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'CROSS-CULTURAL TEAMS'- STRATEGIC FIT AND ORGANISATIONAL EFFECTIVENESS

Ms. Muktha*

Abstract

When an association tries to enlarge its process geographically to more than one republic, it tends to become a multiracial organization.As part of global process, multinational companies form international teams to pool global talent, meet organizational goals and implement complex business strategies. The spurt of Global business has increased the demand for professionals from different countries. As a result, there is tremendous movement of people from different countries with divergent culture and administrative biases that has led to enormous cross-cultural influence. The biggest challenge faced by these organizations will then be blending of employees from different cultural backgrounds for instance, Americans working with Japanese: When personnel from two or more philosophies network with each other on a consistent basis, it grades into multiculturalism. The employees entering another nation need to regulate their respective leadership styles, communication patterns and various other practices to fit into the panache of the host nations. What the organization needs is the fusion of culture between these employees to augment greater efficiency and achieve effectiveness and long-term organizational goals. Hence, an attempt is made in this paper to understand the strategic fit of these cross-cultural teams and the organisational effectiveness.

Key words: Organisational effectiveness, Cross-cultural Teams, Strategic fit

*Associate Professor, St. Joseph's College of Commerce (Autonomous) Bengaluru.

Introduction

Globalization has increased the pace of activities of MNC's and TNC's. These increased activities have enhanced international contacts of the rising corporates. Consequently, international negotiations, management and global decision-making practices of various countries need to be meticulously understood by the multinational companies to remain competitive. The biggest challenge faced by these organizations is blending of employees from different cultural backgrounds. The employees entering another nation need to regulate their respective leadership styles, communication patterns and various other practices to fit into the panache of the host nations. Hence, the organizations have entered into the process of acculturation, to make people understand the issues and withstand the cultural shock. The fusion of culture between these employees augment greater efficiency, effectiveness and achievement of long-term organizational goals.

Review of Literature

National Culture and Multinational Performance

Empirical evidence is provided to the question of why some multinational corporations perform better than other by combining strategic management theories and performance measurement techniques. Precisely, it demonstrates the way of strategic performance dimension by highlighting the influence of home country's national culture on global company's performance.

MNC's national cultures shape their internal cultures and structures which have an effect in their ability to take advantage of their internationalization. In addition, this influence has an effect on their performance. Evidences suggest that home country's national culture has a direct impact on MNC's performance. It also indicates that MNC's with higher performance have different national cultural characteristics from the inefficient MNC's. Therefore, cultural values act as structuring relationships that ensure the transfer of proprietary knowledge across borders, which in turn is the key in multinational success through increased performance effects (Kogut and Zander, 1993: Teece, 1977) and flow of technological know-how (Davison and McFetidge 1985)

Furthermore, results also indicate that national cultures shape the management and the administration of MNC's. Furthermore, it can upsurge the cost of technology implementation which can confound the transformation processes (Barlette, 1986, Beamish 1994)

The effect of national culture on MNC's performance according to Sullivan (1994) is due to new system, structures and other organizational settings that have been used in order for the MNC's to fit and compete to their new global environment which in turn effects their performance.

Managing Cross Cultural Differences in Project

Multicultural project management can flourish through culturally-aware headship, effective cross-cultural communication, mutual respect and reconciliation, deprived of which it is ordained to fail.

Effective use of cross-cultural project teams can provide a source of experience and innovative thinking to improve the likelihood of project success and enhance the competitive strength of the association. Nevertheless, cultural variances and connected conflicts can interfere with the efficacious accomplishment of projects in todays multicultural international commercial community. To accomplish project goals and evade cultural misinterpretations, project managers ought to be culturally sensitive and encourage creativity and motivation through supple leadership. They describe the most well known and accepted theories of cultural differences of Hofstede (2000), Trompenaars and Hampden-turner (1998), Hall and Hall (1990) and others can be illustrated with examples of project management. Relationships amid individuals, motivational alignment, definition of identity and others, attitudes toward time, risk, control, framework and the setting ought to be considered for triumph. Motivation and training of multiethnic project squads is pertinent for implication of mission.

Managing cultural varieties in Internalization of Commercial organisations

Establishments are managed to develop a competitive edge in the international market place. The whole drive of dealing diversity is to fetch out the best of member's talent, capabilities, skills and acquaintance for the benefits of discrete staffs as well as the wellbeing of the establishments. When work force multiplicity is well managed, no member in the association feels deprived.

Business firms ought to identify the supremacy of workforce diversity as a competitive device. There must be a course of accepting innovative structures and effort practices that are drastically diverse from those outmoded inclined management. Huge beneficial

impact to the management system can be noticed prior upon the introduction of reforms and through highlighting the current weakness in the traditional system. There is a need to identify the emerging challenges and discuss ways in which they could be tackled. There is a prerequisite for associations to train their personnel about diversity and its practicality to the success of the corporation. Different extents of need, for employees to understand and value the differences among them ought to be detailed. The role of regulatory bodies with their effective position in handling the situations in the global market also becomes important in this context.

The specific strategies to manage diversity include demonstrated ability to work effectively in a diverse work environment, recruit diverse pool, focus on job requirements, and contemplate transferable skills and knowledge.

Building Effective International Joint Venture Leadership Teams

In International commercial context, a vital influence disturbing the success or failure of intercontinental joint ventures is the effectiveness of leadership teams put in charge. The key elements of effective leadership team for success of Joint Ventures are:

Group Composition (demographic characteristics and national cultural background), the processes that the management adopts like the flow of communication, the process of decision making , the interactive dynamics and normative conduct within the team, structure with respect to the roles of the administrators, and associations among those roles, as well as challenges for instance job interdependence, role vagueness and conflict), inducements such as remuneration structure and career prospects and the leader's behavior which includes ability, style and behavior. Management Team characteristics affect organizational outcomes such as Strategies (Wiersema & Bantel, 1992) and Performance (Hambrick, cho & Chen, 1996) others have recognized core processes i.e team dynamics, communication etc., in the topmost team for business performance. To enhance the functioning of of International Joint Venture Leadership teams, one needs to pay attention to team composition with right ability to work in a cross-cultural setting including tolerance, open-mindedness and cooperative tendencies(Kelly & Stahelski 1970), increase role interdependence among top managers and collaboration tasks, Improve group process skills and feedback which include listening skills, helping skills and skills in observing and evaluating group

process-Aron et al, 1978, generates a robust management team identity by guaranteeing mutual experiences and collective responsivity, linking rewards to joint venture results through emphasis on group or organizational performance which will encourage cooperative behavior (Cliff 1987) and finally develop General Managers leadership skills for articulating a vision and a set of core values that are meaningful to the leadership team members.

Global amalgamation of Performance Management

Considering of international performance management in international organisations by connecting to a appropriate theory, that can be socialization, agency or institutional philosophy. The focus is on the tension between subsidiaries (host and headquarters, how performance is implemented, integrated or initiated and how it has worked out. The transmission of performance could be centralized or formalized. At this juncture the process, development and design of performance management in international business organization is dealt and an examination as to how performance administration system is operated in integrating corporate values vindicated.

Internationally dispersed networks of holdings constitute a significant foundation of competitive advantage for multinational companies -Barner and Li 2004) Company goals are the base for developing individual employee's performance goals, and achievement of the company goals depend on how well the employees can achieve their performance goals. External aspects distressing local performance include economic environments, competition, demographic, supportive infrastructure, trade unions and state culture-Vance & Paik 2006. Performance could be assessed according to an individual specific earlier performance and then allied to goal settings which in turn primes to training and development planning, and probable compensation. The payoff in terms of performance comes only if human resource management is linked to a strategy that reflects the industry and the competition. Performance management system successfully integrated in the company can effectively affect the outcome. Performance Management, which finds its roots in the strategic management will add value to the activities at different range of operations.

Cross-Cultural Training

Various analysts are analyzing authoritative frameworks and structures in a push to see how working in an outside society or directing business with global accomplices can influence business execution (Tayeb, 1988). Altogether, for somebody to bargain viably with individuals from various societies, they should be prepared in cross-social correspondence (Triandis, 1986). A few analysts have expressed the need for culturally diverse preparing. For instance, Bochner (1986) brought up that "cross-cultural training incorporates business arranging, planning preparing modules, and implementing relative preparing projects to those representatives to perceive their own practices and morals, helping them to perceive and acknowledge the presence of social contrasts" (p.430). Some examination ponders have demonstrated that successful culturally diverse preparing improves behavior, openness, full of feeling work execution, and discernment. Research by Blackand Mendenhall (1990) places that positive commitments in diverse adjustment, development, and execution that can be made by using existing preparing agendas

Team Learning and Performance

Macro framework in international companies influence job team learning and such team learning stimuluses task performance and interactive relations. Organizational frameworks accentuating on global integration reduces team learning, and those stressing responsiveness and knowledge management enhance team learning. Team learning sequentially influence positively together task performance and quality of interactive relations. Multinational organizations essentially seek global integration of competence, local receptiveness for adaptability to diverse locations and universal learning to explore innovations advanced around the world. Organization context is the convention of overarching structures and arrangements peripheral to the team that enable of impede its work -Denison, Hart, &Kahn 1996. It is non-monolithic and individually every context embraces qualitatively discrete aspects and the dissimilar aspects that can have different effects -Edmondson 2003.

Cultural Intelligence and Global Business

Cultural intelligence represents an individual's capability for successful adaptation in innovative and unaccustomed cultural surroundings and the ability to function easily and effectively in circumstances featured by cultural diversity -Earley& Aug 2003.

Cultural intelligence can be understood as a multidimensional construct, comprising of meta-cognitive, cognitive and motivational and behavioral aspects-Earley& Aug 2003. Meta-cognitive can be recognized as the control over cognitions that promotes deep information processing pertaining to culture. They are used to obtain and produce coping strategies (Ng &Earley 2004) which manifests into pertinent competences for nations or clusters of peoples who are involved in planning, monitoring and revising mental models of cultural norms for nations or cluster of people

Internal and External Fit of Multicultural Teams within Multinational corporations

Diversity has been intellectualized to have unitary outcome, either positive or negative, on the effectiveness of the teams. These effects are subject to two contingent factors. They are the multinational corporations' strategy and team task. Former research that scrutinized the effects of diversity on team member perceptions and attitudes have normally taken a one-dimensional opinion and contended for or against homogeneous or heterogeneous variety of diversity aspects that can come into play within multicultural teams. According to more recent conceptualizations, diversity factors fall in two categories: as either high or low in job-relatedness or high or low in visibility (Pelled, 1996 and Hambrick (1998).

The contingency model is focused on three dimensions of diversity, functional background and national culture, and three concepts of fit, internal and external. It induces attention to probable contingencies that exist between multicultural team diversity and team effectiveness within MNC's. Internal fit between team task and team diversity as well as external fit between home strategy and team diversity are important contingencies that needs to be considered.

Cross-Cultural Leadership Vs Global Leadership

Leadership and culture represent the cross-cultural leadership perspective and not the global leadership perspective (Adler, Muller & Von-Glinow-2001; Boyacigiller&Adlerr 1991 &1996: Osland, Taylor &Mendenhall, 2009). Maximum of the cross-cultural leadership studies investigated differences and similarities in leadership physiognomies across culture. (E.G. Dorfman, House, &Hanges,

Jvidan,2004 Wendt, Euwema&Emmerik 2009). In contrast to the above research, multicultural teams operate in a context, where people from different nationalities work together towards the accomplishment of a global objectives. In such a circumstance, comparisons between two different national cultures can be pointless. Additionally, understanding leader-followers relations in local teams may not explain leader-follower relations in a global context, such as multicultural teams. According to Gelfand, Erez and Aycan 2007 and alo by Erez 2010. Therefore, in contrast to cross-cultural Leadership studies, most global leadership studies reflect geocentric and synergetic research methods (Adler 1983; Osland 2008). Geocentric research focus on efforts towards understanding the complexity of cultural issues related to the functions of Multinational organizations. Synergistic research attempts to uncover the universal process as which occur in the global context, where people from heterogeneous national cultures work in the same organizations. Global research suggests a different way of thinking, that emphasizes managing in a global context in the form of multicultural teams, is related to a creation of new enterprise which develops through the connections of individuals from different countrywide cultures to perform together.

Global leadership reveals dimensions and components which reflect a unified global context in which leaders operate in and therefore refer it to global layer of culture. This new way of thinking can potentially offer explanations for leadership processes which exist in global environments.

Global Work Values

Multicultural team members come from different cultures should accept and assimilate common values through 'global work culture'. According to the studies of Shokef&Erez, 2006, Global work culture can be demarcated as he shared thoughtful of perceptible rules, guideline, principles and behavior and the intense values and ethics of a global work environment These values facilitate the adaptation of companies to global demands and help to maintain existence and prosperity (Shokef&Erez, 2007). Work values can assist as general restraints of the generations of work connected to goals and behaviors-Lord & Brown, 2001, p.138. The basis of the team culture in multicultural teams relies on the global work values, which are the scaffolds of the shared understanding system among them. A typology of global work values are functional in

the adaptation of employees to the global work context. This typology includes strategic and task-related values, such as competitive performance orientation, quality, customer orientation and innovation, and relational values, such as openness to diversity and interdependence.

Markus and Kitayama (1991, 1994) suggested that cultural values can influence the construct of one's self in the context of national level values such as individualism vs collectivism. There is a significant impact on the individuals perspective regarding relations with significant others, which has behavioral implications in everyday life and in the work context. Leaders can altera the salience pyramid of values and identities within the follower's self-concept, to accomplish desirable behavior's and global leaders have the capacity to install values to inspire others -kets de Bries and Mead, 1992. Hence global work values can influence perceptions and behaviors of multicultural team members, regarding factors related to success in the global context. Relational global values of interdependences and openness to diversity enable the leaders to gain the effect.

Objectives

1. To study the strategic fit of cross-cultural teams.
2. To study cross-cultural teams' contribution towards organizational effectiveness.

Scope of the study

The level of the study incorporates MNCs in the domain of Semiconductors, Heavy Equipment Manufacturing Conglomerate, Automotive, Computer hardware, Computer software, IT services and IT consulting in Bengaluru.

Research methodology

Sampling

The present exploration research was methodically chalked out the examining plan in that the universe, test size, specimen units, bases of inspecting, defence for the example size, wellsprings of universe and so forth.

Sample Design

Non- Random Judgmental Sampling and Purposive Sampling methods were designed for selecting the companies and officials respectively.

Bases of Sampling

The organization ought to be operating in Bangalore for a minimum period of five years. The turnover of should to be least of Rs.100 crore p.a. The least number of workforces in the MNC must be 300 and importantly, the presence of cross-cultural teams.

Data accumulation

The data was accumulated through a well-planned and designed questionnaire which would facilitate the need and the study objectives.

Primary Data

The data have been assembled from the official and non-official respondents through web-based well-structured questionnaire. Personal meetings were scheduled with the respondents to supplement the collected information.

Secondary Data

The research was supplemented with additional information on the subject through references of Books, Scholarly Articles, Journals, Magazines, past research work, web data and particular web assets.

Limitations of the Study

The discoveries of the study depended on information provided by the sample respondents. The testing blunder and subjective inclination can't be barred. The study is restricted to specimen MNCs backups situated in Bangalore only.

I Discriptive Analysis

Multi-national organizations form international teams to pool global talent for organizational triumph. These team members are selected from countries of operations and from other nations. The team objectives differ on basis of the team types, they perform different operations and the preferences for recruiting the team members depend on priorities of the skill requirement. These companies strongly practice diversity inclusiveness and include the same in the Organization's Mission/ Vision statements.

II Reliability Analysis

Cronbach's Alpha reliability

To determine the quality firmness of the scales applied as part of this theory, Cronbach alpha dependability test was experimented. Unwavering quality investigation was linked to discover the dependability of scales utilized for every measure. The results evolved a new opening about the investigation. These results demonstrated that the majority of the scales utilized for measures showed great dependability above 80%

1	Strategic Fitness	22	0.941
2	Teams identity	4	0.776
3	Team effectiveness	2	0.847
14	Organizational effectiveness	6	0.816

Testing of Hypothesis

Strategic Fit of Cross-Cultural Teams

Strategic international human resource management have accentuated on the notion of 'fit'. There are two different kinds of fit that is the internal and the external. The internal fit characterizes synergy or complementarity between human resource practices and policies that bids leverage over and above the specific human resource practice and policies. This has considerable influences on the organization's performance -wright and Sherman 1999. External fit denotes the contingent relationship that exists between organization strategy and human resource management system. Several empirical studies have experimented the relationship between strategy and human resource systems on performance and proved that with less fit the performance is lower compared to the organizations with high fit. -Wright and McMahan 1992. Studies indicate that both concepts of fit are imperative in elucidating team performance. In this study, the areas considered to evaluate 'strategic fit' of the multicultural teams are illustrated below:

1. The autonomy and Independence of team members.
2. Emphasis on contribution towards global efficiency.
3. Overseas transferable knowledge and expertise of members.
4. Responsiveness of team members to local market conditions.

5. Alignment of resources with goals and strategies of the company.
6. Team belief in the company's strategies.
7. Team belief with the company's HR system.
8. Interpersonal relationship amongst team members.
9. Team conflicts.
10. Team's effectiveness in coordinating and completing task.
11. Creativity of the team members.
12. Team's current performance.
13. Team members motivation to continue to work as a unit.
14. Teams achievements towards desired results.

A. In Short-run
B. In Long-run

15. Team adjustment with respect to:

A. General environment
B. Other country Nationalists

16. Efficiency for Execution of business plans effectively
17. Responsiveness to an environmental crisis
18. Speed and accuracy of Communication and interactions.
19. Team's competitive strength.
20. Team diversity and organization strategy.

Table 1
Strategic Fit of Cross-Cultural Teams

Companies	N	Average	SD	Percentages				
				1	2	3	4	5
1	05	1.96	0.64	23.64	56.36	20.00	0.00	0.00
2	10	1.65	0.28	39.09	57.27	3.64	0.00	0.00
3	7	2.41	0.34	8.44	68.83	3.90	11.04	7.79
4	10	1.68	0.29	33.64	65.00	1.36	0.00	0.00
5	10	1.71	0.33	34.55	59.55	5.91	0.00	0.00

Majority of the respondents agree with the strategic fit of the cross-cultural teams from all companies. However, in case of one company, around 11% and 8% disagree and strongly disagree with the same. Thus, it has an increased mean score of 2.41. The other

companies mean score is however below 2. Accordingly, it can be resolved as cross-cultural teams are strategically 'fit' in almost all the companies which in return will contribute towards their team effectiveness. The greater the fit, the greater is the effectiveness of a multicultural team, (Contingency model of diversit-Riki& Vincent, 2000).

Organizational Effectiveness

The organizational effectiveness is measured by the combined scores of Teams identity and Team effectiveness as these are the two main constructs based on studies conducted by Ashford &Mael 1989. The results of the same are tabulated in Table 4.10

Table 2
Organizational effectiveness

Companies	N	Average	SD	Percentage				
				1	2	3	4	5
1	05	2.07	0.80	26.67	40.00	33.33	0.00	0.00
2	10	1.97	0.34	13.33	80.00	3.33	3.33	0.00
3	7	2.19	0.52	23.81	47.62	14.29	14.29	0.00
4	10	1.47	0.10	53.33	46.67	0.00	0.00	0.00
5	10	1.73	0.10	26.67	73.33	0.00	0.00	0.00
6	5	2.07	0.16	0.00	93.33	6.67	0.00	0.00

The organizational effectiveness due to team identity and team effectiveness can be summarized from the above table. In Co. 4, 53.33% strongly agree, followed by 46.67% agree. 5, 6& 4 has similar pattern where majority of them just agree. However, in 3 and 2 there are also respondents who disagree. Nonetheless, only a negligible fraction.

A. Team Identity

Team identity refers to the feeling of oneness among the team members. It includes the feeling of sharing a common set of values and beliefs. A strong team identity leads to better understanding and promotes efficiency. This criterion was measured through four subscales.

a. The Interdependence
b. Openness to cultural diversity of the team members
c. The Trust among the team associates
d. The Collective global identity of individual members

Significant international values like interdependence, openness to cultural diversity, trust, and shared global identity endorses team identity. Interdependence can be defined as "the extent to which team members cooperate and work interactively to complete tasks"-Stewart and Barrick, 2000. A high degree of interdependence interprets that team associates hinge on on each other to accomplish their goals-Kiggundu,1981. It is an important global value which contributes extensively to the success of multinational organizations.

Openness to cultural diversity refers to a tolerance of differences and respect towards culturally diverse members. This enables to understand each other, combine and build on each other's thoughts etc., it reduces adverse effect due to cultural misunderstandings. Team trust refers to the confidence of the team members to make decisions on the presumption that the team members will accept it. Collective global identity refers to looking as a global citizen who will be able to adapt and adjust cross-culture.

Table 3
Team identity

Companies	**N**	**Average**	**SD**	**Percentage**				
				1	**2**	**3**	**4**	**5**
1	05	1.90	0.84	35.00	40.00	25.00	0.00	0.00
2	10	1.95	0.44	20.00	70.00	5.00	5.00	0.00
3	7	2.50	0.25	0.00	64.29	21.43	14.29	0.00
4	10	1.40	0.00	60.00	40.00	0.00	0.00	0.00
5	10	1.70	0.12	30.00	70.00	0.00	0.00	0.00
6	5	2.00	0.00	0.00	100.00	0.00	0.00	0.00

A. Team Effectiveness

Team Effectiveness is the capacity of all members of a team to achieve the given goals together. In this study, the same is measured through items based on Tjosvold, Poon Yu's studies (2005). The scale comprises of two items.

1. Productivity of team members –The members met or exceeded their productivity requirements.
2. Commitment of Members – The members of the team feel highly committed to the goals of the organization.

Table 4
Team effectiveness

Companies	N	Average	SD	Percentage				
				1	2	3	4	5
1	05	2.40	0.85	10.00	40.00	50.00	0.00	0.00
2	10	2.00	0.00	0.00	100.00	0.00	0.00	0.00
3	7	1.57	0.00	71.43	14.29	0.00	14.29	0.00
4	10	1.60	0.00	40.00	60.00	0.00	0.00	0.00
5	10	1.80	0.00	20.00	80.00	0.00	0.00	0.00
6	5	2.20	0.28	0.00	80.00	20.00	0.00	0.00

Prominence of Team identity and team effectiveness have contributed towards organizational effectiveness.

This constraint was measured with Team identity (Interdependence, Openness to cultural diversity, Collective global identity and Team trust) and Team effectiveness (Productivity – members meet or exceed their productivity requirements and Commitment – members feel highly committed to the goals).

The ANOVA results show a prominence of a strong team identity and the effectiveness of teams. It also reveals the organizational effectiveness due to the presence of strong team identity and team effectiveness. The Cronbach's alpha discloses a high reliability of these variables. Further, Table below divulges positive correlation and thus, this hypothesis gets accepted.

Table

Correlations Organizational Effectiveness

	1	2	3	4	5	6
1	1					
2	.449**	1				
3	.461**	.548**	1			
4	.672**	.137	.551**	1		
5	.163	.109	.524**	.636**	1	
6	.260*	.401**	.505**	.366**	.736**	1

**. Correlation is significant at the 0.01 level (1-tailed).
*. Correlation is significant at the 0.05 level (1-tailed).

Findings

The study investigated strategic fitness of the cross-cultural teams to determine their contributions towards achievements of overall organisational objectives for global competitiveness. These results are reckoned below-

- The investigation reveals that the cross-cultural team members operate with autonomy and independence.They possess overseas transferable knowledge and expertise which enable the organisations to place them in any of the countries of operations. These affiliates areextremely responsive to indigenous market conditions too.

- The investigations reveal that cross-cultural teams strongly believe in the company strategies and the HR system. They are able to competently align resources with goals and strategies of the organisation.

- Team members share high interpersonal relationships resulting in low conflicts. Team members are also highly motivated to continue working as a single unit.

- Teamsare highly effective in coordinating and completing tasks. They are immensely creative and their current performance is impressive.Teams execute business plans effectively. This in turn has contributed to achieve the desired organisational goals both in the short-run and long-run.

- The integrated cross-cultural management of multinational companies has contributed towards strong team identity amongst members. This has basically evolved from interdependence and attitude of openness towards cultural diversity which has been reinstated through orientations, mentoring and training programmes. The teams carry a collective global identity and are strong with respect to team trust.

- There is a strategic fit of cross-cultural teams with the objectives of the organization which is supported by examination of majority of matters covering team members operating with autonomy and independence, emphasis on contribution towards global efficiency, presence of overseas transferable knowledge and expertise, responsiveness to local market conditions, alignment of resources with goals and strategies of the company, belief in the company's strategies, HR system, Team members interpersonal relationship and conflicts. Team effectiveness in coordinating and completing task, execution of business plans and their creativity. Team's current performance and motivation to continue to work as a unit, their contribution to achieve desired results in short-run and long-run, their adjustment with respect to general environment and to other country nationals, response to an environmental crisis, speed and accuracy of communication and interaction, their competitive strength and finally diversity and organization strategy. The results reflect a very high efficacy of cross-cultural management.

- There is eminence of team identity and team effectiveness which has enhanced the organizational effectiveness of these multinational companies. Team identity is resulted from high interdependence of members, the members openness to cultural diversity, their collective global identity and finally trust amongst them. Team effectiveness is enhanced through the results i.e. their productivity. The team members are able to meet or exceed their productivity requirements and feel highly committed to the set goals.

Conclusion

Thus, globalization of business, continued immigration and the rising popularity of team-based management techniques has led to increased working of diverse cultural people together. In practice, many organizations have found that bringing culturally

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Thus, globalization of business, continued immigration and the rising popularity of team-based management techniques has led to increased working of diverse cultural people together. In practice, many organizations have found that bringing culturally

diverse people together can be challenging.

Managers across are emphasizing on developing and maintaining a good team ethos for accomplishment of Organizational goals. Considerable efforts are taken by the mangers to make cross-cultural teams successful is significant from this exploration. It is interesting to know that they adopt distinct strategies right from investing in beginning to building relationships, for ensuring clarity regarding goals, rules, expectations and team processes, building proficiency in cross-cultural communication and raising cross-cultural awareness. These strategies have facilitated the organizations to be equipped with cross cultural teams and ensure organizational compatibility.

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