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Project Submission Sheet

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ASSOCIATED WITH MANAGING A GLOBAL
WORKFORCE, INCLUDING CROSS-CULTURAL
COMMUNICATION, EXPATRIATE MANAGEMENT,
AND INTERNATIONAL STAFFING

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EXAMINE THE CHALLENGES AND STRATEGIES ASSOCIATED WITH MANAGING A GLOBAL WORKFORCE, INCLUDING CROSS-CULTURAL COMMUNICATION, EXPATRIATE MANAGEMENT, AND INTERNATIONAL STAFFING

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Name: Rajshree Raghuwanshi

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Degree for which thesis is submitted: Msc in Management

**Title of Thesis: EXAMINE THE CHALLENGES AND STRATEGIES
ASSOCIATED WITH MANAGING A GLOBAL WORKFORCE, INCLUDING
CROSS-CULTURAL COMMUNICATION, EXPATRIATE MANAGEMENT, AND
INTERNATIONAL STAFFING**

Thesis supervisor: Thoman Mccabe

Date: 10th August 2024

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Acknowledgement

I express my deepest gratitude to everyone who has contributed to completing my research study, especially Mr. Thomas McCabe my supervisor's guidance, support and expertise have helped me throughout my research. Supervisor's insights have helped me shape the work more accurately with the directions. Moreover, I also want to thank my friends and family who helped me by giving me moral support, as it was the most necessary thing that made me move forward and enabled me to work with complete dedication. I also want to thank the authors whose work takes part in the study. All the contributions of the authors have been given proper citations and references, as they have helped me enhance the presentation of my work. Once again, thank you for your contributions and support in my research study.

Abstract

This study investigates the challenges faced by international organizations in managing a culturally diverse workforce, focusing on communication barriers, ethnocentrism, and cultural differences. Using a quantitative research methodology, a survey was conducted with a sample size of 100 participants, utilizing a combination of closed-ended questions and the Likert scale to gather data. The analysis was performed using SPSS, ensuring robust statistical evaluation.

Results indicate significant relationships between the independent variables—cross-cultural communication, ethnocentrism, and cultural differences—and the dependent variable, global workforce performance. Specifically, cross-cultural communication and cultural differences were found to positively impact the success of the global workforce, with significance values of 0.012 and 0.001, respectively. In contrast, ethnocentrism showed a negative impact with a coefficient of -0.369, yet it did not reach a statistically significant level.

These findings underscore the importance of effective cross-cultural communication and the management of cultural differences in enhancing organizational performance. The study suggests that addressing these factors can lead to better expatriate management and overall workforce effectiveness, providing a relevant model for future research in global workforce management.

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1 CHAPTER 1 – INTRODUCTION

1.1 *Research Background*

As described by Welch and Welch (2018), a global workforce is a corporation with multiple corporate offices worldwide, where employees have different cultures and languages and work together at an office. The dynamic of today's modern business has transformed the traditional local business into a global network, reshaping the way of business operation. The advancements in technology have made the possibility of remote work in organisations. Additionally, in recent eras, the workforce has been unrestricted by geographical boundaries, and the integration of international talent into organisations has accelerated (Collings and Sheeran, 2020). Moreover, due to this technological advancement, organisations are becoming a global workforce, hiring employees living in different areas. Organisations are becoming international in spreading their business worldwide, multiplying their reach, and availing themselves of opportunities set by technological advancement for their businesses (Caligiuri 2022). However, many organisations are interconnected globally, whether start-ups or multinational companies. The start-ups collaborate with freelancers worldwide to increase their reach and businesses, and the multinational companies have corporate offices worldwide to become a global workforce.

However, according to Crane et al. (2019), with great success come significant responsibilities and challenges faced by multinational organisations operating globally. Managing a global workforce is a crucial and challenging task as it requires excellent organisational management as employees work from various parts of the world. In this research, an examination of the challenges faced by the organisation operating as a global force is performed, which involves issues regarding HR management in these organisations and the strategies that can be used to resolve the challenges (Sugandha Agarwal and Saif, 2017). Additionally, HR plays a vital role in managing effective organisational performance. Hence, effective management is needed for a successful organisation. However, the challenges influencing the organisation's functionality include cross-cultural communication because of staff diversity and the expatriates' management.

1.2 *Research Aim and Objectives*

This research study examines the challenges and strategies of managing a Global Workforce, including cross-cultural communication, expatriate management, and international staffing.

The objectives on which this study is based are as follows:

- To analyse the various organisational factors causing bottlenecks in stable global workforce management.
- To Examine the individual cultural differences and misalignment with foreign corporate settings, a key factor behind poor expatriate management.
- To determine the benefits and risks of cross-cultural communication competencies for organisations under GHRM.

1.3 Hypothesis

(1) H_{1o}: Cross-cultural communication does not have a significant impact on the success of the global workforce.

H_{1a}: Cross-cultural communication has a significant impact on the success of the global workforce.

(2) H_{2o}: Cultural Differences do not significantly impact the success of the global workforce.

H_{2a}: Cultural Differences significantly impact the Global workforce's success.

(3) H_{3o}: Ethnocentrism does not significantly impact the Global workforce's success.

1.4 Research Problem

The problem discussed in this research is the number of challenges the management faces while hiring international employees for the organisation. This research study identifies the challenges faced by the management of a global organisation and the strategies for overcoming those challenges to manage the global workforce. Moreover, the challenges discussed in this research study are cross-cultural communication, management of the expatriate, and international staffing. Identifying these challenges mentioned above is essential to handle the global workforce as it is challenging to manage (Seliverstova, 2021). Additionally, these challenges are holding companies back from entering the international business market because management matters in the business's success. If they cannot handle the challenges, then it will lead them to go down in business.

Moreover, some other challenges the management faced include time zone differences and cultural diversity. Thus, these challenges must be identified because they are the source of bottleneck effects of the stable environment of the workforce. However, from an academic point of view, Asia and North America influenced the variance in opinions presented by Ireland. The availability of empirical insights would enhance the theoretical discourse. This

research study has examined the barriers caused by the organisation's conversion into a global workforce. Therefore, this research is conducted to determine the effect of strategies that can be practised to overcome these challenges.

1.5 Research Rational

This research examines the challenges and strategies faced by the organisation operating as a global workforce and strategies practised to deal with the challenges. However, there are many studies conducted to find strategies regarding the challenges the organisations face, yet there are some research gaps in those studies. Although much research has been performed regarding the challenges faced by organisations in overcoming them, specific research related to certain key factors is discussed. In this research, the researcher analyses the impact of cross-cultural communication, expatriate management, and international staffing. Therefore, this research is conducted to contribute to strategies that can be practised to deal with or control management's challenges. With the right approach, it is possible to overcome the challenges faced by the organisation's management regarding hiring, the performance of employees, and the success and growth of the organisation. Therefore, this study selected this topic to contribute to the research already performed in this field because the global workforce benefits the organisation by allowing access to international talents and cultural diversity, helping to grow in the worldwide market.

The global workforce has many advantages, such as cost benefits, because if the company hires an international employee to work remotely, they can have a professional working at competitive rates compared to the hiring company's job market (Ferreira 2021). The company can get significant savings while operating as a global workforce. However, cultural diversity promotes new creative thinking that is effective for the growth of organisations and the company's international recognition. This research is conducted to discover strategies so companies can transform into the global workforce while managing challenges and succeeding in the global market.

1.6 Research Significance

The research conducted here contributes to the strategies regarding the challenges faced by the global organisation's management. In this research, the researcher has designed some questions to focus the study and identify the critical factors of the research. Moreover, the researcher in this study aims to identify the challenges and strategies regarding the global workforce. These challenging factors in the stable environment of the workforce can cause bottleneck effects. In addition, there is a diversity of cultures and languages in the worldwide

workforce, which also influences the global workforce, and it is difficult to manage these differences in the work environment. Poor expatriate management is examined because of the individual's cultural differences and international corporate misalignments, which are considered the key factors behind it (Brett et al., 2020). Differences in language and culture cause expatriate mismanagement. As diversity is present, differences in thinking must also occur.

The researcher has also discussed the communication differences because of cross-culture presence in the workforce, and communication is the key to cooperating with the employees and interacting with them to motivate or encourage them for their performance. However, some benefits are achieved by operating business globally as it brings international and cross-cultural competencies compared to cross-culture risk (Aririguzoh, 2022). The researcher has also created a hypothesis according to the research questions for the research to emphasise the questions created. The hypothesis is about the impact of ethnocentrism and stability on the success of the global workforce. However, to focus on the research, the researcher has proposed the research questions and the hypothesis. Furthermore, these questions and the theory proposed in this paper will provide direction for filling the gap in the studies that have been conducted previously on this topic.

2 CHAPTER 2: LITERATURE REVIEW

2.1 *Chapter Overview*

Chapter 2 is based on the comprehensive literature survey to study the outlined objectives critically. In addition, the factors that influence workforce management on a global scale critically determine the organisational pressures that cause challenges in workforce management. Moreover, the communication gap within the organisation and cross-cultural communication impact effective staff management (Aririguzoh, 2022). Also, the expatriate management problems caused due to cultural differences among staff members lead to poor management. The risks and benefits of cross-cultural communication within the organisation and Green Human Resource Management (GHRM) implementation.

Furthermore, implementing GHRM enhances workforce management in an organisation (Ren, Tang, and E. Jackson, 2018). This chapter also discusses the research gap to focus on the areas that need attention in the current research area. In addition, the hypotheses are also outlined in this chapter, which were then tested using different methods.

2.2 *Cultural differences and misalignment with foreign corporate settings*

As per the study conducted by Yong (2019), companies in developed countries have been expanding their operations rapidly over the past few decades. The workforce in the developed country is not just the people and citizens of that country but also the cultural and ethnic diversity found at international firms. Moreover, in countries such as the USA and UK, where many immigrants reside, the firms hire more foreign citizens to enhance cultural, skill, and knowledge diversity within the firm. However, besides benefits, there are also specific problems regarding culturally diverse workforces.

2.2.1 Communicability

Employees must convey their message in an effective way that is understandable in international settings. The cultural difference brings a communication gap within the workplace, reducing employees' chances to excel in the corporate world (Cletus et al., 2018). Moreover, English is the default language in many international business settings. Thus, staff members need to be fluent in English. In addition, speaking English is essential, but how the message is conveyed is critical in multinational business settings. Hence, the ability to communicate the idea in an organisation in an effective way is essential in culturally diverse business settings.

Moreover, employees from different cultural backgrounds might have to entertain the cultural shift in an international business environment. For instance, certain acts might be expected in a culture that would be bad habits in a global business setting. Hence, employees must adopt these cultural changes to excel in competitive environments. Alternatively, impaired communication skills lead to mismanagement in the workforce by organisations and thus, expatriate management is affected (Ramlan et al., 2018). Many employees must adapt to the international business environment and blame corporate settings. However, awareness about communication skills is increasing rapidly, which has significantly enhanced the communicability of employees in global workplaces.

2.2.2 Workplace etiquette

According to Bussmann and Niemeczek (2017), in international work settings, etiquette is essential to maintain integrity and professionalism. The cultural differences in a workplace impact the punctuality of the individuals and basic etiquette, as employees from different work cultures have different perspectives of workplace etiquette. Moreover, in international work settings, the employees must be punctual, as punctuality is a basic etiquette in a workplace. Punctuality in the workplace does not only mean coming in and leaving on time; it also includes doing the designated work on time, meeting deadlines, cooperating with other employees to promote teamwork, etc. In addition, the relationship with other employees needs to be strong, and individual preferences should be kept in mind to avoid conflict and improve overall performance in an international business setting.

Additionally, rules and regulations, working hours, and workplace conflict are also included in workplace etiquette (Post 2022). For instance, working late hours is considered good practice in many cultures, while other cultures consider it a lack of focus and efficiency in the workplace. Hence, complying with different workplace requirements and etiquette is essential in promoting cultural diversity and managing the workforce from other cultures. Alternatively, employees who cannot abide by these etiquettes are challenging to manage by international firms, resulting in poor expatriate management.

2.2.3 Organisational order

As Alqudah, Carballo-Penela and Ruzo-Sanmartín (2022) highlighted, the organisational hierarchy differs among different cultures and can play a significant role in workforce management. Moreover, the organisational order helps define the responsibilities and roles across the workplace. Hence, each employee, from junior roles to senior management,

is comfortable speaking up in a meeting or questioning the decisions made by seniors. In addition, culturally diverse groups might perceive organisational hierarchy differently based on the culture they belong to. Thus, international organisational order must be encouraged among culturally diverse staff members.

Additionally, defining roles and responsibilities among these individuals becomes difficult for organisations as they belong to different cultural backgrounds and are used to those practices. For instance, people from Japan respect social hierarchy, seniority, and relative status, and these practices are reflected in their workplace, too. Hence, this type of hierarchy focuses on the distribution of seniors and juniors separately. Alternatively, there are certain developed countries where the organisational hierarchy is designed so that the seniors and juniors have an equal say in any matter and can question each other's decisions. On the other hand, social equality is emphasised in Norway and inclined to have a relatively flat organisational order (Ågotnes, 2017). As a result, informal communication is encouraged in this type of working environment, and collaboration is emphasised across the organisation. Thus, organisational hierarchy and its acknowledgement are essential for foreign employees to incorporate international workplace practices. Certain groups of people with cultural differences in a workplace fail to comply with these organisational orders, posing challenges to management.

2.3 *The theoretical framework of cross-cultural communications*

2.3.1 Hofstede's cultural dimension theory

Liu and Zhang (2020) Hofstede's cultural dimension theory refers to the differences that are related to the cross-cultural differences in the organisation and the natural culture and is defined as the programming of the mind that is collective and distinguishes the members based on the group and the category of the people". The Hofstede's data version consists of six dimensions. However, according to the research paper, the cultural dimension of Hofstede's model gained criticism, and out of six dimensions, two are individualism, collectivism, flexibility, and monumentalism, which are considered meaningful. The theory faced criticism because of the method that the specific company, IBM, used. The critical point is summarised as the biasedness in the data collection and the validity of the data to address the issue. Hofstede used the world value survey data to refine the operationalisation of the cultural dimensions.

2.3.2 Hall's High-Context and Low-Context Cultures

Ho, Whittle, and Eaves (2020) suggest that Edwards Hall's models of low-context and high-context cultures are considered the dominant theoretical frameworks for interpreting intercultural communication. According to Halls, "the world culture can be compared from the scale of the high to low context" Halls defines context as the information around the event and considers it a barrier to intercultural communication. According to the research by Afrouzi (2021), the researcher examined the relationship between humanitarian behaviour intention and nationality in the context of culture. In the article, the researcher considered Switzerland and the HCC country as the sample for the nationalities. The analysis for the comparison was done by the different social media platforms, Facebook and Instagram, by incorporating a single post for each platform. However, the result shows that nationality is predicted to be relevant in humanitarian intentions, and the result also indicates that Columbia had scored higher behaviour intentions on both platforms than the Swiss.

2.4 *Benefits of cross-cultural communication*

Hu et al. (2022) state that the unnecessary friction seen in the work process has been taken away with the help of cross-team collaboration. Because of the team performance, it has been seen that there is more clarity and transparency around the shared goals that need to be achieved. With the help of a shared vision and mission, employees can work more productively. According to Sue et al. (2022), cultural diversity helps bring people together and individuals with different perspectives, experiences, and ideas. This also brings diversity of thought, leading to more creative problem-solving and innovative approaches within the company. People with different cultural backgrounds help bring insight and alternative solutions to problems that are not considered otherwise, as in the research by Levy (2021), Google includes employees from various cultural backgrounds and disciplines. By bringing together people with different perspectives and experiences, google fosters a culture of creativity and innovative problem-solving. This diversity has led to the development of creative products like Google Maps and Google Translate.

Wiblen and McDonnell (2019) noted that people with different understandings and beliefs help the company expand its access to a broader talent pool. Cultural diversity helps attract and retain employees with other faiths, ethnicities, and nationalities. This diversity also helps attract top talents from the markets and regions, which enhances the company's ability to connect with diverse customer bases. For example, Ajala (2021) states that Coca-Cola's company marketing strategies have been tailored to resonate with cultures and traditions, such

as holiday campaigns, and these campaigns vary from region to region. With the help of these campaigns, the company can attract a diverse customer base and enhance customer loyalty. Research conducted by Arifin, Nirwanto, and Manan (2019) concluded that when cultural identities are acknowledged, employees feel motivated and respected. Fostering an inclusive environment in the company enhances employee engagement, satisfaction, and loyalty. Mızrak (2023) says that employee engagement and satisfaction can be seen in Salesforce, which strongly emphasises creating an inclusive workplace, as the company has various employee resource groups that acknowledge and celebrate different cultural identities.

2.5 *Risks and challenges of cross-cultural communications*

2.5.1 Miscommunication and misunderstanding

Korkut, Dolmaci, and Karaca (2018) state that people from different cultures and backgrounds face challenges related to communication because miscommunication spreads to people who speak the same languages. Misunderstanding can occur because of the mispronunciation of any words, as people with different cultural diversity need more specificity. According to the research conducted by Marian and Мар'ян (2023), aerospace company Boeing faces miscommunication issues with international partners. To address this, Boeing implemented language training and cross-cultural communication workshops that helped them to improve clarity and collaboration. However, in today's world, organisations use the English language. Still, not all companies and organisations use English regularly, leading to misunderstandings of directions and a level of urgency in addressing difficulties or concerns.

2.5.2 Cultural stereotyping and bias

Bai, Ramos, and Fiske (2020) argue that cultural stereotyping is the generalisation of the people ascribed to the people regardless of their traits. These stereotypes are the verbalised cognitive constructs, and social, cultural, and media factors influence these. Overall, cultural stereotypes can help understand different cultures, leading to miscommunication and conflicts when oversimplified and miscommunicated. Novak and Richmond (2019) say that culture stereotyping can be seen in Starbucks as the store faces the issues of racial bias. To solve the problem, Starbucks closed all the US stores for a day and conducted training for racial bias among its employees, which helped them address and mitigate cultural stereotyping and improve inclusivity.

2.5.3 Ethnocentrism

In the study by Yousaf et al. (2022), ethnocentrism is the tendency to criticise the other group based on their standards and beliefs. Ethnocentrism not only aids as barriers in communication but also affects the mood and productivity of the individuals. The belief is that one's culture is a good right and the other's civilisation is inferior. Because of ethnocentrism, difficulty in communication occurs and leads to hostility outside the organisation, which results in difficulty in understanding one point of view, values, or the different methods of doing things.

2.5.4 Increased training and development cost

Mogea (2023) says that cross-cultural communication technology creates barriers for people working virtually. the time zone differences make it challenging to find effective meeting times, and various technological advancements further make it difficult for people. Additionally, the training in the programs enhances the cost of training. According to the research conducted by Lu, Swab, and Galinsky (2021), IBM, considered a multinational company, invests significantly in training programs that help it enhance cross-cultural communication among its globally dispersed teams. The company, with the help of online courses and workshops, ensures that employees can effectively collaborate across different time zones despite the involvement of the high cost.

2.6 *Practices for developing the cross-culture communication competencies.*

Luo (2021) suggests that in the business case, the companies could not benefit from the implications of diversity and should build a culture that insists on equality. However, treating people with differences based on knowledge and connection will help lay the groundwork for such a culture. The researchers suggest that the implications of these practices can help solve the problems related to cultural diversity. Active listening is considered a vital step that helps in developing successful cross-cultural communication in the workplace. Active listening is defined as preparing the listening and observing verbal and nonverbal communication, as well as providing feedback that shows activeness.

However, active listening helps build trust, foster effective communication and avoid misunderstandings. When communicating with people with different languages, it is essential to use a familiar language that is simple and easy to understand, avoiding technical terms and keeping in mind the speaking pace. As in the example of Airbnb, which is operating in numerous countries, it ensures that its communication is simple and straightforward. The

company avoids the technical languages in its guidelines and provides translations in multiple languages, ensuring everyone can easily understand the information.

2.6.1 Cultivate cultural awareness and sensitivity.

The development of cultural competency helps the team members understand and develop the skills to facilitate the culture. It helps in understanding and collaboration among individuals from diverse cultural backgrounds and helps break down the stereotypes and assumptions that hinder effective communication. Gorvie (2019) says that the company Unilever runs a comprehensive cultural competency program which educates employees about different cultures and promotes sensitivity towards cultural differences. Another way to create awareness in the workplace is to become more culturally and self-aware. On the organisational level, one should start with the audit and then move on to internal communications. According to Knorst (2021), Price Waterhouse Coopers continuously evaluates and improves its diversity and inclusion strategy that aims to create a more aware and inclusive organisational culture. Throughout the process, the organisation must be mindful of how the mission and the company's values are defined. It also helps understand the organisation's needs, where improvement is required, and how to achieve the goals.

2.6.2 Importance of Agility in the workplace

As per the study conducted by Wahjunianto (2022), agility in the workplace is meant to respond to the environment to enhance overall performance and employee turnover. An agile environment provides a dynamic workplace setting that allows the implementation of efficient workplace practices. In addition, agility resolves problems regarding technological advancements, competitive market dynamics, social factors, and ecological and workforce-related issues (Harsch and Festing, 2020). A survey suggested that about 94% of the companies considered agility an essential factor for success. Moreover, organisations' agility increases organisational benefits and enhances workforce management by implementing efficient techniques. Additionally, agility enables firms to identify the needs and requirements of employees that align with company goals and fulfil them to incorporate effective workforce practices and management (Munteanu et al., 2020).

Many pieces of literature have focused on the importance of social responsibility in organisations. Moreover, the social aspect of corporate firms collaborates with human resource departments to improve cultural, social, and demographic factors within the workforce (Stahl et al., 2020). Thus, social factors are critical in staff management in the corporate world and

enhance employee perspective. In addition, the fact that stakeholders such as trade unions, customers, local communities, and authorities work closely with multiple sectors by incorporating ideology, policy, strategy, practice, and outcomes makes it an exciting area of research. Furthermore, these interactions help control corporate workforce management. Additionally, employee members have different social beliefs and come from various social backgrounds; respecting them promotes employee equality.

2.7 *Organisational factors causing bottlenecks in stable global workforce management.*

Certain factors influence workforce management on a global scale and are critical for companies to focus on. These factors include.

2.7.1 Work-life balance for the international workforce.

According to Ontario, Sayyida and Singh (2020), workforce management is achieved through employee satisfaction in a firm. A firm must provide a healthy, stress-free environment to balance and manage staff. Moreover, balance between work and life has become essential for employees seeking a peaceful work environment. However, many countries provide a well-balanced working environment for international staff members. On the other hand, some organisations pressurise their workforce with additional responsibilities, leading to mismanagement of international staff. In addition, work-life imbalance is the root cause of many problems within the organisation and in the employees' personal lives. For instance, work-life balance causes family conflicts, employees' low productivity, and organisational performance. Hence, organisations must focus on providing work-life balance to improve workforce management practices (Bhende et al., 2020).

Additionally, several factors, such as social, economic, cultural, and organisational factors, impact the perception of Work-life balance in employees' minds. Thus, these factors need to be focused by the firms to eliminate the issues regarding work-life balance. This framework ensures employee satisfaction and retention, enhances workforce management, and drives company performance. There are, however, certain companies around the world that have already developed frameworks to promote work-life balance and have reported significant change. For example, in Paris, the staff members are not allowed to work at lunchtime or weekends to minimise workload and promote work-life balance.

2.7.2 Cross-cultural communication

As per Ali and Anwar (2021), effective communication is one of the most critical aspects of an organisation's performance and effective staff management. It plays a significant role in communicating problems the employees face and resolution by the firms or vice versa. Moreover, companies need to encourage employees to share their views on specific issues or problems they are facing. In addition, conflicts in a workplace can be avoided by encouraging effective communication within the organisation. Furthermore, cultural differences impact communication in many cases. Hence, the human resource team must ensure that cultural differences do not affect employee communication and strategies for effective communication (Men and Yue 2019). For instance, companies such as Microsoft and Slack have developed healthy and effective communication channels that promote teamwork, eliminate cultural challenges, and improve workforce collaboration within the organisation. Additionally, it has enhanced the engagement and inclusivity of the employees. Hence, this practice must be incorporated into organisations worldwide.

2.7.3 Expatriate and Talent Management

As per the study conducted by Wang and Varma (2020), the policies and processes involved in the management of a foreign workforce in an international setting are referred to as expatriate management. In addition, staff members working internationally must be managed to enhance their performance and reduce discrimination within the organisation. On the other hand, one of the significant roles of human resource management includes expatriate management. Human resource individuals are involved in talent acquisition, shortlisting, employment, training, compensation, and repatriation. Thus, talent management and acquisition are essential in managing expatriate staff members. A necessary part of human resource responsibilities includes talent management, which is critical to driving the performance of organisations.

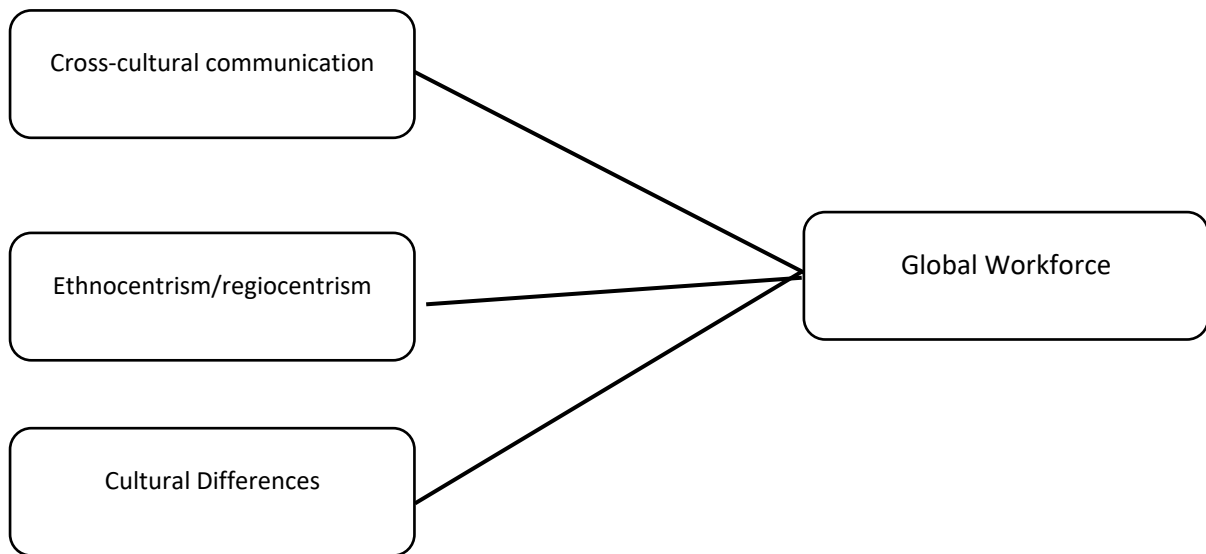
Moreover, the acquisition of skills, qualifications, experience, and profile of staff members who can enhance the performance and output of the company comes under the umbrella of talent management (Rukunga and Nzulwa 2018). Besides, talent management allows firms to set present and future company goals and achieve them with the help of efficient talent acquisition, hence achieving international workforce management. In addition, companies have defined talent management as the source of identifying high-potential and skilled employees to develop the company's internal talent. Additionally, the demand for distinguished talent has been increasing over the years among organisations; hence, talent

management should be focused on by the human resource departments in an organisation. Thus, the researchers have been focusing on the relationship between the performance of an organisation and talent management (McDonnell and Wiblen 2020).

However, there have been specific theories on talent management, yet there needs to be more empirical studies to back talent management in organisations. Also, developed countries such as the USA, UK, Ireland, and Australia have been focusing on talent management studies and expatriate management. However, there are fewer studies on talent management in Asian countries such as China, India, and Pakistan, and only a few in Middle Eastern countries, as they have yet to address such issues in workforce management (Kravariti and Johnston 2019). Moreover, it has been reported that talent acquisition is a global issue faced by many companies around the globe; hence, effective talent acquisition is a driving force for performance in organisations. In addition, the combined effect of demographic trends and economic outcomes of a firm are included in strategic talent management as described by a study. Strategic talent management focuses on the shortage of efficient talent in companies that have caused hurdles in managing business outcomes and profitability, as per Hongal and Kinange (2020). Alternatively, provides strategies to recruit suitable talent, which can help firms in workforce management and long-term profitability.

2.8 *Conceptual framework*

In this research, the independent variables are cross-sectional communication, expatriate management, and international staffing, while the dependent variable is the global workforce. The study was conducted using a conceptual framework that shows the relationships between the dependent and independent variables, and the significance of the independent and dependent variables is also investigated.



2.9 Research gap.

Naseer et al. (2020) say that research has been conducted on the impact of dysfunctional cultural mismatches on communications, job experience, and career. However, the research on interconnectivity in these connections has yet to be explored. In this research paper, the connection between these and the understanding of how these aspects are bounded contextually and the biased practices results in the broader instability. However, Jawad (2020) says that when exploring the challenges and the strategies that are related to overseeing the global workforce such as the cross-culture communication, expatriate management and international staffing a notable research gap has been found in the research gap in the area of examining the impact of cultural intelligence on expatriate success. However, the identification of cultural differences is essential.

Bonneton et al. (2019) noted that mentioning this problem globally is considered worthy, as it attracts global talent that can help develop technological growth. However, the researcher also discussed the communication differences arising from the cross-cultural presence in the workforce in this research. However, in this research paper, the researcher also proposed the research questions with the hypothesis, which helps provide the directions for filling the gap in the studies that have been conducted previously on this topic.

2.10 Research Question

The research that has been conducted has come up with the following research questions:

- (1) What are the various organisational factors that cause bottlenecks in stable global workforce management? *

- (2) Are individual cultural differences and misalignments with foreign corporate settings a key factor behind poor expatriate management?
- (3) Do cross-cultural communication competencies provide more benefits than risks for organisations under GHRM?

Note:

* The various organisational factors mentioned in the question include administrative red tape, prevailing ethnocentrism/egocentrism and others.

3 CHAPTER 3: RESEARCH METHODOLOGY

3.1 Chapter Overview

The method for this research is designed based on the research onion introduced by Saunders, as shown in the figure.

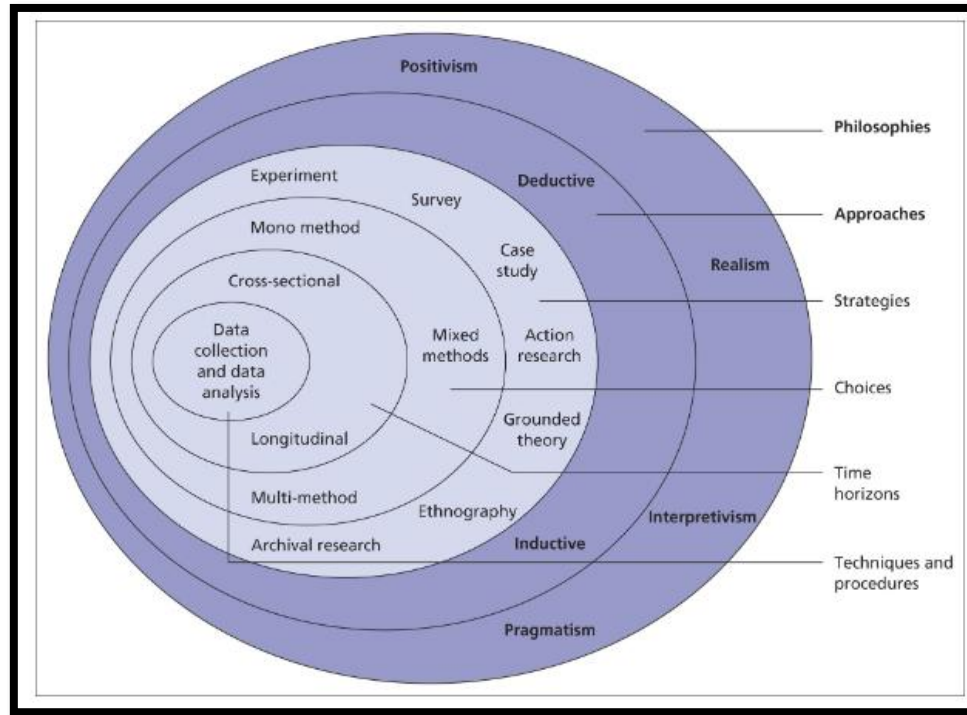


Figure 1 Saunders Research Onion

Source: Saunders et al. (2015)

From the figure illustration, it is justified that the method onion consists of several layers that Saunders proposed. The first one is the research philosophy. The concept of the research approach follows, and then the research design is incorporated with the creation of a research strategy, followed by the research method. Then, there is a discussion about sample size, strategy, data collection, and analysis methods. Lastly, the ethical considerations during research are enlightening.

3.2 Research Philosophy

According to Pillai Kaushal (2020), research is not a neutral term; however, it is an extensive term which is used for the set of information which is collected through the person's feelings, the cultural aspect of the person, the ability of the observation of every person, and the aims that the individual focuses while observing any situation. Therefore, the research philosophy for analysing the challenges while managing the global workforce is designed to consist of the principles and the tools the researcher used to collect the data relevant to the

research. Moreover, the research philosophy also covers evaluating the collected data. The research philosophy consists of several domains, as shown in Figure 1: positivism, realism, interpretivism, and pragmatism. However, in this research about workforce development in cross-cultural organisations, the conducted study is explored through positivist research philosophy.

The choice of positivist approach for this research of managing and analysing the global workforce, which consists of cross-cultural practices, is selected from the discussion of Park, Konge, and Artino Jr (2020); the positivist approach proves itself essential for the research, which is conducted on a quantitative approach. The key objective of the positivist approach is to develop a relationship between the data collected in the form of different aspects. Moreover, the positivist approach takes the research to create a conclusion-based on predictive phenomenon. There are various philosophical foundations constructed in the positivism strategy, which involves the ontology consisting of data that is tangible, which means that it is calculatable. On the other hand, the Epistemology approach is used, which covers the domain of where the knowledge is collected; this collection is independent of the researcher's own beliefs and values. Lastly, the axiology procedure is used, an obstacle through which the researcher cannot interact personally with the research population.

3.3 *Research Approach*

The research approach is described as the techniques the researcher used to gather the study's data. Moreover, while studying communication techniques and expatriate management in the global workforce, the methods for interpreting the collected information are a significant approach to the research philosophy. According to Deshpande and Magerko (2024), the research approach is discussed based on two aspects: the inductive and deductive research approaches. The inductive approach provides grounds for developing theories from data collected for research. On the other hand, the deductive research approach involved testing theories collected from the population under study.

Therefore, in this research about the challenges associated with the firm operating globally and consisting of diverse work sets, the most suitable research approach analysed is the deductive approach. According to Amjad et al. (2020), the deductive approach is undertaken when there is a need to develop theories from hypotheses tested through different means. It is the most appropriate approach for research, as it is framed on quantitative information. As discussed by Kyngäs (2020), the deductive strategy is considered the initiative point for designing reality among the theories. In this research, therefore, the theories retrieved

from the literature are tested through various interviews conducted with individuals in global firms who are working in culturally diverse environments. Through this approach, the research can describe the relation which is constructed between the concepts of the research and the variables used in the research. In this extent of research approach, the research is competent in providing generalised findings from the data extracted.

3.4 *Research Design*

The research design enables the sources used for collecting and gathering data relevant to the research. Moreover, the research design also discusses how the data is interpreted. The research strategy involves several aspects, such as grounded theory, case studies, interviews, experiments, and surveys. However, in this research about the implementation of cross-cultural communication interventions, the survey was conducted by different personnel from various industries. Several aspects are essential to consider when conducting a study, as Walters (2021) described. The survey question, collected from organisations with a diversified workforce, must be designed to avoid leading the participants towards a single positive or negative response. However, the respondent should be free to provide their responses effectively. Moreover, it is necessary to make the survey anonymous, and this concept must be followed in the study based on social needs.

On the other hand, the research method chosen, according to Maguire (2021), the research method is comprised of several types, which are mono methods, mixed methods, and multi-methods. A mixed method approach is used when the research uses qualitative and quantitative approaches. Within the mono method, the researcher must choose between the two methods and select either qualitative or quantitative. In the multi-method approach, the researcher can incorporate additional methods with these two methods (Nazirova, Tursunov, 2023). However, in this research about the challenges faced by international firms, the most suitable method analysed is the mono-research method. Moreover, the research uses the quantitative approach in this mono method.

3.5 *Data Collection*

According to Lawrence (2022), in the research, the data could be collected using two of the source types: the secondary source and the primary source. The secondary source collects data from past literature or research that the other person initially conducted. On the other hand, the primary data is considered to be data collected through questionnaires, surveys, and interviews with the population under study. In this research, however, the primary data

collection method is used, followed by the preparation of a questionnaire for the conduct of the survey in this study. A survey was conducted in this research about implementing expatriate management; therefore, a questionnaire was prepared. According to Jannat, Habib, and Nura (2021), questionnaires are the tools used to collect quantitative data for the research. The questionnaire is the instrument used to conduct surveys for the study. The questionnaire allows the researcher to collect a variety of data from the population. Moreover, the population considered in the questionnaire approach is generally large and broader. The utilisation of questionnaires is due to several aspects, including cost-effectiveness; the response conduction is easy, the effort is less, and the response rate is elevated. The research strictly follows that the questions should be easy to understand and phrased in a manner that neglects the influence of answers.

3.6 Instrument

This study is conducted based on the research method of surveying. Therefore, the instrument used in this research is the questionnaire approach for collecting participants' responses. Two types of questions are introduced in the questionnaire: open-ended questions, which show the requirement of a person's own understanding of the answers to the questions, and closed-ended questions, which restrict the participant to answer only from the options given in the questionnaire. In this research, which explores the challenges faced by an organisation with a staff rich in culture, closed-ended questions are used because of their effectiveness, as described by Krosnick (2018); closed-ended questions consume less time than open-ended questions. Moreover, closed-ended questions are considered more practical than closed-ended questions. Furthermore, the Likert scale is used to generate the response for the questionnaire. According to Taherdoost (2019), it is the most used approach for surveys conducted regarding social, psychological, and informational responses.

3.7 Sample Size

Siegle (2015) defines the sample size as the population in which the researcher is identified as practical for collecting data and information. These samples are undergone by the researcher, who finds them appropriate to achieve his research objectives. According to Kang (2021), the more effective intervention in several cases is to break the larger population into short samples, and the data will be taken from each sample. Therefore, in this research about the challenges faced by world organisations regarding communication and conflict management, the survey is conducted on a larger population; however, the population is then

sampled. According to Serdar, Cihan, Yücel, and Serdar (2021), the minimum sample size which is effective for research according to the guidelines of CLSI EP09-A3 is 100; therefore, in this research, the sample size of 100 is taken for the study.

3.8 *Sampling Strategy*

According to Story and Tait (2019), adequate sampling provides practical data collection grounds. Moreover, accurate sampling is competent in representing the complete population under study. In this research about challenges to international firms, the data is collected through surveys while handling the workforce from different countries. It is stated that the selection of a practical sampling approach depends upon the type of survey conducted for the research, the population focused on the study, the groupings, and the subgroupings of the larger population.

The sampling is comprised of several types, which include systematic sampling, random sampling, convenience sampling, cluster, and stratified sampling. However, in this type of research, convenience sampling techniques are used to collect data through surveys. According to Stratton (2021), convenience sampling comes under the domain of non-probability sampling. In the convenience sampling approach, the researcher only announces the research which he is conducting now. It depends upon the people of the population whether they want to participate or not. In this regard, within this research, the survey questionnaire was created and uploaded on the Internet. In this instance, the individuals were given a free hand to choose whether they wanted to participate or not. The responses generated from the survey are calculated and analysed using different strategies.

3.9 *Data Analysis*

After collecting data about the responses of the population under study for the challenges associated with the firm operating with the global workforce, the data is analysed using the statistical analysis tool Statistical Package for the Social Sciences (SPSS). According to Rahman Mutahir (2021), the SPSS is considered a robust, easy, innovative, and valuable tool for evaluating all statistical data. Moreover, the SPSS tool is the company's staunch selection for analysing survey data. The SPSS tool gives helping hands for the more extensive data and incorporates multiple variables.

3.10 Ethical Consideration

According to Yaris (2023), several ethics must be focused on in the research that involves surveys, including the methods by which the sampling is undertaken for the study. Moreover, the wording for formulating the survey question is mandatory for the researcher to use the language as quickly as possible. Moreover, according to Ball (2019), there must be an introductory page stickled with the survey form, which will provide extensive insights to the participants about the requirements and purpose of the surveys. Moreover, the introductory page should be mentioned with the ethical approval of the research.

3.11 Chapter Summary

In this chapter, the methodology is designed based on the Saunders concept of research methodology onion. First, the layers come from research philosophy, which is the principle of collecting information. However, among the types of research philosophy, positivism is used as a methodology. According to Saunders Onion, when the research philosophy is positivism, the deductive research approach is used for the study. Additionally, this chapter enables the survey research to be conducted in this study, leading the research towards a quantitative approach.

Furthermore, the data is collected through responses generated by a questionnaire filled by a designed population sample. Lastly, data analysis is practised using SPSS software. The ethics of survey research must be strictly considered.

4 CHAPTER 4 FINDINGS AND DISCUSSION

4.1 Chapter overview

In this chapter of the findings and discussion, the challenges and strategies associated with managing the global workforce are analysed, including cross-cultural communication, expatriate management, and international staffing. The author has adopted the (frequency, regression and correlation) analysis through SPSS. This can ensure the finding of the challenges faced by individuals globally and the finding of the strategies to overcome those. The discussion section reflects on the various factors of organisations causing the bottleneck in stable global workforce management. Moreover, the differences in individual cultures and the misalignment with foreign corporations are critical factors behind the management of poor expatriates. Finally, the benefits and risks of cross-cultural communication competencies for organisations under the GHRM are identified.

4.2 Quantitative analysis

4.2.1 Frequency analysis

In the frequency analysis, the author has explained the detailed analysis of probabilistic that has been made of the survey data as it allows the presentation of the characteristics of the data in terms of their economic, demographic, educational, and occupational statistics. In the first table of the frequency analysis, the current designation of the participants analysed is shown below,

Current Position:					
		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Entry-level Engineer	12	12.0	12.0	12.0
	Executive	14	14.0	14.0	26.0
	Manager	26	26.0	26.0	52.0
	Mid-level Engineer	26	26.0	26.0	78.0
	Senior Engineer	22	22.0	22.0	100.0
	Total	100	100.0	100.0	

Table 1: Current Designation

Source: Self-made

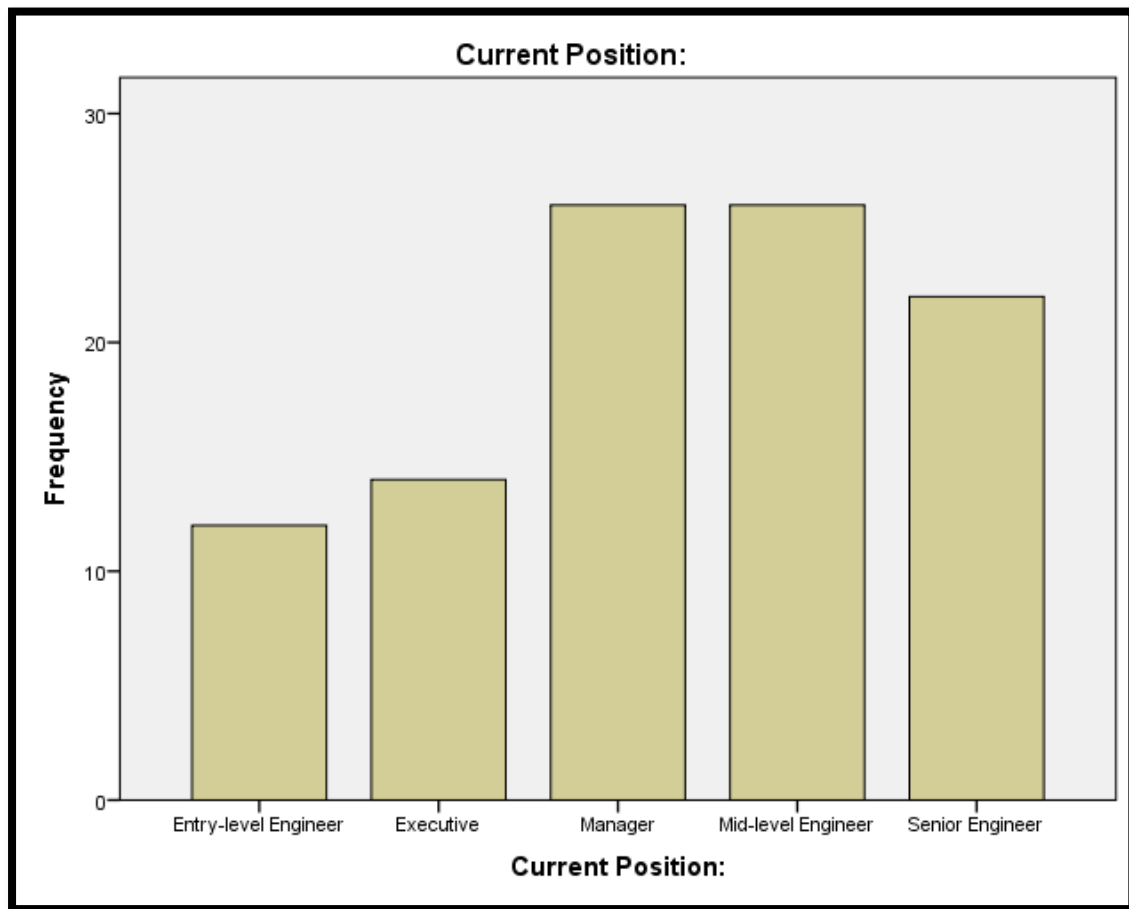


Figure 2 Current designation.

Source: Self-made

As per the analysis of the data gathered from the adopted sampling technique, it is analysed that 26 per cent of the respondents are working as a manager in the organisation, and 26 per cent of the employees are working as mid-level engineers, as these are the most consolidated participants in this category. This indicates that a fair proportion of the sample is in employees and managerial positions. Moreover, the number of participants working as senior engineers is 22 per cent, and 14 per cent of the participants work as executives at organisations. At last, the lowest number of participants, with 12 per cent, is the entry-level engineers working in the organisation.

Moving forward to the level of education the participants have acquired, shown in the table below,

Education Level:

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Associate Degree	16	16.0	16.0	16.0
	Bachelor's Degree	28	28.0	28.0	44.0
	Doctorate	14	14.0	14.0	58.0
	High School Diploma	4	4.0	4.0	62.0
	Master's Degree	34	34.0	34.0	96.0
	Others	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Table 2 Education level

Source: Self-made

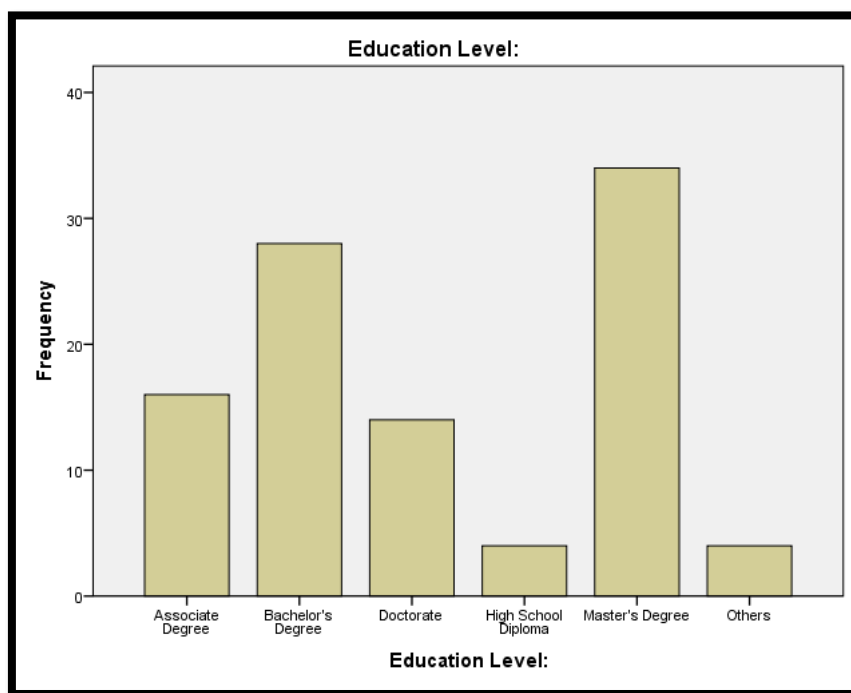


Figure 3 Education Level

Source: Self-made

As per the analysis of the education level of the participants, it is reflected that the participants have multiple levels of qualifications; 34 per cent of the participants have obtained a master's degree, and 28 per cent of the participants have a bachelor's degree. Moreover, 16 per cent of the participants have the education of associate degrees, and 14 per cent of the individuals have acquired a doctorate. Based on the analysis, it is identified that most of the participants have a high level of education achievement; it can be supposed that the respondents are likely to have sufficient knowledge and skills as their views are pretty crucial for this study as they can help to analyse their views to conclude this study more accurately.

Age

	Frequency	Per cent	Valid Percent	Cumulative Percent

Valid		2	2.0	2.0	2.0
	25-34	24	24.0	24.0	26.0
	35-44	20	20.0	20.0	46.0
	45-54	18	18.0	18.0	64.0
	55 and above	6	6.0	6.0	70.0
	Under 25	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

Table 3 Age

Source: Self-made

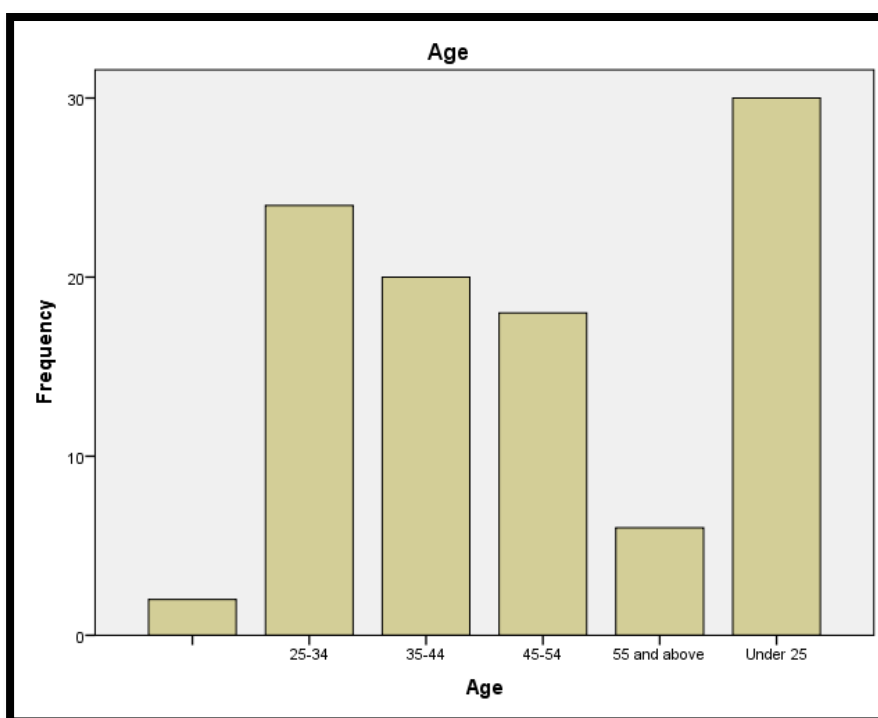


Figure 4 Age

Source: Self-made

As per the table and graph above, it is analysed that most survey participants are under 25 years old, with a 30 per cent percentage. Then, 24 per cent of the participants are 25-34 years old, indicating that the number of participants is young. Moreover, the participants are 35 to 44 years old, 20 per cent of the 45 to 54 age group is 18 per cent, and 6 per cent of the participants involved in this study are above 55.

Gender:

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Female	58	58.0	58.0	58.0
	Male	38	38.0	38.0	96.0
	Prefer not to say	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

Table 4 Gender

Source: Self-made

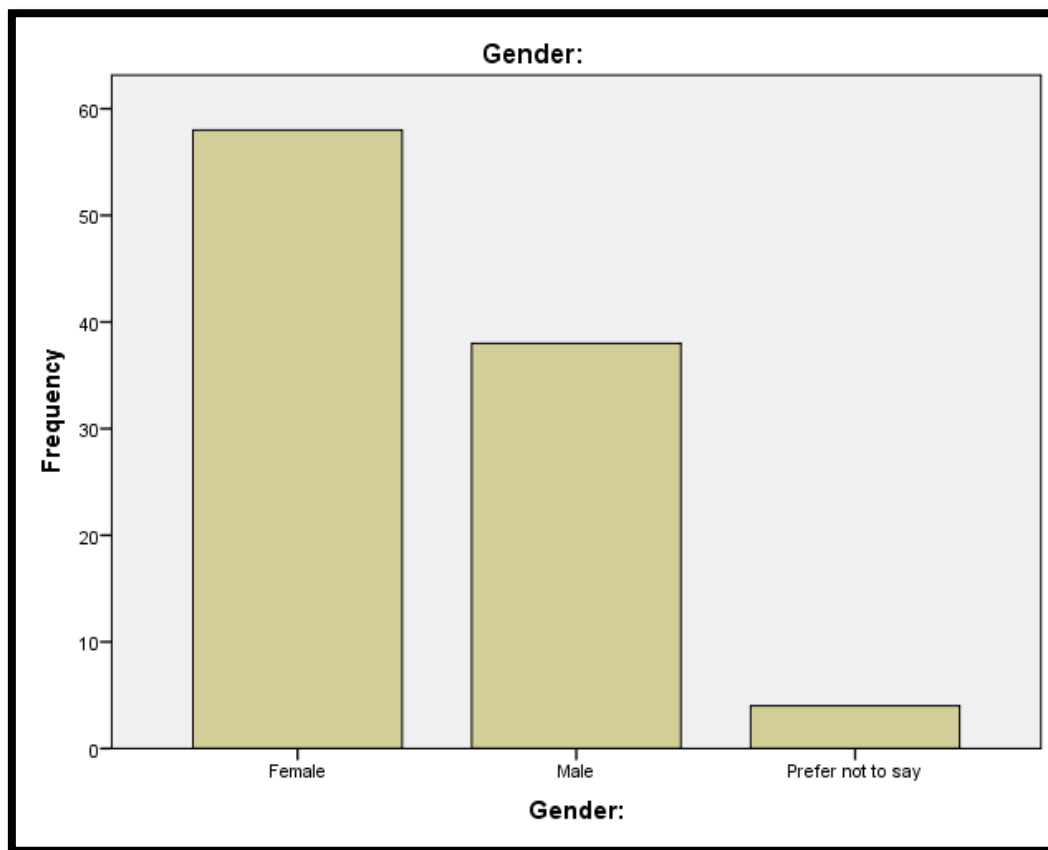


Figure 5 Gender

Source: Self-made

In the sample size of the participants, it is identified that the number of male participants in this study is 38 per cent, and 58 per cent of the participants are female. In this study, both genders showed their views and perceptions regarding their challenges in the organisation. Moreover, the ratio of female participants is more than that of male participants, showing a specific part of bias in the sampling. The factor of gender seems to be problematic as the views of the participants are considered based on their experience and their age.

Years of Experience in Engineering:

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	1-3 years	30	30.0	30.0	30.0

	4-6 years	26	26.0	26.0	56.0
	7-10 years	22	22.0	22.0	78.0
	Less than one year	16	16.0	16.0	94.0
	More than ten years	6	6.0	6.0	100.0
	Total	100	100.0	100.0	

Table 5 Years of Experience in Engineering

Source: Self-made

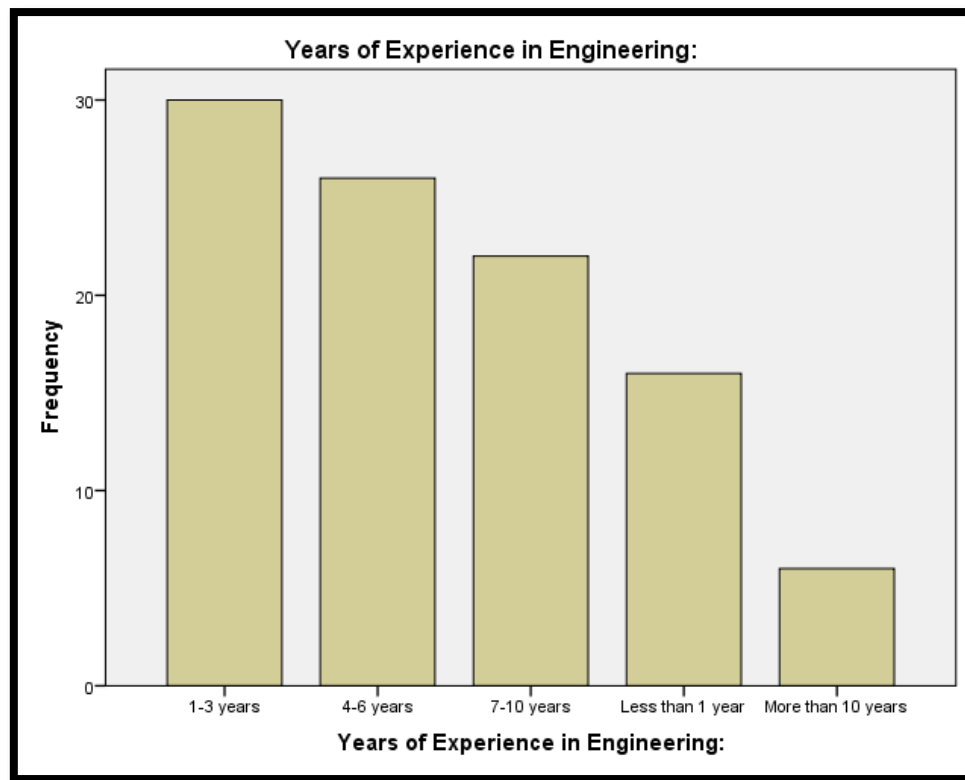


Figure 6 Years of experience

Source: Self-made

As per the outcome of the data, it is analysed that the number of participants with work experience of 1 to 3 years is 30 per cent, and 26 per cent of the participants have 4 to 6 years of experience, indicating that the views and perceptions of the participants are credible and can be used to analyse the issue more firmly. Moreover, the number of participants who have experience of 7 to 10 years old is 22 per cent, and 16 per cent of the participants have experience of less than one year. Furthermore, the number of participants with more than ten years of experience is 6 per cent.

4.2.2 Reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0.862	4

Table 6 Reliability Statistics

Source: Self-made

As per the study conducted by Cheung (2023), the consistency of the variables can ensure the reliability of the selected variables. In this study, the reliability statistics have shown that the Cronbach alpha value is above 0.690, which is a standard requirement for the reliability of the data. In this case, the Cronbach alpha value is 0.862, indicating the good reliability of the data.

4.2.3 Correlation analysis:

The correlation analysis can help measure the strength of the linear relationship between the dependent and the independent variables. In this study, the dependent variable is the global workforce, and the independent variables are cross-cultural communication, ethnocentrism, and cultural differences.

Correlations

		Ethnocentris m	Cultural_Differe nces	Cross_cultural_ communication	Global_workforc e
Ethnocentrism	Pearson Correlation	1	.787**	.622**	.203
	Sig. (2-tailed)		.000	.000	.053
	N	96	96	96	92
Cultural_Differe nces	Pearson Correlation	.787**	1	.841**	.526**
	Sig. (2-tailed)	.000		.000	.000
	N	96	98	98	94
Cross_cultural_ communication	Pearson Correlation	.622**	.841**	1	.585**
	Sig. (2-tailed)	.000	.000		.000
	N	96	98	98	94
Global_workforc e	Pearson Correlation	.203	.526**	.585**	1
	Sig. (2-tailed)	.053	.000	.000	

	N	92	94	94	96
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Table 7 Correlation analysis

Source: Self-made

The correlation analysis can help measure and analyse the relationship between the shared variables. The relationship identification is based on the standard value of 0.05; if the variables are shown below the level of 0.05, then there is an insignificant relationship between the variables. However, if the value of the variables is above 0.05, then there is a significant relationship between the variables. Therefore, as per the table shown above, it is analysed that ethnicity has a substantial relationship with cultural differences, with a value of 0.00. Moreover, it is identified that ethnicism has a considerable relationship with cross-cultural communication, with a value of 0.00. Finally, the relationship between ethnocentrism and the global workforce is insignificant because the value of 0.053 is above the required standard value.

Furthermore, the second variable is cultural differences. It is identified that cultural differences have a significant relationship with cross-cultural communication, with a value of 0.00. Moreover, the relationship between cultural differences and the global workforce is 0.00, which indicates that the variables are highly significant.

Finally, the analysis identifies that the relationship between the global workforce and cross-cultural differences is 0.00, which is below the standard value required, indicating the significance of the variables.

4.2.4 Regression analysis,

Regression analysis is considered a strong and advanced technique for visualising and analysing data, which can allow the identification of the positive and negative relationship between two or more variables based on the hypothesis.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.676 ^a	.457	.439	1.72455

Table 8 Model Summary

Source: Self-made

As per the table above, the model summary table can help analyse the strength of the relationship between the variables and the predictor variable. As per the table, the value of R is 0.676. Moreover, it is identified that the value of R square is 0.457, which is approximately 45.7 per cent for the number of predictions, meaning there is a positive relationship or significance. The value of the adjusted R square is 0.439 per cent for the number of predictors and is somewhat high. The standard error of the estimate is 1.7245, which shows an average distance between the values observed and the regression line.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220.308	3	73.436	24.692	.000 ^b
	Residual	261.718	88	2.974		
	Total	482.026	91			

Table 9 ANOVA

Source: Self-made

As per the value of the ANOVA analysis, it is shown in the table that the value of F is 24.692, which means that there is a strong dependency of the link among the variables of (Ethnocentrism, Cultural Differences, and Cross-cultural communication) to the global workforce. Moreover, it is identified that there is a significance value of 0.00 that is less than the standard value of 0.05, indicating a vital significance of the variables on the dependent variable. As a result, it is identified that this model is relevant for future investigations.

Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.089	.907		10.024	.000
	Ethnocentrism	-.369	.087	-.551	-4.250	.000
	Cultural_Differences	.399	.115	.650	3.458	.001
	Cross_cultural_communication	.231	.090	.379	2.570	.012

a. Dependent Variable: Global_workforce

Table 10 Coefficients analysis

Source: Self-made

As per the table of the coefficient shown above, it is analysed that the global workforce and the cultural differences have a value of 0.399, indicating a significance of the variables, and the value of the T varies at the significance level of 0.00.

Moreover, it is identified that the global workforce and cross-cultural communication have a significance value of 0.231, indicating a positive significance of the variables with a level of importance at 0.012.

When it comes to the relationship between the global workforce and ethnocentrism, it is identified that there is a negative effect for the coefficient of -0.369. However, it does not reach the level of significance statistically at $p = 0.00$, which indicates that the difference in the ratings of ethnocentrism does not appear with the conceptions of the global workforce results.

Finally, it can be seen that all the independent variables of ethnocentrism, cultural differences, and Cross-cultural communication have a strong significance for the global workforce, accepting the hypothesis developed.

4.3 Hypothesis summary

S.no	Hypothesis	Sig-Value	Result
H1	Cross-cultural communication does not significantly impact the success of the global workforce.		
H0	Cross-cultural communication has a significant impact on the success of the global workforce.	0.012	Accepted
H2	Cultural Differences do not significantly impact the success of the global workforce.		
H0	Cultural Differences have a significant impact on the success of the Global workforce.	0.001	Accepted
H3	Ethnocentrism does not significantly impact the success of the Global workforce.		
H0	Ethnocentrism has a significant impact on the success of the Global workforce.	.000	Accepted

Table 11 Hypothesis Summary

Source: Self-made

Hypothesis1: Cross-cultural communication and global workforce

As per the conducted regression analysis, cross-cultural communication can be the primary input for the global workforce in organisations. For multinational organisations, the value of P is 0.012 for cross-cultural communication with the worldwide workforce, which is below the required standard, indicating the significance and accepting the hypothesis. In this regard, it is determined that cultural diversity in the organisation can help attract and retain employees of multiple nationalities, beliefs, and talents. The acceptance of the hypotheses is supported by the previously conducted studies by Wiblen and McDonnell (2019), which showed that people with different understandings, backgrounds, and beliefs can help the company expand its access to a broader talent pool.

Hypothesis 2: Cultural differences and global workforce

According to the regression analysis, it is identified that the differences in culture among employees significantly impact the global workforce in international organisations, with a value of $p = 0.001$, resulting in the acceptance of the hypothesis. As many international firms hire employees with different cultural backgrounds and skills, these employees can bring and implement knowledge diversity within the firm. As per the study conducted by Yong (2019), international organisations are developing daily because of the cultural diversity in their organisations, which can help them enhance their workforce. Moreover, in countries such as the USA and UK, where many immigrants reside, the firms hire more foreign citizens to strengthen cultural diversity and skill and knowledge diversity within the firm.

Hypothesis 3: Ethnocentrism and global workforce

The following hypothesis of this research is the relationship between the global workforce and ethnocentrism within international organisations. In ethnocentrism, individuals see themselves in a way that makes them superior to other employees, which can lead to the exploitation of others and the outgroups. As per the analysis, it is interpreted that ethnocentrism is the main element of the negative behaviour of international employees as it is significant in the global workforce, with a p -value of 0.00, which indicates its vital significance. However, ethnocentrism can be a barrier to communication, affecting the productivity, creativity, and mood of the other individual and resulting in a lack of progression. Moreover, the lack of communication or communication gap can be the point of the values, views or the multiple methods of doing certain things that can cause difficulty in outcomes. As it aligns with the previous study of Yousaf et al. (2022), ethnocentrism can be defined as the tendency to criticise the other group based on their standards and beliefs. Moreover, Maclean (2022) identified that ethnocentrism can be viewed as the individual's defensive reaction to a group of other nationalities or other background cultures towards their perceived threats.

4.4 Discussion

4.4.1 The individual cultural differences and misalignment with a foreign corporate setting

As per the results of the quantitative data analysis in the current study, it has been noted that cultural differences significantly impact global workforce management. However, it has been highlighted in the literature review that global workforce management requires attention to certain organisational factors, such as misalignments in foreign work settings, as per the study conducted by Yong (2019). In addition, cultural differences have been shown to bring

mismanagement in corporate settings where foreign workforce are employed. Developed countries have reported facing these issues more often when employees belong to different cultural backgrounds. Cross-cultural communication significantly affects global workforce management, with the hypothesis accepted at 0.012.

Moreover, employees from different cultural backgrounds need help communicating. They must mainly communicate within the organisations so other employees and internal stakeholders misinterpret them. In contrast, the language of choice in international work settings is English, whereas migrated employees sometimes need to be more fluent in English (Cletus et al., 2018). Hence, the lack of English-speaking skills causes a gap in communication, which causes most foreign employees to fail to adapt to such work environments.

Furthermore, according to the quantitative analysis of the data in the current study, ethnocentrism significantly impacts cultural differences with a value of 0.000. Nevertheless, the literature review explores that cultural differences have significantly impacted workplace etiquette. Since they have been brought up and worked in a different working environment, they find it challenging to work in an international work setting where the workplace etiquette is entirely different compared to their homeland. On the contrary, rules and regulations, working hours, and workplace conflict are also included in workplace etiquette (Post 2022). However, the relationship with other employees needs to be solid, and individual preferences should be kept in mind to avoid conflict and improve overall performance in an international business setting. Therefore, complying with different workplace requirements and etiquette is essential in promoting cultural diversity and managing the workforce from other cultures. Employees who cannot abide by these etiquettes are challenging to manage by international firms, resulting in poor expatriate management.

Hence, this study has reported that ethnocentrism significantly impacts cross-cultural communication. However, previous studies have also supported the idea that ethnocentrism has a role in communication and affects the productivity of an organisation's workforce. In contrast, the survey by Yousaf et al. (2022) describes ethnocentrism as the tendency to criticise the other group based on their standards and beliefs. According to this concept, one's culture is rightful and superior to different civilisations. Ethnocentrism causes communication problems and develops hostility outside the organisation, which makes it difficult to comprehend one person's values, point of view, or other ways of doing things. Similarly, the study results conclude that ethnocentrism has an insignificant impact on global workforce management.

Alternatively, a previous study by Joachim and Weerasekera (2022) states that the quantitative investigation showed that patriotism among expatriates is an indicator of ethnocentrism, which affects expatriate management.

The three hypotheses outlined by the current study were accepted by correlation analysis, reporting that H1 and H2 were significant in global workforce management. On the contrary, the correlation analysis of H3 proved insignificant in international workforce management. In addition, the hypotheses were also tested with coefficient analysis, which showed that all three hypotheses are significant, with H_0 rejecting all three hypotheses. Hence, the current study concluded that cultural differences, cross-cultural communication, and ethnocentrism significantly impact global workforce management in foreign corporate settings. Thus, international workplaces must incorporate these factors into workforce management to manage expatriate workforces efficiently.

4.4.2 Benefits and Risks of cross-cultural Communication Competencies for Organisations

As per the results of the current study, cultural differences have been shown to affect global workforce management significantly. This hypothesis can be verified by the previous studies that have demonstrated the importance of collaboration among different teams in an organisation, as per Hu et al. (2022). However, cultural diversity in an organisation is essential as it allows employees to learn from each other, increasing productivity and overall performance. Workers from various cultural origins might offer new perspectives and unconventional solutions to issues that would not be considered otherwise. Similar to Levy's findings from 2021, Google employs workers from various fields and cultural backgrounds. Google promotes a culture of innovation and inventive problem-solving by bringing together individuals with diverse backgrounds and experiences. This variety has resulted in the creation of ground-breaking products like Google Translate and Maps. Thus, in the current study, the responses indicated that the impact of cultural differences is significant on the management of the workforce globally.

On the other hand, According to Wiblen and McDonnell (2019), a corporation can access a larger talent pool by collaborating with individuals with diverse understandings and ideas. People with diverse ideas, ethnicities, and nationalities can be attracted to and retained as employees when there is cultural diversity. Additionally, by drawing in top personnel from other markets and areas, this variety improves the company's capacity to engage with a wide range of clientele. For instance, Ajala (2021) claims that Coca-Cola's marketing strategies are

adapted to resonate with local cultures and traditions through holiday campaigns, which differ depending on the region. With the aid of these campaigns, the company can draw in a diverse clientele while also strengthening client loyalty. Hence, the current study also supports these points with the help of a hypothesis proven significant by correlation and coefficient analysis.

As highlighted by Korkut, Dolmaci, and Karaca (2018), people from different cultures and backgrounds face challenges related to communication. Since miscommunication spreads to people who speak the same languages, mispronunciation can occur because people with different cultural diversity need more specificity. As per the research conducted by Marian and Мар'ян (2023), the aerospace company Boeing faces miscommunication issues with international partners. To address this, Boeing implemented language training and cross-cultural communication workshops that helped them to improve clarity and collaboration. However, these studies emphasise that communication is essential to an organisation's success and global workforce management. Similarly, expatriate management is also affected by miscommunication. Therefore, effective ways to enhance communication among employees and teams could be applied to aid expatriate and workforce management within the organisations.

4.4.3 Analysing various organisational factors in global workforce management

Several organisational factors have an impact on the management of the workforce globally in international corporate settings. These factors were closely analysed in the current study's literature survey. As per the study's hypotheses, certain variables contributing to workforce management were analysed by correlation. In contrast, organisations must focus on several organisational factors to manage the global workforce. Additionally, as per the study by Untarini, Sayyida and Singh (2020), employee satisfaction is critical to workforce management. A company must offer a stress-free, balanced work environment to balance and manage its employees.

Furthermore, as employees look for a calm work atmosphere, establishing a balance between work and life is crucial. However, many countries offer their foreign employees a balanced work environment. However, some organisations put excessive stress on their employees by giving them more tasks, which results in poor management of foreign employees. Thus, to enhance workforce management techniques, firms should offer work-life balance (Bhende et al., 2020). Employee perceptions of work-life balance are also influenced by several other elements, including organisational, social, cultural, and economic aspects.

The current study has proved that H2 is a significant factor that impacts workforce management on a global scale. Thus, organisations must overlook the organisational factor regarding cross-cultural communication to enhance expatriate management. Effective communication is one of the most critical components of an organisation's performance and efficient staff management, according to Ali and Anwar (2021). It is essential for conveying employee issues and how businesses handle them, or vice versa. Additionally, employers should encourage staff members to voice their opinions on matters or challenges they are dealing with within the organisation.

Furthermore, workplace disputes can be prevented by promoting efficient communication among team members.

Furthermore, communication is frequently impacted by cultural variations. As a result, the human resources department must ensure that cultural differences don't interfere with employees' communication styles and methods (Men and Yue 2019). Hence, communication is seen as a dependent variable in workforce management and is considered in the hypotheses of this study. Moreover, companies must consider expatriate talent management as critical to enhancing selection. According to Hongal and Kinange (2020), strategic talent administration focuses on the need for adequate talent in organisations, which has created obstacles in managing business results and profitability. As an alternative, it offers methods for finding qualified candidates, which can aid businesses in managing their workforces and achieving long-term profitability.

5 CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

In conclusion, this research first discusses global management difficulties and their international consequences concerning cross-cultural communication, expatriate management, and staffing. Then, this research makes the points that stem from cultural differentials, language issues, or ethnocentrism as essential factors that influence the management of immigrants. Moreover, this study discusses how survey questionnaires and interviews elicit employees' attitudes towards gender discrimination, flexibility in general communication, and other organisational issues. Later, this study concludes that based on the findings, The investigations point out that it is high time organisations embraced language training, accommodation, and cultural understanding courses to unlock productivity and employee satisfaction. Lastly, the study reveals that cultural diversity and strategic talent management are excellent blends that must be incorporated when managing workforces in multinational firms.

In conclusion, this study scrutinised the challenges and implications of global workforce management, cross-cultural communication, expatriate management, and international staffing. Its objective was to analyse the multiple institutional factors that have hindered workforce management globally. Furthermore, the study examines whether cultural disparities and improper alignment with global corporate settings are critical factors behind poor immigrant management. Additionally, the study aims to determine the advantages and risks of cross-cultural communication capabilities in organisations under Green Human Resource Management.

Previous studies have suggested that as companies grow in developed countries, they must hire people from different ethnicities and cultures to enhance their knowledge and skills. However, apart from the benefits, this also arises certain issues: the lack of communication because of the restricted English language use; punctuality issues because of etiquette differences in a diverse workforce and the lack of compliance with organisational order pose challenges in managing expatriate employees. Moreover, numerous studies identified two mainly used cross-cultural communication theories: Hofstede's cultural dimension theory and Hall's High-Context and Low-Context Cultures. Furthermore, previous studies have emphasised that cross-cultural communication improves productivity, fosters creativity, and celebrates employees from different cultural or racial backgrounds. Additionally, the previous studies suggested that incorporating cross-cultural communication may pose challenges like Miscommunication and misunderstanding, Cultural stereotyping and bias, Ethnocentrism between people from different linguistic or cultural backgrounds, and Increased training and development costs

because of the time differences and constant technological advancement. However, these challenges can be rectified by implementing practices such as cultivating cultural awareness and sensitivity, highlighting the importance of agility in the workplace to attract global talent, and establishing an excellent cross-cultural environment in the global workforce.

The methodology used in this study is based on the onion research design introduced by Sanders, which consists of multiple layers. The first layer is the research philosophy based on collecting information, and the positivist approach is used from these principles. In addition, Saunders established that a deductive approach must be used if the research philosophy is positivist. Moreover, this research used a mixed-method approach, where a survey and interviews were conducted with 100 selected participants as primary data for quantitative analysis. Past literature reviews have been collected and studied from reliable sources as secondary data for qualitative analysis. Lastly, the data analysis is done with the help of SPSS software for correlation and regression analysis. The ethics of survey research must be strictly considered.

In response to the first research objective, the researcher has concluded that organisational factors that can be a setback in workforce management globally are gender bias and younger age, as the participants' views may differ based on their gender experience and young age. Moreover, another factor experts have come across is the satisfaction of the workers and work-life balance, which is an essential component of the workforce. The other areas are intercultural communication and managing expatriate talents. Since communication is critical in every organisation, it can cause unrest. Therefore, organisational performance could be improved, concluding that these factors negatively impact global workforce management, resulting in a bottleneck. By managing the above factors, one can improve the processes of expatriate management and the selection of the workforce. These findings result in the acceptance of all the hypotheses, making these researches valuable and reliable for future research.

Furthermore, as for the second purpose of the researcher, It has been ascertained that culture, cross-cultural communication, and ethnocentrism play an essential role in the effective management of the global workforce in the international organisations' corporate environment. Notably, it was established that foreign work settings were aligned differently and that the work language needed to be better suited to English; there were also issues related to workplace etiquette. The seemingly obvious and simple notion that employees with different cultural practices and beliefs have difficulty in communication and that ethnocentrism makes

communication difficult and affects the productivity of human capital in organisations was highlighted. In conclusion, the exploration demonstrated that the influences needed to be managed so that international workplaces could enhance the expatriate workforces.

Moreover, relating to the third objective of the study, it has been noted that the effects of culture on international human resource management are considerable, as demonstrated in the current analysis. Culture improves impact levels and effectiveness by introducing new ideas in the organisation. This also gives companies a bigger pool of talent to hire from, and the company can serve a broader customer base. However, it gets hard to communicate due to mishaps of cultural differences. This is why language training and cross-cultural communication seminars should be critical in managing employees and expatriates in organisations.

This study is essential in establishing lessons about cross-cultural differences and their impact on the international workforce. When responding to communication, directions are given, and meanings are misunderstood, employees with different linguistic proficiencies will likely struggle with adaptation. These issues are worse when there is ethnocentrism as it complicates organisational relations and processes at the workplace. Communication methodologies like language acquisition and cross-cultural seminars are essential. Moreover, Organisational factors such as satisfaction and work-life balance are vital in addressing employees' diversity. Making organisational support and ensuring communication can reduce discrepancies and enhance expatriate management. Thus, integrating strategic talent management that concentrates on employing qualified personnel is essential to organisational sustainability. Lastly, addressing Cultural Diversity, Communication and Talent Management as organisational culture principles is critical to workforce management of expatriate talent and creating and sustaining competitive success in the operation's international context.

5.1 Limitations

There are several limitations regarding the current field of study. The factors described in the survey are few, whereas other factors can be used to manage the workforce globally. A deeper understanding of the research problem may be obtained if only clear-cut effects were investigated. However, a basic understanding is also necessary. Every examination strategy also has a set of cutoff points. Acquiring the most essential information ensures the most negligible information alterations and receptiveness. However, acquiring necessary data requires scientists to address fresh concerns and logical contradictions. Most of the time, it enables the expert to examine the datasets and arrive at an optimal decision thoroughly. In

addition, the researcher in the current research has used a quantitative method to analyse the data. However, qualitative analysis is also efficient in data analysis. The sample size in the current study is 100, whereas bigger sample sizes have been used in other studies on the current research topic.

5.2 *Recommendations*

Given the current study's limitations, certain recommendations can be adopted for future research.

- Several factors can be assessed to analyse their impacts on global workforce management. Nevertheless, this study has discussed certain factors, which are not enough since other factors are also involved in managing the workforce.
- The study uses the research methodology for primary quantitative research, whereas secondary qualitative analysis must also be combined with quantitative analysis. For future research, the researchers should use mixed methods to analyse the data for the current field of study.
- In addition, the researcher in the current study has taken a sample size of 100, whereas researchers can use larger sample sizes in the future. Sample sizes such as 200, 30, and 500 can be used to analyse the effects of outlined factors on global workforce management.
- Furthermore, the researchers are recommended to conduct secondary research to outline strategies and their implementing strategies to manage expatriate and workforce management.
- On the contrary, the researcher could conduct a broader study by considering a vast population from around the world rather than considering a study population from a single country.
- Thus, broader studies include expatriate management, which could be included in future research.
- Certain groups from a specific country face different challenges, which could be elaborated on and linked to workforce and expatriate management. Therefore, future researchers should conduct primary and mixed research on managing foreign employees in developed countries.

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7 Appendix

7.1 Appendix 1 Questionnaire

Section 1 demographic

Age

- Under 20
- 20-29
- 30-39
- 40-49
- 50-59
- 60 and above

Gender

- Male
- Female
- Non-binary
- Prefer not to say

Educational Level

- High school diploma or equivalent
- Some college, no degree
- Associate degree
- Bachelor's degree
- Master's degree
- Professional degree (e.g., JD, MD)
- Doctorate (e.g., PhD, EdD)
- Other (please specify)

Years of Experience in the Industry

- Less than 1 year
- 1-3 years

- 4-6 years
- 7-10 years
- 11-15 years
- 16-20 years
- More than 20 years

Section 2 Statement

Ethnocentrism/Regiocentrism (Hypothesis H1o)

1. Employees from different cultural backgrounds are treated equally in our organization.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
2. There is a tendency to favor employees from the local region over those from other regions.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
3. Decisions in the organization are influenced by the cultural background of the decision-makers.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
4. The organization's policies are designed to accommodate employees from various cultural backgrounds.
 - Strongly disagree

- Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
5. Ethnocentrism/regiocentrism negatively affects the collaboration and performance of global teams.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

Cultural Differences (Hypothesis H2o)

1. Cultural differences are respected and valued in our organization.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
2. Corporate policies align well with the cultural values of all employees.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
3. Misalignment between corporate policies and cultural differences causes conflicts.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
4. The organization provides training to help employees understand and appreciate cultural differences.

- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
5. Cultural differences hinder the implementation of GHRM practices.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree

Cross-Cultural Communication (Hypothesis H3o)

1. Cross-cultural communication is effective within our organization.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
2. Language barriers negatively impact communication among employees from different cultural backgrounds.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
3. The organization has implemented strategies to improve cross-cultural communication.
- Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Agree
 - Strongly agree
4. Misunderstandings due to cultural differences are common in our workplace.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

5. Effective cross-cultural communication enhances the success of GHRM in our organization.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

7.2 *Appendix 2 Data*

Timestamp	Age	Gender:	Education Level:	Years of Experience in Engineering:	Current Position:	E1	E2	E3	E4	E5	CD1	CD2	CD3	CD4	CD5	CCC1	CCC2	CCC3	CCC4	CCC5	GW1	GW2	GW3	GW4	GW5	OE1	
7/29/2024 17:09:24		Male	Master's Degree	1-3 years	Mid-level Engineer	4	4	2	5	4	3	4	4	4	5	3	4	4	4	4	5	3	5	4	4	4	5
7/29/2024 17:10:46	45-54	Female	Doctorate	More than 10 years	Manager	4	4	5	5	4	5	3	4	5	2	2	1	1	3	4	4	4	4	5	5	5	
7/29/2024 17:10:58	Under 25	Female	Master's Degree	Less than 1 year	Mid-level Engineer	5	4	4	5	4	5	4	4	4	5	4	5	5	4	5	3	5	4	5	4	2	
7/29/2024 17:11:43	25-34	Male	Associate Degree	Less than 1 year	Entry-level Engineer	3	2	4	4		3	4	4	4	1	4	5	5	3	5	3	5	5	5	2	4	
7/29/2024 17:12:15	Under 25	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	5	4	3	5	5	4	4	5	4	5	4	5	4	5	4	4	4	4	4	4	4	
7/29/2024 17:12:52	35-44	Male	Master's Degree	4-6 years	Senior Engineer	1	1	3	2	4	4	2	3	4	1	3	1	5	5	3	2	5	5	5	5	4	
7/29/2024 17:13:37	45-54	Female	Bachelor's Degree	1-3 years	Manager	4	2	5	4	5	5	4	5	4	4	4	5	5	5	5	5	5	5	4	5	5	
7/29/2024 17:14:50	Under 25	Female	Master's Degree	1-3 years	Manager	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	
7/30/2024 5:54:10	35-44	Female	Associate Degree	7-10 years	Entry-level Engineer	1	2	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
7/30/2024 5:55:00	25-34	Male	Bachelor's Degree	Less than 1 year	Mid-level Engineer	1	1	3	3	2	1	1	1	2	3	1	2	1	2	2	1	1	3	4	5	2	
7/30/2024 5:55:38	Under 25	Male	Associate Degree	7-10 years	Senior Engineer	1	1	1	1	2	1	1	1	1	2	1	1	2	2	4	3	4	5	5	5	5	
7/30/2024 5:56:20	25-34	Female	Doctorate	7-10 years	Senior Engineer	2	4	4	4	4	4	5	5	5	4	4	4	4	5	5	5	5	5	5	5	5	

7/30/2024 5:57:01	35-44	Female	Master's Degree	4-6 years	Mid-level Engineer	2	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 5:57:44	35-44	Female	Master's Degree	4-6 years	Manager	3	4	5	5	5	5	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 5:58:28	45-54	Prefer not to say	Doctorate	4-6 years	Senior Engineer	2	5	5	4	4	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5
7/30/2024 5:59:48	25-34	Female	High School Diploma	4-6 years	Senior Engineer	4	4	4	4	5	5	4	5	4	5	4	5	4	4	4	4	4	5	5	5	5
7/30/2024 6:12:43	25-34	Female	Master's Degree	7-10 years	Manager	2	4	5	4	5	5	4	4	4	5	4	4	5	4	4	4	4	5	4	4	4
7/30/2024 9:18:14	25-34	Male	Bachelor's Degree	Less than 1 year	Mid-level Engineer	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 9:20:16	Under 25	Female	Bachelor's Degree	Less than 1 year	Entry- level Engineer	1	1	3	4	5	1	5	2	3	3	3	2	5	3	5	5	5	5	5	5	5
7/30/2024 9:21:26	Under 25	Prefer not to say	Others	4-6 years	Manager	3	1	4	3	4	2	1	1	2	2	2	1	1	1	1	1	1	1	2	2	3
7/30/2024 9:22:31	Under 25	Male	Associate Degree	7-10 years	Manager	2	1	2	2	3	3	2	2	3	4	4	3	3	5	2	5	5	5	3	4	3
7/30/2024 9:30:04	25-34	Female	Master's Degree	Less than 1 year	Entry- level Engineer	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
7/30/2024 9:32:40	Under 25	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	4	4	4	4	4	4	4	4	3	4	4	4	3	3	4	4	4	3	4	3	3
7/30/2024 9:33:24	35-44	Female	Master's Degree	4-6 years	Senior Engineer	4	5	3	5	3	4	5	5	4	5	5	5	5	5	5	3	4	5		5	4

7/30/2024 9:33:45	Under 25	Female	Bachelor's Degree	4-6 years	Mid-level Engineer	4	4	3	3	4	4	3	4	3	3	4	3	4	3	4	4	3	3	4	4	3	
7/30/2024 9:34:09	45-54	Male	Doctorate	7-10 years	Executive	3	4	4	3	4	5	5	5	3	4	5	3	4	5	5	4	3	5	3	4	5	
7/30/2024 9:34:53	55 and above	Male	Others	More than 10 years	Executive	4	4	3	5	5	5	4	4	5	5	3	4	5	5	5	4	4	4	3	5	5	
7/30/2024 9:43:06	35-44	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	3	4	2	3	4	5	2	3	5	2	3	1	3	4	4	4	4	5	5	4	3	5
7/30/2024 9:47:00	25-34	Male	Master's Degree	1-3 years	Senior Engineer	2	4		5	4	2		4	5	4	2	5		4	4	2	4	5	2	4	5	
7/30/2024 9:48:35	45-54	Female	Master's Degree	7-10 years	Manager	2	4	5	5	1	4	5	5	2	4	4	5	2	4	5	2	4	5	5	1	4	
7/30/2024 9:53:54	Under 25	Male	Associate Degree	7-10 years	Executive	4	5	4	2	4	4	5	1	4	5	5	2	4	4	5	2	4	5	5	2	5	
7/30/2024 9:55:54	Under 25	Male	Doctorate	4-6 years	Senior Engineer	4	4	5	4	2	4	5	4	1	4	4	5	2	4	5	5	1	4	5	4	1	
7/30/2024 9:58:10	Under 25	Female	Master's Degree	1-3 years	Mid-level Engineer	4	4	4	1	5	4	5	1	4	5	5	2	4	5	4	2	5	4	4	5	2	
7/30/2024 9:59:18	35-44	Female	Associate Degree	1-3 years	Manager	4	4	5	4	2	4	5	4	2	4	5	5	1	4	5	5	2	4	5	4	2	
7/30/2024 10:00:17	35-44	Male	Bachelor's Degree	1-3 years	Manager	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
7/30/2024 10:00:39	55 and above	Male	Doctorate	More than 10 years	Executive	4	5	5	2	5	5	4	3	4	5	5	2	5	4	5	2	4	2	4	5	5	
7/30/2024 10:01:29	25-34	Female	Master's Degree	1-3 years	Mid-level Engineer	4	4	4	3	4	3	4	4	4	3	4	3	5	5	5	2	3	4	5	4	5	

7/30/2024 10:01:46	45-54	Female	High School Diploma	4-6 years	Senior Engineer	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 10:02:41	35-44	Female	Master's Degree	4-6 years	Senior Engineer	4	4	5	2	4	5	5	2	4	4	5	3	4	5	4	2	4	5	5	2	4
7/30/2024 10:04:24	Under 25	Male	Associate Degree	Less than 1 year	Executive	5	5	3	5	5	3	3	5	5	5	5	5	5	3	5	5	5	5	5	5	3
7/30/2024 10:06:26	25-34	Female	Master's Degree	1-3 years	Senior Engineer	4	4	4	3	5	5	4	3	4	5	5	5	4	5	3	4	4	5	5	4	4
7/30/2024 10:07:00	45-54	Male	Bachelor's Degree	1-3 years	Manager	4	4	5	2	4	5	4	1	4	5	4	1	4	5	4	2	4	5	5	2	5
7/30/2024 10:08:19	55 and above	Male	Master's Degree	7-10 years	Executive	4	5	3	3	5	4	4	5	3	3	4	5	4	5	5	4	4	5	4	5	5
7/30/2024 10:10:13	45-54	Female	Associate Degree	4-6 years	Mid-level Engineer	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:11:35	25-34	Female	Bachelor's Degree	7-10 years	Manager	4	4	4	4	4	4	4	2	4	3	2	3	4	4	4	4		5	5	4	4
7/30/2024 10:12:11	45-54	Male	Bachelor's Degree	7-10 years	Manager	3	4	5	2	4	4	4	4	4	4	3	4	4	4	5	3	4	4	5	4	4
7/30/2024 10:12:41	25-34	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:12:41	Under 25	Female	Master's Degree	1-3 years	Entry-level Engineer	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:12:49	Under 25	Male	Bachelor's Degree	Less than 1 year	Entry-level Engineer	4	4	3	4	4	5	5	5	4	3	4	4	4	4	4	3	4	5	4	4	4
7/30/2024 10:12:52	35-44	Female	Doctorate	4-6 years	Executive	3	4	4	5	4	5	3	4	4	4	5	3	4	3	4	2	4	4	5	5	4

7/30/2024 5:58:28	45-54	Prefer not to say	Doctorate	4-6 years	Senior Engineer	2	5	5	4	4	5	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5
7/30/2024 5:59:48	25-34	Female	High School Diploma	4-6 years	Senior Engineer	4	4	4	4	5	5	4	5	4	5	4	5	4	4	4	4	4	5	5	5	5
7/30/2024 6:12:43	25-34	Female	Master's Degree	7-10 years	Manager	2	4	5	4	5	5	4	4	4	5	4	4	5	4	4	4	4	5	4	4	4
7/30/2024 9:18:14	25-34	Male	Bachelor's Degree	Less than 1 year	Mid-level Engineer	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 9:20:16	Under 25	Female	Bachelor's Degree	Less than 1 year	Entry- level Engineer	1	1	3	4	5	1	5	2	3	3	3	2	5	3	5	5	5	5	5	5	5
7/30/2024 9:21:26	Under 25	Prefer not to say	Others	4-6 years	Manager	3	1	4	3	4	2	1	1	2	2	2	1	1	1	1	1	1	1	2	2	3
7/30/2024 9:22:31	Under 25	Male	Associate Degree	7-10 years	Manager	2	1	2	2	3	3	2	2	3	4	4	3	3	5	2	5	5	5	3	4	3
7/30/2024 9:30:04	25-34	Female	Master's Degree	Less than 1 year	Entry- level Engineer	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
7/30/2024 9:32:40	Under 25	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	4	4	4	4	4	4	4	4	3	4	4	4	3	3	4	4	4	3	4	3	3
7/30/2024 9:33:24	35-44	Female	Master's Degree	4-6 years	Senior Engineer	4	5	3	5	3	4	5	5	4	5	5	5	5	5	5	3	4	5		5	4
7/30/2024 9:33:45	Under 25	Female	Bachelor's Degree	4-6 years	Mid-level Engineer	4	4	3	3	4	4	3	4	3	3	4	3	4	3	4	4	3	3	4	4	3
7/30/2024 9:34:09	45-54	Male	Doctorate	7-10 years	Executive	3	4	4	3	4	5	5	5	3	4	5	3	4	5	5	4	3	5	3	4	5

7/30/2024 9:34:53	55 and above	Male	Others	More than 10 years	Executive	4	4	3	5	5	5	4	4	5	5	3	4	5	5	5	4	4	4	4	3	5	5
7/30/2024 9:43:06	35-44	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	3	4	2	3	4	5	2	3	5	2	3	1	3	4	4	4	4	5	5	4	3	5
7/30/2024 9:47:00	25-34	Male	Master's Degree	1-3 years	Senior Engineer	2	4		5	4	2		4	5	4	2	5		4	4	2	4	5	2	4	5	
7/30/2024 9:48:35	45-54	Female	Master's Degree	7-10 years	Manager	2	4	5	5	1	4	5	5	2	4	4	5	2	4	5	2	4	5	5	5	1	4
7/30/2024 9:53:54	Under 25	Male	Associate Degree	7-10 years	Executive	4	5	4	2	4	4	5	1	4	5	5	2	4	4	5	2	4	5	5	5	2	5
7/30/2024 9:55:54	Under 25	Male	Doctorate	4-6 years	Senior Engineer	4	4	5	4	2	4	5	4	1	4	4	5	2	4	5	5	5	1	4	5	4	1
7/30/2024 9:58:10	Under 25	Female	Master's Degree	1-3 years	Mid-level Engineer	4	4	4	1	5	4	5	1	4	5	5	2	4	5	4	2	5	4	4	4	5	2
7/30/2024 9:59:18	35-44	Female	Associate Degree	1-3 years	Manager	4	4	5	4	2	4	5	4	2	4	5	5	1	4	5	5	2	4	5	4	2	
7/30/2024 10:00:17	35-44	Male	Bachelor's Degree	1-3 years	Manager	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 10:00:39	55 and above	Male	Doctorate	More than 10 years	Executive	4	5	5	2	5	5	4	3	4	5	5	2	5	4	5	2	4	2	4	5	5	
7/30/2024 10:01:29	25-34	Female	Master's Degree	1-3 years	Mid-level Engineer	4	4	4	3	4	3	4	4	4	3	4	3	5	5	5	2	3	4	5	4	5	
7/30/2024 10:01:46	45-54	Female	High School Diploma	4-6 years	Senior Engineer	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
7/30/2024 10:02:41	35-44	Female	Master's Degree	4-6 years	Senior Engineer	4	4	5	2	4	5	5	2	4	4	5	3	4	5	4	2	4	5	5	2	4	

7/30/2024 10:04:24	Under 25	Male	Associate Degree	Less than 1 year	Executive	5	5	3	5	5	3	3	5	5	5	5	5	5	3	5	5	5	5	5	5	3
7/30/2024 10:06:26	25-34	Female	Master's Degree	1-3 years	Senior Engineer	4	4	4	3	5	5	4	3	4	5	5	5	4	5	3	4	4	5	5	4	4
7/30/2024 10:07:00	45-54	Male	Bachelor's Degree	1-3 years	Manager	4	4	5	2	4	5	4	1	4	5	4	1	4	5	4	2	4	5	5	2	5
7/30/2024 10:08:19	55 and above	Male	Master's Degree	7-10 years	Executive	4	5	3	3	5	4	4	5	3	3	4	5	4	5	5	4	4	5	4	5	5
7/30/2024 10:10:13	45-54	Female	Associate Degree	4-6 years	Mid-level Engineer	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:11:35	25-34	Female	Bachelor's Degree	7-10 years	Manager	4	4	4	4	4	4	4	2	4	3	2	3	4	4	4	4		5	5	4	4
7/30/2024 10:12:11	45-54	Male	Bachelor's Degree	7-10 years	Manager	3	4	5	2	4	4	4	4	4	4	3	4	4	4	5	3	4	4	5	4	4
7/30/2024 10:12:41	25-34	Female	Bachelor's Degree	1-3 years	Mid-level Engineer	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:12:41	Under 25	Female	Master's Degree	1-3 years	Entry- level Engineer	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
7/30/2024 10:12:49	Under 25	Male	Bachelor's Degree	Less than 1 year	Entry- level Engineer	4	4	3	4	4	5	5	5	4	3	4	4	4	4	4	3	4	5	4	4	4
7/30/2024 10:12:52	35-44	Female	Doctorate	4-6 years	Executive	3	4	4	5	4	5	3	4	4	4	5	3	4	3	4	2	4	4	5	5	4