership. Disengaged employees, high turnover, poor customer relations and lower profits are examples of how the wrong culture can negatively impact the bottom line.

In my report I would doing comparative study between organizational culture of India and US companies and Tata consultancy services.

Google is an American multinational company that specializes in internet related product and services and product,. Which include online advertising technologies, search engine, and cloud computing, software and hardware. It is considered to be one of the biggest companies in technology alongside Amazon, apple and face book. Goggle was founded in the year 1998 by Larry page and Sergey Brin while they were Ph.D. students in Stanford University in California.

Reasons why Google deserves best company culture.

### **1. Flexibility in working**

Google have been one of the first companies to understand the need for employees to have flexible schedule and work environment. And Google is the company who allows employees to have flexible working on their terms to unleash creativity and greater level of productivity.

### **2. Working with fun**

Google is one of those companies which started with concept of recreation rooms for the employees so that they can also be creative while at work.

### **3. Dog friendly workplace**

You have to love a company that encourages dogs at workplace. Dogs are viewed as a way to enhance quality of your work life. For employees code of conduct Google has written an entire section on dogs

#### 4. Radical candor

The concept of radical candor is a key ingredient in the success of Google culture it's about "caring personally and challenging directly".

#### 5. Leadership structure at Google

Google's structure is unusual from that of others they have few unique leadership styles like chief culture officer and chief internet evangelist. Company is overseen by board of directors which passes instructions to other management.

#### 6. The 70/20/10 rule

Google employees follow this rule called 70/20/10 rule, under which employees are expected to devote 70 percent every workday to projects assigned to them 20 percent to new ideas or projects, 10 percent to any new idea they want to pursue regardless of what they might be in this way company encourages new ideas from employees and it motivates them to work harder.

#### 7. Diversity in Google work cultures

- AGN – Asians Google network  
Asians network was formed in 2007 with Google with motive to support employee retention and career advancement, educating Google employees about Asian American culture.
- BGN – blacks at Google  
The mission of blacks at Google is to attract retain, recruit and develop black talent at Google.
- Women at Google  
Google sponsors attract variety internal workplace talent to ensure third is great place for women to work and take initiatives to design STEM – science, technology, engineering and mathematics education among women.

#### 8. Casual, democratic atmosphere

Conducting various games from volleyball, basketball to having indoor pool Google is famous for its casual working and employees are free to dress up the way they like in comfortable clothing. Various employee engagement activities are conducted timely and employees are free to take decision on their own.

#### 9. Employee recognitions for big and small achievements

Google encourages when people even after they make mistake inform the employer about it

and it recognize even the smallest of achievements by the employee so that they are motivated to work harder employee appreciation leads to fearless work culture.

#### **10. Community engagements outside work environment**

- Commitment to community is one of the leading indicator of great work culture. Google has contributed \$1 million for charitable causes in South Carolina.
- Events like Google fest providing opportunities to employees to become involved in community building and training. Participating in such events help employee add social dimension to their work.
- Promoting social gatherings in general will allow coworkers to find different ways to connect with each other aside from work settings.

### **TATA CONSULTANCY SERVICES**

Tata consultancy services TCS is an Indian Multinational company which deals with information technology services and consultancy services and has its headquarters in Mumbai, Maharashtra, India it is subsidiary of Tata group and operates in 46 countries. it is one of the most valuable IT services brand worldwide . Chairman of TCS is Natarjan Chandrasekaran

#### **TCS ON THE WAY OF BEING GLOBALLY COMPETITIVE**

##### **1. INDUCTION PROGRAM**

- Soft skill development  
Inculcating soft skills among employees as to how they are suppose to behave in a manner
- Overview of Tata company  
About rules and regulations of the company and how employee has to abide by code of conduct of the company.

##### **2. INSIDE THE ORGANISATION**

- All people are treated in a same manner  
There is no discrimination on the basis of caste, color, sex of any employee
- Friendly relation between managers and subordinates

##### **3. Training and development**

- Voice and accent training  
That is employees while taking training must not use any technical jargons
- Daily hurdle

##### **4. Personal care**

- Transportation  
Transportation to the employees of organization Change in cab timings for overtime

## 5. Job security

- Periodic evaluation of the employees
- Grievance cell
- Employee satisfaction survey – Darpan

Just an organization needs the right talent to get successful and meet business objectives in same manner people need right environment to grow and excel in life. Because two companies can have same resources but one company can win over its competitors only through its competitors. The moment the employees step into TCS he/ she would be greeted with unmistakable feeling of being at right place. Along Working with TCS leads to sense of responsibility among employees and security that they are associated with TATA.

The work environment at TCS is around the belief of growth beyond boundaries.

## ORGANISATIONAL CULTURE OF TCS

### 1. Open door policy

Our corporate culture is open and inclusive irrespective of your experience; you will immediately be welcomed into the team.

### 2. On the job training

Intense training and development programs facilitate on the job training so that employees can give their best work and do well into their life.

### 3. Mentor programming

Our mentor programs foster supports relationship that help develop skills, behavior, and insights to enable you to attain your goals.

### 4. "global family" identity

TCS encourages, supports and helps an employee at every level like a family that is whichever ways employees want to work and grow there global identity.

### 5. Culture potpourri

People from diverse backgrounds and geographies have come together in pursuit of a common vision.

## Objectives

The main objective of the study is to derive the comparison between the organizational difference of culture between India and United States through series of interviews and a detailed questionnaire of the two prominent companies

i.e. Google and Tata Consultancy Services.

By the end of the research we would be able to define the good cultural practices of both the companies and countries and develop a more inclusive environment and drive a great organizational culture

## Literature Review

### What is an Organizational Culture?

Organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011). Organizational culture has four functions: gives members a sense of identity, increases their commitment, reinforces organizational values, and serves as a control mechanism for shaping behavior (Nelson & Quick, 2011).

Organizational culture facilitates the acceptable solution to know the problems, which members learn, feel and set the principles, expectations, behavior, patterns, and norms that promote high level of achievements (Marcoulides & Heck, 1993; Schein, 1992)

## Research Methodology

The report is made through the extensive study of articles from various sources such as:

### 1. Primary Source

The primary source of information is the questionnaire (annexure 1) which was given to the employees working in India as well as United States of America. Total of 20 people participated in the questionnaire and answered the best practices of their respective organizations and also were keen on sharing the scope of improvement of the same. The employees were reached out through the physical copies of the resume as well as the same was shared with them over the email and hence received the more concrete and direct responses.

### 2. Secondary Sources

The visit to USA granted me an incredible opportunity to examine and observe the complex working and understanding the work culture and practices undertaken in United States of America. I got an opportunity to interact with multiple people who are working with Google at USA who were keen to share their insights of the company working and how do they like to improve and incorporate into the working culture of the organization.

I was also lucky enough to secure interviews with Mr. Kamajit Dhiman and Mr. Akhil Asthana who are presently working with Tata Consultancy Services in Chandigarh and Delhi respectively. The interviews with them gave me a great insight about working of such TCS and making it one of the Asia's biggest consultancy firms.

3. As my quest to fulfill the interviews and questionnaire and relate them in understandable fashion. I have referenced multiple articles and reports published online and have acquired some of these articles through Google Scholar Articles and the articles from

the Harvard Business School.

### Findings on the basis of Questionnaire

- The employees of both the companies were subjected to an extensive questionnaire through which I was able to decipher multiple reasons on to what defines an organizational culture.
- During the course of my findings the organizational culture of the USA provided almost an equal ratio of men and women working together whereas the team at Tata Consultancy Services comprised of majorly male candidates. From this I was able to deduce that the having more female members at the think tanks and in the organizational culture has a positive impact as the male members can benefit highly from them as females tend to give out more creative answers to solve an issue.
- I was able to see that the more energetic work culture is directly proportional to number of young team members as they tend to be more open to criticism and are open to try out unconventional and out of the box methods and are able to work relatively higher productive rate. Tata Consultancy Services has more than 50% of working force older than 40 years of age which relatively makes the company a little resistant to trying out the new things.

Another interesting finding of Tata Consultancy Services is the fact that they still try to instill the importance of mentorship program which was laid long ago by Mr. Jametji Tata who believed that people cannot move to next roles if there is no one to take the current position. However, Google has relatively less mentorship program as the crowd is relatively young and lacks the industry expertise.

- Another interesting finding is the HR practices of career advancement at TCS and benefits that are entailed to all the employees and the trust that they have in the company i.e. Tata that they are at the same company for over 20 years. Upon having an interview with one of the higher Tata employee, it was discovered that the average tenure of an employee at TCS is 10 years which is relatively higher than any other company in its segment.
- Google being a relatively young company believes in deciding the strategies with the consult of the employees however TCS on the contrary believes that the decisions should be made at the higher level and are cascaded down to the employees.
- Very few people believe that they do not have any say in defining the company's strategy and believe that the same is decided by the top level management
- Google was compared to be more employee friendly organization, and the communication channels are more open between the management and the employees.
- From the interviews it was observed that the Tata Consultancy Services are more rigid to change as seen from the projects that they have undertaken and are not very responsive to change. However, when interacting with Google, they are more open to change as their current objectives include venturing into artificial intelligence and have almost 100 prototype projects which are on the testing phase.
- Majority of the people in India believe that the compensation with respect to the task that

they are doing is relatively less wherein in USA people seemed more satisfied with the employee benefit.

- It was also noted that the employees in the USA received their salary majorly on weekly basis as compared to monthly structure followed by India.
- People believed that engagement activities such as interdepartmental competition and excursions and picnics played a very important role in building the healthy organizational culture. People in Google enjoyed as much as a quarterly excursion and weekly engagement activities as compared with annual activities and excursions were not a regular affair.

## **Research Problems**

While conducting the research, the major problem faced was interacting with the staff that were working in United States of America as reaching out to them was relatively difficult.

While I was in USA, interaction with the people from India due to difference in time proved to be a challenge and hence received the responses and interviews were delayed however the same was overcome.

Since there was only a small pool of people, hence, a broader pool of people with more personal interviews would have definitely helped in securing fairly more concrete data to present.

## **Conclusion**

In the fast changing international business environment, it is the need of the hour to understand diversity at workplace and its implications. Managers could bring a more positive outlook of these variations if they understand the reasons behind these diverging behaviors. An in depth understanding of differences as explained by Hofstede's Dimensions provide an explanation for the differences in managerial behaviors caused due to varied cultural backgrounds. The theory helps in keeping in sync with the customs and values of the country.

After the thorough study of the questionnaire I was able to conclude that though India is catching up with the western counterparts in terms of having more inclusive and interesting working environment which consistently engages employees and creates a great place to work. I was able to conclude that people who are working in USA have a more open sharing environment which engages them with regular employee engagement activities which are not confined to office space but also outside office excursions. It was also found out that organization culture greatly depends on the supervisor or the manager as with my personal interviews with the Tata Consultancy Services described that though there are some initiatives taken by the company, however the manager or the supervisor does not cascade them down personally.

One admirable thing about the Tata Consultancy Services is that they value experience over



younger talent. Tata Consultancy Services also has an notable mentorship program wherein the employees get an access to climb the ladder. TCS also has a program in line with the TATA called as Tata Administrative Services which any employee who has worked with any Tata company for two years can apply and if qualified through a series of interviews get an opportunity to be one of the top leaders in the TATA companies.

Tata being a company with 65.80% of its profits dedicated to various philanthropic causes gives a great psychological satisfaction to employees for working for a company that puts people ahead of its own interest.

However, the employees at the Tata Consultancy Services believe that the remuneration for the services that they render is not apt and would require an increase in salary.

It was also observed that in today's time the employees believe a flexible work schedule is the most important factor towards a positive work environment and better organization culture.

Majority of the people during their interviews mentioned that having a fair share of women employees also drives a culture of more sensitivity and enhances the working capabilities of the organization as women employee works as a linchpin in driving organizational culture which is more sensitive and flexible to the needs of the many.