



School of Business, Society and Engineering
Bachelor Thesis in Business Administration

Cultural Diversity: How to Manage a Cross-Cultural Workforce in a Global Organization

- A study between India and Sweden

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Abstract

Purpose: Globalization has resulted in a rapid increase of multinational corporations which has lead to businesses having a more culturally diverse workforce. Cultural diversity affects the performance of an organization and various conflicts can arise due to misunderstandings among the culturally diverse workforce. The purpose of this study is therefore to contribute to the current field of cross-cultural management and how cultural diversity is managed. The study investigates four chosen cross-cultural aspects to see how issues within these areas can be minimized. The knowledge of cultural differences within these aspects will contribute to a better understanding of how these differences can be managed in a Swedish multinational organization with a subsidiary in India.

Methodology: The cultural differences were discovered through a comparison between national cultures in India and Sweden and the study was conducted with a descriptive and explanatory design. The empirical findings have been retrieved from a qualitative case study with one Indian and one Swedish manager working within the case company. The empirical data was collected through semi-structured interviews that focused on cultural diversity and how it is managed together with a concentration on the four cross-cultural aspects chosen; time, relationships, hierarchy and gender equality.

Findings: Six recommendations for managers that manage a cross-cultural workforce within an organization operating in India and Sweden were concluded from this research. They are the following; treat everyone in the organization with respect and integrity, develop a strong organizational culture with clear norms and values, and recruit people connected to the organizational values. Furthermore, managers should become familiar with different cultural values to understand how to prioritize cultural norms, cross-cultural training within the whole organization, and lastly understanding that adapting to the local culture is not always the most efficient way.

Limitations: Culture is a broad concept and all aspects has therefore not been considered, thus business culture from an organizational perspective is the focus. Due to the timeframe given for this thesis the study has been conducted with one case company within the IT industry and cannot account for all organizations. Further on, the study focuses on the cultural differences between India and Sweden hence the study cannot provide a generalized view of cultures differing from the cultures the study was based on. The study examines four cross-cultural aspects, which are the central focus of the study and other cultural aspects are not considered.

Keywords: *Cultural diversity, Cross-cultural workforce, National culture, Indian culture, Swedish culture, Global organizations, Management*

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GLOSSARY

Below are definitions and clarification of concepts used in this thesis. The definitions regard how the concepts are interpreted for this thesis. It is provided to reduce the risk of misinterpretation or misunderstandings;

Culture	Is a social pattern that is heritage within a society. It determines what is important and unimportant, right and wrong, acceptable and unacceptable. Culture encompasses explicit and tacit values, norms, attitudes, beliefs, behaviors and assumptions.
Cultural diversity	The cultural variety among people with different racial or ethnical backgrounds that is present in the world, societies or organizations.
Organizational culture	Consists of the norms and values developed in an organization that hold it together. It is based on shared beliefs, attitudes and rules. The culture supports the way an organization treats its employees, customers and how it conducts its business.
Globalization	The integration and interaction of people, organizations and governments from different nations which is directed by information technology, international trade and international investments.
Organizational performance	The action or task which has been conducted by a person or a group within an organization and how successfully that particular action or task has been performed.

Table of content

1. Introduction	7
1.1 Background	8
1.1.1 Impact of Globalization.....	8
1.2 Problem formulation	9
1.3 Purpose.....	9
1.4 Research Question.....	9
1.5 Delimitations	9
1.6 Disposition of the Thesis	10
2. Methodology.....	11
2.1 Research Strategy	11
2.2 Research Approach	11
2.3 Research Design.....	12
2.4 Choice of Case Company	13
2.5 Data Collection.....	13
2.5.1 Primary Data	13
2.5.2 Secondary Data	14
2.5.3 Data analysis	14
2.6 Operationalization	15
2.7 Reliability, Validity and Objectivity	16
2.7.1 Reliability	16
2.7.2 Validity.....	16
2.7.3 Objectivity.....	17
2.8 Ethics.....	17
2.9 Limitations	17
3. Theoretical Framework.....	18
3.1 Culture.....	18
3.2 Hofstede's Cultural Dimensions	18
3.2.1 Power Distance.....	19
3.2.2 Individualism and Collectivism.....	19
3.2.3 Masculinity and Femininity.....	19
3.3 Trompenaars' Time Orientation.....	19
3.4 How to Manage Cultural Differences.....	20
4. Background for Empirical Study.....	22
4.1 Conducting Business in India.....	21
4.2 Central Cross-Cultural Aspects	21
4.2.1 Time	22
4.2.2 Relationships	22
4.2.3 Hierarchy.....	23
4.2.4 Gender Equality.....	24
5. Empirical Study	26
5.1 Time	25
5.2 Relationships	26
5.3 Hierarchy.....	27
5.4 Gender Equality.....	26
5.5 Cultural Diversity.....	28

6. Analysis.....	30
6.1 Analysis of Time Aspect	29
6.2 Analysis of Relationship Aspect	29
6.3 Analysis of Hierarchy Aspect.....	31
6.4 Analysis of Gender Equality Aspect	30
6.5 Analysis of Cultural Diversity.....	32
7. Conclusion	34
7.1 Managerial Implications.....	35
8. Further Research.....	36

Table

Table 1. Operationalization of the interview questions and the theories.	15
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Figures

Figure 1. Model of central cross-cultural aspects	22
Figure 2. Model of time aspect	23
Figure 3. Model of relationship	24
Figure 4. Model of hierarchy aspect	25
Figure 5. Model of gender equality aspect.....	25

Appendix

Appendix 1. Interview questions	
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1. Introduction

This chapter introduces the topic through a background of cultural diversity and the effect it has on global organizations. The chapter consists of the importance and relevance to why the subject chosen needs further research. The problem formulation, purpose, research question and delimitations will be presented.

1.1 Background

Globalization causes the world to become more integrated and with diminishing country borders it continuously creates opportunities for organizations to expand internationally. As the global economy has grown there has been a rapid increase of multinational corporations, which has resulted in businesses having a more culturally diverse workforce. The global corporations of today have their workforce consisting of a variety of ethnical and cultural parts since they are operating in several different countries. Due to cultural diversity, the awareness regarding how to manage adaption to local culture has increased together with organizations desire of knowledge of the advantages of localization (Magala, 2005, p. 61). As a result the concept cross-culture has derived, meaning the interplay of different cultures and the characteristics of these contexts.

Organizational culture has during the last decades got increased awareness from scholars and managers. The increment interest of how the working environment is affected by a cross-cultural workforce has resulted in increased attention to how organizations develop competence of this matter. Managers may assume that employees within the same global organization will behave similarly even if the employees have different national backgrounds. National culture is perceived to be more essential when interacting with foreign customers, than internally among the colleagues of the organization (Adler & Gundersen, 2008, p. 63). It is said that organizational culture is influenced by the national culture (Hofstede, 1984, p. 30-31) and will therefore affect management practices. Within a multinational corporation the employees have various national cultural backgrounds eventuating in different values, attitudes and behaviors which is the foundation of cultural diversity. The multicultural background within an organization affects the perspective on managerial issues and managerial ideology (Kundu, 2001). Culture has an impact on how people think and act. Due to globalization, organizations are required to be open and adapt to a heterogeneous business environment (Adler & Gundersen, 2008, p. 8).

Cultural diversity affects the performance of an organization (Adler & Gundersen, 2008, p. 44). A culturally diverse labor force may result in low performance and organizational inefficiency (Granovetter, 2005). Various conflicts can arise due to misunderstandings among the culturally diverse workforce. Thus, it is of importance that organizations develop an effective way to manage the diversity to gain a competitive leverage since it is seen as a factor of success (Stevens & Ogunji, 2011; Kundu, 2001). Companies operating across the world are continuously forced to reconstruct their strategies and keep their employees updated to meet the continual change in demand. Workforces are becoming progressively multicultural, therefore the need to understand diversity is extremely important to operate as effective as possible (Isaac, 2003). Not managing the diversity in a sufficient manner increases the probability of not benefiting from the advantages and not operating as efficient as possible since internal misunderstandings might emerge (Isaac, 2003). This emphasizes the significance to apprehend the cultural diversity and use the unique differences of the labor force as a competitive advantage. Hence adequately managing a multicultural workforce within an organization is of increasing concern.

1.1.1 Impact of Globalization

In this age of globalization cultural shifts around the world has become a regularity. Considering the cultural divergence and convergence it must be analyzed whether or not globalization has brought the cultures to gain more similarities than before (Flynn, 2009). Globalization has been defined as “the inexorable integration of markets, nation-states and technologies to a degree never witnessed before - in a way that is enabling individuals, corporations and nation-states to reach around the world further, deeper and cheaper than ever before” (Flynn, 2009 p. 1). It has been argued that globalization changes the values and norms in a culture as societies move from traditional to a more modern and open culture (Molnar, 2007).

Additionally, the globalization has increased organization's willingness to expand abroad leading to a cultural diverse gap that every organization will come across. The ability to manage these differences plays a major role for an organization to efficiently succeed in a globalized world where cultural diversity is present. It is required to understand the relationship between people and their context when developing a global mindset, which is why culture is an important element to focus on (Flynn, 2009). In the process of expanding abroad, organizations are required to be more open and cooperative to a heterogeneous working environment. They need to understand the obstacles arising during this step towards becoming a global organization. Differences in cultures will affect the relationship, commitments, team decision-making and other social interactions. Thus, the globalization will result in an increased diverse workforce which can be seen as an advantage for organizations to exceed prosperous performance (Stevens & Ogunji, 2011). If the cultural diversity is managed properly the organization will then reach competitive advantage (Stevens & Ogunji, 2011).

1.2 Problem Discussion

Due to globalization, many organizations are nowadays expanding their businesses abroad to create a competitive advantage. Operating in several countries is more difficult to manage than only on the local market. Cross-cultural diversity can provide a source of experience and innovative thinking if it is effectively managed (Shaw & Barrett-Power, 1998). If the cultural differences within an organization are managed properly, the differences can enhance the advantage for the business and also develop sustainable and strong internal relationships. However, not all organizations consider these advantages of cultural diversification to be sufficient to recognize it in the everyday managerial transactions (Kundu, 2001). Cultural differences are an important factor to consider when managing a business in different countries, however there is no unified way to manage cultural diversity.

Furthermore, poor knowledge about the host country's norms and values can cause a problem in the understanding of others behavior, and some acts might even be seen as offending. Because of globalization, people work more internationally and culture differences will cause limitation in the communication process, which might lead to dissatisfaction in the workplace and hinder employees to adapt to each other. The negative effect of dissatisfied employees will lead to a lower performance level (Montagliani & Giacalone, 1998). The construction of how the work within an organization is designed need to be considered and may have to be modified to promote effectivity (Sherwood, 2003). Knowledge within diverse cultures can explain how and why people behave and act in different ways and minimize the risk for misunderstandings. Knowing how to manage cultural diversity is crucial for a global organization to be productive, hence the focus on the workforce should not be placed on differences and communication difficulties.

The dynamics of organizations have changed due to globalization and have increased the issue of finding the right management technique for overcoming cultural differences and to manage a cross-cultural

workforce (Ford, Connelly & Meister, 2003). National culture is said to be a constraint when managing a global organization and that available empirical findings is inconsistent on the management practices necessary to solve this constraint (Gerhart, 2008). Most researches that have studied management of cultural diversity have stated that adaptation to the local culture is needed to succeed when expanding abroad (Sweeney & Hardaker, 1994; Morden, 1999; Elg et al., 2014; Meyer & Thu Tran, 2006). Previous research on comparative studies between the western and eastern nations regarding cross-cultural diversity has not focused on the managerial viewpoint (Rai, 2013). These studies on cultural diversity have not focused on companies operating locally or as subsidiaries in India (Rai, 2013). Therefore, this thesis will contain a research investigating how cultural differences are managed in a global organization operating in India and Sweden. The study will focus on four cross-cultural aspects that are of importance when operating in other countries, which are time, relationships, hierarchy, and gender equality. These aspects will be presented further in 4.2.

1.3 Purpose

The purpose of this thesis is to contribute to the current field of cross-cultural management and how cultural diversity is managed regarding the research gap mentioned above. The study investigates four chosen cross-cultural aspects to see how issues within these areas can be minimized. The knowledge of cultural differences within these aspects will contribute to a better understanding of how the differences can be managed in a Swedish multinational organization with a subsidiary in India.

1.4 Research Question

How can a Swedish multinational organization operating in India minimize the cultural gap within a cross-cultural workforce?

1.5 Delimitations

All aspects of culture has not been considered, thus business culture from an organizational perspective is the focus. This study has been delimited to conducting a research regarding one organization due to the timeframe and the recommended size of the thesis. This study will therefore not focus on creating a generalized picture on how to manage cultural diversity, as the research will be conducted with focus on a specific context. The cultural differences of the organization will not regard the entire organization, as it will only focus on the differences between India and Sweden. The study is also delimited in terms of the aspects examined. Four cross-cultural aspect has been chosen; time, relationships, hierarchy and gender equality and other aspects are therefore not considered. Culture is a broad concept, and all types of differences such as ethnicity, religion and the Indian caste system has not been incorporated and the cross-cultural concept will be considered a general concept.

1.6 Disposition of the Thesis

Further on, in chapter two the methodology is explained taking into account the research strategy, the research approach, the research design, choice of case company, data collection, operationalization, reliability, validity and objectivity and limitations of the study. Chapter three present the theoretical framework to provide a basis for the purpose of the study. In chapter four the cross-cultural aspects time, relationship, hierarchy and gender equality is furthered explained and are connected to theories presented in chapter three. In the fifth chapter the empirical study is presented. In chapter six the empirical data will be analyzed with the theories presented in chapter three with a concentration on the cross-cultural aspects presented in chapter four. The thesis is concatenated with a conclusion where the research question will be answered together with recommendations for managing cultural diversity in a Swedish multinational organization operating in India. The last chapter of this thesis contains propositions for further research.

2. Methodology

This chapter will explain the methodology of the research, how and why the information was conducted and what strategy, approach and design that has been used. The choice of case company and data collection will also be presented in this chapter. Additionally, operationalization, the reliability, validity and objectivity and ethics of the study will be discussed followed by limitations.

2.1 Research Strategy

Before designing the study of this thesis, a research strategy was decided. There are two approaches that can be used in a research considering the strategy and method for the collection of data, which are quantitative and qualitative. The strategy chosen was based on the research question and which strategy that would provide a suitable framework to be able to answer it. A qualitative research strategy has been chosen as it is considered to be suitable for the empirical data and evaluation. Creswell (2007, p. 40) stress that in a qualitative research the focus is on the experience by people in everyday situations, such as their place of work. This research was focused on the answers from interviews conducted to understand cultural diversity at the workplace in a global organization and how the differences could be managed. In comparison, using a quantitative approach will focus on numbers and statistics, and will generate in a generalized view of people's behaviors (Harwell, 2011, p. 149), whereas this research was concentrated towards a more focused view.

Furthermore, the qualitative approach has helped to gain a deeper understanding of the research subject and to create a more close relationship to the participants of the interviews. Creswell (2007, p. 37) further stresses that a qualitative based research is to collect data where participants of the research sense concerns and issues in for example the workplace. A qualitative research is used to interpret several situations to get a broader perspective and more precisely define among other, the cultural phenomenon (Creswell, 2007, p. 14). Another reason for using a qualitative method is because it can be difficult to conduct a research regarding cultural aspects when using a quantitative method because of the intricacy to collect appreciable data (Bryman & Bell, 2003, p. 322).

2.2 Research Approach

There are two different research approaches a study can use, inductive and deductive. A deductive approach is used if the research aims to test existing theories by applying it to new empirical data. The deductive approach will use literature to identify theories that will be tested (Saunders, Lewis, & Thornhill, 2009, p. 41; Ghauri and Gronhaug, 2005, pp. 14-15). When using an inductive approach the researcher explore their empirical data and then develop theories from the data (Saunders et al., 2009, p. 41; Ghauri and Gronhaug, 2005, pp. 14-15). Deduction often involves induction and induction often entails deduction (Bryman & Bell, 2015, p. 25). For this study a deductive approach has been chosen since it uses already existing theories, which has been derived into four cross-cultural aspects to be analyzed with the empirical data. In a deductive study, hypotheses are usually examined (Bryman & Bell, 2015, p. 23), but this study will not be based on hypotheses since it is normally connected to a quantitative research (Bryman & Bell, 2015, p. 37). Previous knowledge about the phenomenon of cultural diversity will result the study to acquire deductive elements (Bryman & Bell, 2003, p. 23).

2.3 Research Design

According to Saunders et al (2009, pp. 138-139) a study can be conducted with three different designs; exploratory, descriptive and explanatory. An exploratory design is used to clarify a problem by exploring the phenomenon thoroughly (Saunders et al., 2009, p. 139). A descriptive study is used to provide an accurate picture of different events or situations and it is of importance that the researcher has previous knowledge about the phenomenon prior to the data collection (Saunders et al., 2009, p. 140). An explanatory study is used to examine a situation or a problem to be able to explain the relationships between the examined variables (Saunders et al., 2009, pp. 140-141). Considering the different designs, this study uses a descriptive and explanatory design. The aim of this thesis is to describe two different cultures and how cultural diversity within an organization can be managed. Firstly, the different cultures is described and then the interaction between the two variables. Since the intention of this study is to understand cultural differences and how a cultural gap can be manage it correlates to a descriptive and explanatory design.

A case study design with a single organization approach has been chosen, since it is the most commonly used design of a research when focusing on an organization (Bryman & Bell, 2015, p. 68). An idiographic approach was selected as it describes a case study where the researcher is interested in a particular part of a case (Bryman & Bell, 2015, p. 68) and in the case of this thesis cultural diversity was chosen. The type of case study chosen is the representative or typical case since this type investigate a case that demonstrate an everyday situation of an organization (Bryman & Bell, p. 70) Another design that was used in this study was a comparative research. This design was also used since it entails the study to examine and comparing two or more factors to be able to discover something about the factors compared (Bryman & Bell, 2015, p. 72). In this case the factors is referred to the two cultures and the four cross-cultural aspects chosen. In business management research the adaptability of management practices and theories in a non-western cultural context has been questioned (Bryman & Bell, 2015, p. 73). Therefore, a comparative design is often chosen when conducting this kind of study. Within the comparative research design there are two approaches; cross-cultural and intercultural. A cross-cultural approach “compare national management system and local business customs in various countries” while an intercultural approach “focus on the study of interaction between people and organizations with different national/cultural backgrounds” (Bryman & Bell, 2015 p. 73) An intercultural approach was used in the research since two countries cultures were compared as well as the interaction between people within the same organization with diverse cultural backgrounds, to further understand the management methods used to minimize the gap.

A case study is suitable for the research in this thesis since it regards a question of “how” and the research focuses on a prevailing case (Yin, 2009, p. 1). A single organization approach has been chosen for this study. The reason for this approach is because it permits a deeper study of a certain context, compared to using a multiple case study. A research conducted with a multiple case study would be on a more superficial level due to the timeframe given for this study. A case study with a single organization approach may not be generalizable since it reports on a particular case and with a only a few perspectives. This can be considered a weakness of case studies, but can also be a strength if the study is focusing on a distinct concentration.

2.4 Choice of Case Company

This research has been done from an organizational perspective since the research question regards the management of cultural diversity in a Swedish organization operating in India. The study should focus on what the participant can provide and not only on theories and other secondary sources to contribute to the research and improve the result (Creswell, 2007, p. 40). Cultural diversity is not affecting a specific industry it rather affect all organizations operating in more than one country, which both brings difficulties and benefits to a company. Therefore it was interesting to do a research on how cultural diversity is managed in a Swedish organization operating in an emerging country, where the differences usually are more distinctive compared to if it would operate somewhere in the western world. Therefore, Projectplace was chosen since it is based in Sweden and has a subsidiary in India. Projectplace was founded in 1998 in Sweden operating with their headquarter in Stockholm. The company is a global leader in IT-solutions with focus on optimizing resources and work, portfolio and resource management, enterprise architecture, spanning strategic planning and project collaboration. Projectplace brings teams together from different places even if it is on the other side of the globe, to efficiently improve their collaboration (Projectplace, n.d). Projectplace has been operating in India since 2008 (Projectplace, n.d) and have therefore established management tools and an organizational culture. Another reason for choosing Projectplace as a case company was their openness to contribute and their interest in the subject.

2.5 Data Collection

The data collection begun with a research of the area and it was decided what to investigate in order to get a deeper understanding of the topic and earlier research. After the research was done a gap was found with the interest of further studying cross-cultural management within a diverse workforce within a Swedish multinational enterprise operating in India. There are different types of data that can be used when conducting a study. In order to gather information to answer the research question primary data, secondary sources and secondary data were used.

2.5.1 Primary Data

The primary data was collected through two interviews, one face-to-face interview and the other interview was conducted on FaceTime. Contact with the case company was made through a phone call to the headquarter. The first interview was held on the 21th of April with duration of 50 minutes. It was held with the Vice President of product development named Olle Dahlström with employment based in Sweden, being responsible for the team in Stockholm as well as in their Indian subsidiary in Bangalore. The second interview was held on the 27th of April with duration of 60 minutes, with the manager of development, Raja Ram based in India. Both interviews were audio-recorded with permission from respective interviewee. The interviewee from Sweden has experience from working at the subsidiary in India and the interviewee from India has experience from working in Sweden. The choice of participants was due to the fact that both managers were part of the establishment of the subsidiary in India. They recruited the employees to work in the subsidiary and have therefore been in contact with the cultural diversity that had to be managed for the organization to efficiently operate on the new market. Due to their knowledge they are considered creditable participants for the interviews and could answer the questions, which is significant to consider when conducting a research (Grønmo 2006, s. 126). The reason for interviewing managers from both countries was to get a broader understanding of the cultural differences and to make it more reliable when gathering answers from more than one perspective. If the choice would be to only interview managers from one country, the answers would not provide a deep understanding of both cultures, leading to unreliable data collection. The interviews were held in English, so that important information would not get lost when translating. Questions were formulated before the interviews to make sure that the topic was covered. The

interviews were semi-structured enabling the interviewers to ask sub questions and for the interviewee to elaborate their answers and express their own understandings of the topic (Bryman & Bell, 2015, p. 213; Creswell, 2007, p. 43). The use of a structured interview could have limited the data collection since that could have hindered the interviewees to fully express themselves. The interviews were recorded and then transcribed to make sure that no information were lost and also to be able to prove that the answers came from the interviewees.

2.5.2 Secondary Data

Secondary sources were gathered to enhance the quality of this research and to create a basis for the theoretical framework. Various sources were used to get a broader view and a more reliable data collection during the process of finding relevant data to use in this study. The scientific articles were mainly found on databases such as ABI, Emerald Insights, Discovery Service for Mälardalen University, and Google Scholar. To find articles suitable for the area of this study keywords about culture diversity and management were used during the research process. Secondary data was collected in form of job ads from the case company. The job ads were used to get a better understanding of the organizational culture. Other sources used were books and Internet sources. It could be argued that some of the references in the theoretical framework are outdated. On the other hand, these references are still used and referred to today by researches in the area of managing cultural diversity and could therefore be seen as reliable. Hofstede's cultural dimensions are seen as a benchmark and are therefore the most used research in the study of national culture (Tung & Verbeke, 2010; Smith, 2006).

2.5.3 Data analysis

In the process of analyzing the cultural differences between India and Sweden an identification of both cultures had to be done. Through the theory of Hofstede's cultural dimension and Trompenaars time orientation an interpretation of four cross-cultural aspect causing issues for Swedish companies to efficiently manage the cultural diversity when operating in India was made. These aspects are time, relationship, hierarchy, and gender equality. The theories have been used as a base to increase the understanding of cultural diversity and the effect it has on global organizations. When the data needed had been collected the procedure continued with testing the different cultural aspects. This was done through interviews with a Swedish organization operating in India. The process of collecting data from the case study was to develop a real and deep understanding of how the cultural differences could be managed in an efficient way. The data collected has been carefully reviewed in order for the conclusion to be as reliable as possible and for the analysis to be legitimate. The authors have throughout this study continuously evaluated and re-evaluated the inclusion of the data to only include the data of relevance for this research.

Furthermore, data has been removed and added since it is essential for the process of selecting, abstracting and simplifying data to enable the analysis to be consistent (Miles, Huberman & Saldaña, 2014, p. 300). The interviewees did go off the topic sometimes during the interviews, therefore everything that was stated and discussed was not included in the empirical data. Only the parts of relevance for the study was included which was decided after listening to the interviews more than once to make sure that nothing valuable was discarded. According to Bryman & Bell (2015, p. 13), it is essential to reduce some of the information collected in order for it to make sense. The data collected was used in a comparative analysis to compare the result from the interviews regarding the four cross-cultural aspects, using the concepts from the theories as a tool. Through the comparison of the theoretical framework and the empirical data a search for matching data could be done for a further analysis of how the theory and the empirical data was connected. The

analyze lead to the development and recommendation of different management methods as a contribution to this research.

2.6 Operationalization

An operationalization is how the data collection is measured (Flick, 2011, p. 251; Saunders et al., 2009, p. 297). Table 1 present how the interview questions, theories and the four cross-cultural aspects are operationalized and connected. The interview questions (presented in appendix 1) were divided into eight variables. The variables are divided in the table where the aspects and theories are connected to the questions and it is also stated what the purpose of the questions were.

Variable	Connecting theory and aspect	Question number	Purpose of questions
Background	No theory connected, background of the interviewee	1-3	The background of the managers are of importance when analyzing their answers as valid.
Perception	Time 4.2.1, Relationship 4.2.2, Hierarchy 4.2.3, Gender equality 4.2.4	4-5	To see if the managers have the same perception of the different nationalities as presented in the theories.
Managing cultural diversity	How to manage cultural differences 3.4	6-13	To see how the organization manage cultural diversity and if it can be connected to the theories presented.
Time	Trompenaars' Time Orientation 3.3, Time 4.2.1	14-18	To see if perception of time differs, if it is perceived as a problem and how it is managed.
Relationship	Hofstede Individualism and Collectivism 3.2.2, Relationship 4.2.2	19-21	To see if relationships differs between the cultures, if it is perceived as a problem and how it is managed.
Hierarchy	Hofstede Power Distance 3.2.1, Hierarchy 4.2.3	22-29	To see if hierarchy differs between the cultures, if it is a problem and how it is managed.
Gender equality	Hofstede Masculinity and Femininity 3.2.3, Gender equality 4.2.4	30-35	To see if gender equality differs between the cultures, if it is perceived as a problem and how it is managed.
Ending	Open question	36	If there is anything the interviewee wants to add or further develop.

Table 1. Operationalization of the interview questions and the theories (created by authors)

2.7 Reliability, Validity and Objectivity

2.7.1 Reliability

Reliability concerns if the study can be replicated by other researchers over time (Flick, 2011, pp. 200-201). Bryman and Bell (2015, p. 49) states that the study and the empirical data has to be transparent to achieve reliability. A qualitative research involves the risk of different interpretations of the questions asked during an interview, but the authors have strived to mitigate the risk by thoroughly explain the questions to the interviewees and given them the same definition of the concepts, if there were any misinterpretations. It is therefore interpreted that there was a mutual understanding with the interviewees, which increases the credibility and conformability. In a qualitative research it is of importance that the people chosen for interviews can provide answers for what is investigated to reach reliability, therefore both managers were asked the same questions during the interviews. The interviewed manager's daily work includes contact with the workforce from both countries, hence they are in contact with the cultural diversity within the organization daily. They are therefore seen as reliable sources to answer questions regarding the cultural differences within the organization even though their answers and understandings cannot speak for all the employees of the organization.

A research has to be reliable and is measured through how the design of the study affected the result and that the study has been conducted correctly (Bryman & Bell, 2015, p. 49). Since the study is partly based on interviews, they are based on a person's opinion and the reliability is in that case difficult to control. The interviewee can be affected by different factors when answering the questions, for example the person asking the questions and may provide answers they might think the interviewer wants to know. The authors tried not to influence the interviewee in any way to be able to get accurate answers. A case study can be difficult to replicate (Bryman & Bell, 2003 p. 319) e.g. the conditions within the organization can change and it can therefore be difficult to conclude the same result.

2.7.2 Validity

Validity of a research is measured by what was supposed to be examined and that it was investigated (Bryman, 2002, p. 43). Both internal and external validity has to be considered when evaluating a research. Internal validity regards how the results of a study are conformed to reality (Bryman & Bell, 2015, p. 50). Since the empirical data is based on interviews, it is of importance that the interviewees were the right persons to answer the questions to reach internal validity. The participants have been considered knowledgeable within the research area and the data provided are seen as valid. Furthermore, external validity is the measurement of how the results can be generalized to other contexts (Bryman & Bell, 2015, pp. 50-51). It can be difficult to reach external validity when doing a study with a single case, since the results may not be valid in other situations. The findings of this study is not supposed to be assumed to correspond to all organizations, but the study might contribute to an understanding of the cultural differences that may be found in an organization where employees from India and Sweden are working together. Furthermore, the results can be implemented on how to manage cultural diversity between societies with a national culture that is comparably similar to the countries in this study such as; Norway, Denmark and Finland and respectively Bangladesh, Sri Lanka and Pakistan. It is acknowledgeable that culture is a dynamic factor that changes over time. Since the world becomes more internationalized, it is assumed that organizational actors develop an increased global mindset. Based on this assumption the findings of this study will be valid in the nearest future, but becomes less transferable with time.

2.7.3 Objectivity

Moreover, objectivity is also a factor that can be considered when conducting a study. It may be difficult to achieve complete objectivity since the researcher may already have knowledge about the subject from previous studies and own experiences. The researchers previous experiences may not only be seen as a negative factor, as it can contribute to a deeper understanding and can be used in the analysis as well as during the data collection. Objectivity can affect the replication of the research because of different previous knowledge and it can therefore not be guaranteed that the same research will have the same conclusion. The researcher must be critical and ask themselves if the information for the study is chosen to support the researcher's own perceptions and conclusion. Objectivity have been consider when conducting this study. The reach objectivity, the data collected, the analysis of the data and the interpretation has been standardized, which have excluded the authors' individual influences as suggested by (Flick, 2011, p. 207).

2.8 Ethics

Ethical issues are important to consider when collecting empirical data in a qualitative study. It is said that all research contains some elements that can be ethically questionable (Bryman & Bell, 2015 p. 131). It has been further applied by Bryman and Bell (2015, pp. 135-136) that it is unacceptable to harm any of the participants in a research, such as confidentiality and anonymity. Researchers develop a personal and moral relationship with their participants in the process of conducting a study. Both interviewees were treated and respected as individuals and was not stereotyped because of their nationality. It is stated by Creswell (2007, p. 44) that stereotyping can create a feeling of discrimination, which could harm the participant. Therefore, both interviewees were informed about their rights of anonymity before the interview begun, since they provided answers to the questions from their own perceptions. It was confirmed and accepted from both parties to use their names and the name of the company in this thesis. An agreement with the interviewees was also made regarding a recording of the interviews. It was made clear to the interviewees that the information was not going to be manipulated in any manner.

2.9 Limitations

A factor that has to be taken into consideration is that the interviewees may not have been transparent when answering the questions. Promoting the company in the best way may be a reason not to answer the questions in a truthful manner. Although the participants can give dishonest answers, it is assumed that they have answered the questions accurately. The number of people interviewed may not be enough to get a generalized view of the employees of the whole organization's perception of the cultural differences. However, due to the timeframe of this thesis the two managers that were interviewed were considered knowledgeable of how the organization manage their cultural diversity and was therefore seen as sufficient sources. Several interviews would have made it possible to get a broader perspective of the cross-cultural aspects that this thesis was focused on. Furthermore, qualitative research has been criticized since it can be seen as subjective and the research can be affected by the interviewee's perspective (Bryman, 2002, p. 318). This could be an issue for this study since the interviews conducted had a semi-structured approach and the authors were able to ask follows up questions.

3. Theoretical Framework

This chapter consists of information needed for the pre-understanding of the subject and an explanation of the theories related to the purpose and research question. The theories include culture, Hofstede's cultural dimensions, Trompenaars' time orientation and how to manage cultural differences. The concepts chosen has been derived from theories relevant to the topic of the research.

3.1 Culture

Globalization has brought cultures to interact, making country borders diminish along with the need for cultural awareness among managers and professionals (Birukou, Blanzieri, Giorgini, & Giunchiliga, 2013). There is no uniform definition of culture and it can be difficult to define what it is. Scholars have tried to define culture and it is explained in different ways. To understand the concept of culture, some scholars' definitions will be presented. An early definition was made by Mead (2002, pp. 17-19) in the late 1930s where she identifies culture as all traditional behaviors practiced by a group of people that is learned by generations. Hofstede (2001, pp. 1-2) define culture as a mental program that differentiates a group of people from another. People are connected to their close by society through this mental program and it helps people identify who they are and where they belong. Trompenaars and Hampden-Turner (2000) identifies that culture has several layers where values and norms are one of them. Norms are unspoken mutual rules among a group of people and describe how people would normally act in different situations. Values are the definition of good and bad relevant to ideals shared by people belonging to the same group and describe how people strive to behave. Axelrod (1997) concluded his research about culture by seeing a common thread used by scholars that culture is a set of features. These features can be ideas, norms, beliefs, knowledge, behavior, etc. Even though culture is not universally defined, the presented definitions have a common understanding that culture subsets of something shared and learned by people. However, the content of the culture depends on diverse definitions.

3.2 Hofstede's Cultural Dimensions

Hofstede's first cultural typology was developed from his research on the difference of culture conducted from 116,000 surveys questionnaires in 53 countries and was published in 1980. From this cross-cultural study Hofstede developed four dimensions of national cultures: consisting of power distance, masculinity/femininity, individualism/collectivism and uncertainty avoidance. These dimensions apply to the differences in behavior and attitudes of individuals (Hofstede, 2001, p. 29) e.g. employees and managers operating in different countries. Another researcher, Michael Bond conducted the Chinese value survey in 1991 and realized that there is a wider difference between eastern and western cultures, and from this Hofstede developed a fifth dimension which is long-term orientation versus short-term orientation (Hofstede, Hofstede & Minkov, 2010, pp. 252-253). Later on, a sixth dimension was developed which is indulgence (Hofstede, Hofstede & Minkov, 2010 p. 281). National culture is the foundation of cultural diversity and understanding the differences can be seen as a competitive advantage. The understanding can be accomplished through the use of Hofstede's cultural typology (Molnar, 2007). In this thesis three of the dimensions will be used discarding short-term and long-term orientation, uncertainty avoidance and indulgence. The reason for the discard is that they do not fit the context of the research in this thesis. The research in this thesis is based on four cross-cultural aspects and the three cultural dimensions chosen to be presented is related to three of the aspects, which are hierarchy, relationships, and gender equality, which will be explained in section 4.2.

3.2.1 Power Distance

Power distance refers to the society's acceptance and expectations of power inequality. The power distance index (PDI) is a tool to measure the fundamental issue and it expresses to what extent unequal delegated authority is accepted. Imbalance of power and financial conditions is approved in societies with high power distance while those with low power distance is focusing on minimizing the differences on both power and wealth (Hofstede, 2001, p. 97). Furthermore, in cultures with high power distance organizations tend to have a high autocratic leadership and a centralized authority. The distance between the different levels within the organization is high and the decisions are made by the top management. On the other hand, in cultures representing low power distance, the degree of interdependence between top management and lower levels is higher and it is considered to be an equal status among the workforce (Yoon, 2012).

3.2.2 Individualism and Collectivism

Individualism is defined how individuals value the importance of their own interest and concerns for their immediate family (Hofstede, n.d). Countries with high individualism believe that the individual is the most important unit and are more likely to focus on their own achievements and to take responsibility for their own actions. Three factors that are highly valued are personal time, challenges with the purpose of developing the individual and freedom to adopt their own approach to work related tasks (Hofstede et al., 2010, p. 92). The level of individuality within organizations depends on the size, history, educational level, and culture of the organization (Hofstede, 2001, p. 213). Collectivism is the opposite of individualism and is most common in the eastern world where strong relationships are to be prioritized. People tend to integrate into groups where the concern of the whole group is valued rather than the individual itself. They have common goals and perceptions and will protect each other throughout their lifetime in exchange of loyalty (Hofstede et al., 2010, p. 91).

3.2.3 Masculinity and Femininity

This dimension is describing the effectiveness of cultures referring to the division of roles between genders (Hofstede, n.d). Masculinity can be defined to the extent of which assertiveness, achievements, earnings, rewards, power and individual success is highly valued (Hofstede et al., 2010, p. 139). These societies are overall competitive and men are working to support the family financially while women are home taking care of the household. While countries that are less masculine show higher gender equality and the roles between men and women are not widely separated (Hofstede et al., 2010, p. 155). Cultures towards femininity tend to care more about interpersonal relations and quality of the working life (Hofstede et al, 2010, p. 139).

3.3 Trompenaars' Time Orientation

In cultures with a sequential view on time, people tend to prefer events to happen in order. Time is seen as linear sequential events continuously passing (Trompenaars, 1993, p. 110). This means that the events must happen in the right order and without anything that could disturb or surprise, even if it could make it more efficient. In sequential time societies it is seen to be extremely rude to be late, even if it is only a few minutes. Planning, punctuality and to follow schedules is usually valued highly. Time is connected to money and people can get bothered if their schedule is not followed properly. However, if the culture has a more synchronous view on time, it is seen as a repetitive feature (Trompenaars, 1993, p. 111). People usually work on more than one project at a time and view commitments and plans as flexible. It is allowed to not follow a schedule properly and people can be flexible in how to approach their work (Trompenaars, 1993, p. 112).

3.4 How to Manage Cultural Differences

Managing a culturally diverse labor force properly results in a competitive advantage since people from different cultures contribute with different viewpoints, skills, and concerns. Managing the workforce effectively means that the workforce is able to execute their work at its full potential in a work environment where there is no discrimination among the employees (Torres & Bruxelles, 1992). One of the key components to create an advantage is to make the employment connected to the organization (Farren & Nelson, 1999). To succeed with managing cultural diversity, the organization has to obtain a culture where people respect each other, where people feel included and where the employees can use their knowledge to its full potential (Lockwood, 2005). The ability to effectively manage diversity encourages innovation that is fundamental for development and keeping a competitive advantage in a global economy. Researchers within cross-cultural management have suggested several ways for organizations to manage cultural diversity. However, it seems that there is an agreement regarding the organizations need to use an open-minded approach and have to reshape how they work. Having employees from different backgrounds means that the company culture have to be adjusted to fit them in order to conduct their work as efficient and effectively as possible.

Kundu (2001) presents different approaches managers take towards differentiation. They can ignore, minimize or manage the differences among the labor force. If managers adapt to the ignoring approach they believe that the way they are doing things is the best way and consider diversity having an insignificant effect on the organization. When management chooses the minimizing approach, they acknowledge the diversity but see it as a problem rather than an advantage. With this approach managers tries to get all the employees to adapt to a homogenous culture, or force them into the patterns of the culture that is dominating within the organization. The last approach presented is where management managing the differences since they recognize that there can be both advantages and disadvantage with diversity. Management is trained to acknowledge the cultural diversity and to know how to best adopt the differences to maximize the benefits.

Furthermore, cross-cultural training can be used to minimize the gap between the employment. Organizations can implement training to get their employees to understand other cultures to decrease biases and discrimination to make the employees work well when situated with others from different backgrounds (Farren & Nelson, 1999). There are two types of training that can have a big impact on how diversity is managed. The first is where employees with different backgrounds are trained together for a specific skill (Kundu, 2001). The other training is for managers and employees who frequently work with people from diverse cultures. Organizations can use practical real-life training to show how employees should handle different situations that can emerge from diversity (Kundu, 2001). There are several techniques that can be used when training the employment in cross-cultural diversity. The employees can get environmental briefings, orientation in other cultures, language training, and field experience (Kundu, 2001).

There are several advantages with a culturally diverse workforce and if managed right, organizations can create a competitive advantage. To remain the competitive advantage, organizations have to establish long-term strategies rather than short-term. Management has the important task to remove the limitations with diversity so the labor force can accomplish work reflecting their full potential. The task should be perceived as an opportunity to maximize the positive effect of the organization and has to be utilized to every business activity of the organization (Kundu, 2001). However, there is no “best way” to manage people from different cultures and one management style may not fit all types of labor forces (Newman & Nollen, 1996; Rodrigues, C, 1997; Morden, T, 1999; Hofstede, Hofstede & Minkov, 2010). It is of importance for managers to understand different values, attitudes and behaviors that differ between national cultures. Therefore, cultural diversity calls for variation in management practices (Newman & Nollen, 1996).

4. Background for Empirical Study

This chapter will firstly present the relationship between India and Sweden and the problems that arise when a company conducts business in India. The four different cross-cultural aspects that are derived from previously presented theories are presented. They will later on be used to analyze the data collected from the interviews.

4.1 Conducting Business in India

In the early 1920's Swedish companies started to invest in India. There are more than 150 Swedish companies operating in India and it is estimated that one new company will be registered every month. This results in 750,000 people in India being employed by Swedish companies (Wallström, 2015). India is an emerging market, which is growing at a fast rate and might even overtake the largest economies in the world in the future (Elg, Ghauri & Schaumann, 2014). The Indian market is therefore very important for global organizations and Swedish companies have understood the impact it has on today's economy (Elg et al., 2014). On the other hand, India is said to be a very difficult and challenging market for foreigners to operate in because of the conservative cultural values and the underdeveloped infrastructure (Rienda, Claver & Quer, 2011). Organizations have to put considerable effort into the managing of the cultural differences to succeed on this market considering the pace of India's growth (Buckley & Ghauri, 2004). One of the biggest problems when managing the cultural differences in India is that organizations from the western world tend to implement their own culture in India (Stringfellow, Teagarden & Nie, 2008).

4.2 Central Cross-Cultural Aspects

It is of importance for an organization to understand the cultural differences and behaviors of their employees when operating in several countries. The differences arises from national cultural as well as sociocultural variables establishing different attitudes within a culture. This chapter regards the four different cross-cultural aspects chosen for this study, which are time, relationships, hierarchy, and gender equality. These aspects are considered to give a representative picture about the business culture in India and Sweden and are derived from the theoretical framework. Time is derived from Trompenaars' time orientation and has been further explained through other scholars. The other three aspects are derived from Hofstede's cultural dimension, where relationship is based on collectivism and individualism, hierarchy is based on power distance, and gender equality is based on masculinity and femininity. The model below represents the central cross-cultural aspects that this study examines. It presents how the aspects are influenced from the Indian and Swedish culture. When the cultures foregather, it is influenced by both cultures.

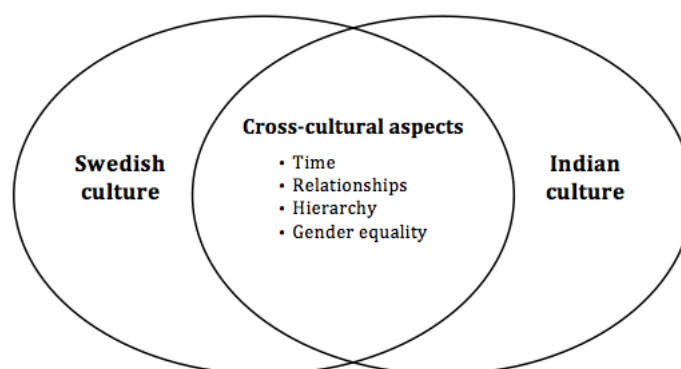


Figure 1. Model of central cross-cultural aspects (created by authors)

4.2.1 Time

How different cultures manage time is an important aspect to be aware of when operating in another country. It is essential to know if time is considered flexible or if it has to be followed properly when coordinating activities within an organization. How people value time is strongly connected to their culture, which is also linked to strategies, planning and cooperation. Time for business meetings and deadlines can either be very important to follow or work as a guideline (Trompenaars, 1993, p. 112). The Swedish culture has a sequential view on time and it is seen to be a limited resource. Therefore, people tend to focus on the time spent, waste of time and how to save time. Time can often be referred to as money in the Swedish culture. Time has to be used wisely, scheduling and deadlines are highly valued and must be followed. Punctuality is extremely important in Sweden, especially in business where employees arrive on time and leave on time and being late is seen as impolite (Porter, 2015). India on the other hand is a synchronic oriented culture which means that time is an aspect that has to be taken into consideration when a Swedish company is operating in India. It is important to be aware of and try to adapt to the Indian way of managing time (Gesteland & Gesteland, 2010, p. 29). Time is seen to be flexible and could be used as a guideline. The perception of time in India is completely different considering punctuality, being on time and deadlines are not highly valued.

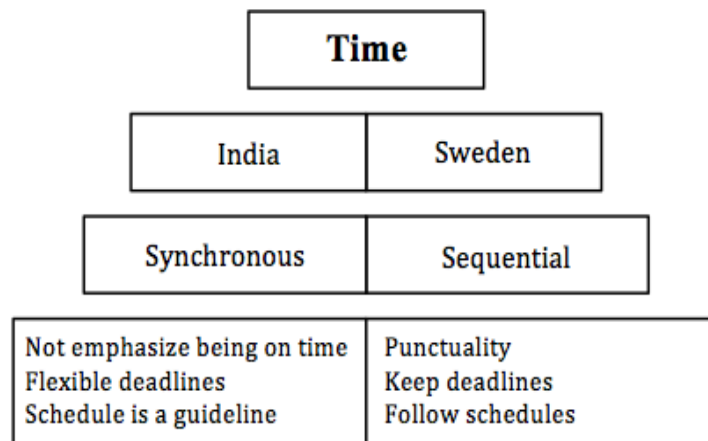


Figure 2. Model of time aspect - India and Sweden (created by authors)

4.2.2 Relationships

Hofstede's cultural dimension collectivism and individualism is used to understand the relationships in the two different cultures. A comparison of cultural dimensions between countries can be evaluated through a scale from 0 to 100, where 0 is the lowest. India have an intermediate score of 48 in individualism, it is both collectivistic and individualistic (Hofstede, n.d). On the other hand, the business culture is rather collectivistic where individuals should act in accordance to the good of their group and not focus on its own interest. The process of deciding whom to hire or promote is based on relationships, which is the key to most things in a society scoring high in collectivism. The relationships in Sweden are loose and it is expected that each individual take care of themselves. On the individual dimension Sweden scores 71 out of 100 making it a highly individualistic society (Hofstede, n.d). The individuals seek personal recognition, and are seen as independent and prefer to work alone. People in individualistic societies tend to be task oriented and the business relationships are established on self interests. By contrast from the business culture in Sweden, India base their business relationships on shared self interests, like to work in groups and seek rewards for the groups they belong to. In Sweden the norms are that everyone should be treated equally, whereas in India it is natural, ethical and part of the normal business practice to treat people different. In Sweden people

move around in loosely affiliated groups and in India people are part of fewer closely knit groups (Hofstede, n.d). People in India deal with different values and norms effortlessly where in Sweden it is desirable to treat everyone based on universal consistency. When doing business in a collective society like India, the relationships regarding trust have to be established between the parties before doing business. Personal relationships prevails the company and their work tasks, so the relationships has to be established first. In an individualistic society like Sweden it is the opposite, the organization and tasks prevails the relationships (Hofstede, n.d).

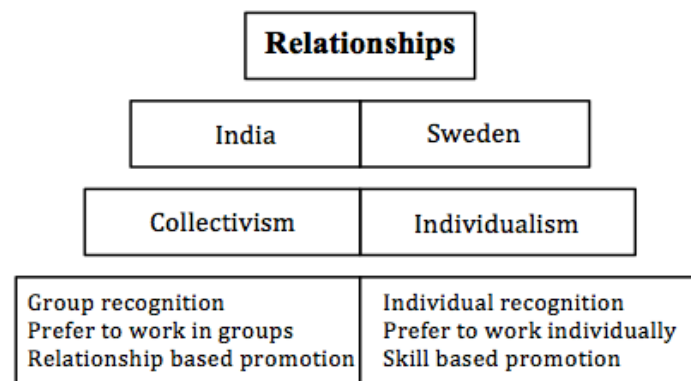


Figure 3. Model of relationship aspect - India and Sweden (created by authors)

4.2.3 Hierarchy

The division of power in organizations is different depending on the national culture. The focus is on norms and values, deciding how much power top management can obtain and to what degree the society accepts the distance between top management and subordinates (Purohit & Simmers, 2006). India scores 77 out of 100 in power distance on Hofstede's dimensions, meaning that there is a strong hierarchy where the decisions made by the top management is accepted, both in society and organizations (Hofstede, n.d). With a high power distance organizations will have a centralized structure with unequal rights between employees and top management. Employees are expecting to have distinct assignments coordinated and controlled by management. Employees expect the managers to make all the decisions and do not believe in delegation of authority (Hofstede, n.d). Relationships between employees and their managers are highly valued where trust and loyalty is developed. Sweden scores 31 out of 100 on the power distance dimension which means that Swedish people are independent, hierarchy exists only as a structural form and all people benefit from equality (Hofstede, n.d). The leadership style is more of a coaching matter and management is there to ease the work for the employees as well as empowering them. Power is decentralized and managers are seen as any other employee. Organizations usually have a flat structure where the line between managers and subordinates are flexible (Hofstede, n.d). Control is not appreciated and there is an informal environment at the workplace.

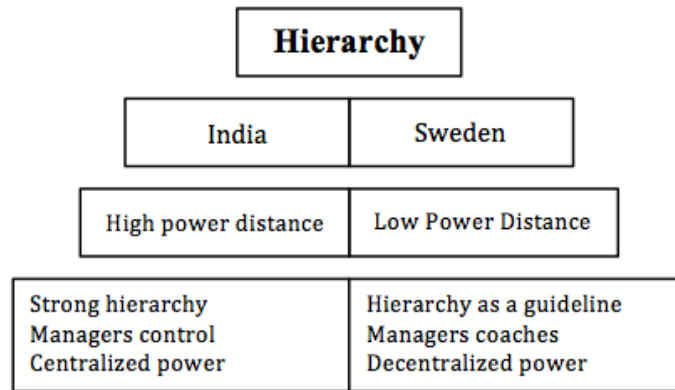


Figure 4. Model of hierarchy aspect - India and Sweden (created by authors)

4.2.4 Gender Equality

To understand gender equality between India and Sweden, Hofstede's (n.d) cultural dimension masculinity and femininity was used. India is a relatively masculine society scoring 56 out of 100 in the dimension regarding masculinity and femininity. The divisions of roles between the two genders are widely accepted and the society is driven by achievements, competition and success. Tolerance for the unexpected is high and people are very open for changes (Hofstede, n.d). The equal rights in Sweden means that the workplace has to be a balance including everyone. The low score of 5 out of 100 on the masculinity and femininity dimension makes Sweden a feminine society. The Swedish culture is moderated and it is seen as inappropriate if an individual lift themselves above others. A masculine culture is competitive and conflict oriented, compared to a feminine culture that values good relationships and desire to avoid conflicts (Hofstede, n.d). Gender discrimination is a problem in the Indian society. The norms have relegated women to a secondary status at both the household and the workplace. Women usually marry young, become mothers and are then bound to take care of the household. There are only 54 percent of the women in India that are literates compared to 76 percent of the men (Foundation for Sustainable Development, n.d.). It is therefore difficult to establish security and independence for women in India. Sweden has a society with fairly strong equality between the genders. There is still a difference between the genders regarding salary and the percentage of women in top positions (The Swedish Institute, 2016). In Sweden there are laws that regulates the equality regarding discrimination, unfair treatment and equality goals the employer must pursue (The Swedish Institute, 2016). According to the World Economic Forum (2016), India is ranked 108 of 145 countries on the measurement of gender equality, whereas Sweden is ranked 4th on the list.

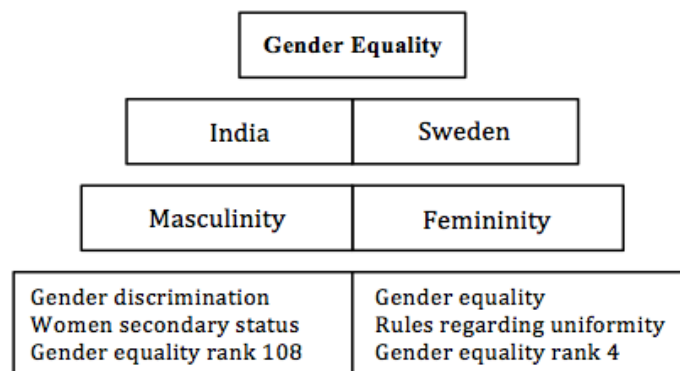


Figure 5. Model of gender equality aspect - India and Sweden (created by authors)

5. Empirical Study

The empirical findings from the interviews with the two managers from Projectplace will be given. The interviews were conducted with a Swedish manager and an Indian manager. The data is presented through the four-cross cultural aspects the study has been focusing on, as well as cultural diversity in general within the organization.

5.1 Time

Time is a cultural aspect, which can cause confusion between the two nationalities because of the different perceptions. If a meeting starts at 13:00, Swedish people tend to be there on time compared to Indians who usually arrives late. This can be extremely frustrating for Swedish employees. This is something that the workforce needs to align with and what Projectplace has done is that the rule in Sweden is to be in the office by 9:00. This rule does not apply in India, where employees can show up at 11:30 or later. The rules are standardized to some extent, e.g. regarding meetings. According to Mr. Ram “ No, I do not think it is a compromise, actually if the meeting is set at 14:30 you better be there in time. There is no compromise at all, it is a commitment really, everyone needs to respect time”. The different time perceptions are managed where the superiors explain how important it is to be on time. It is not a problem at Projectplace since all employees usually adapt and the Swedish employees also understands if an Indian employee are late to a meeting. As stated by Mr. Dalhstöm “ They (Indians) adapt more or less (...) We have talked about it repeatedly and why it is considered rude to be late”. There is no education for employees about the rules regarding time, it is more of a learning process. If an employee would be late, the rest of the team will explain the rules. Even if there are differences in the perception of time, both Swedes and Indians are properly following deadlines.

5.2 Relationships

Another cross-cultural aspect that was part of this research was the relationships within Projectplace. Indians way of collectivistic caring about the group affects the relationships within the organization. If someone quit within the Indian subsidiary people tend to hold on to that person and can after several months still talk about that person and recognize that it was difficult to say goodbye. The Swedish employees do care about each other and perceive someone leaving the company as something difficult, but they get over it faster. Mr. Dahlström said that they do not see any difficulties with Swedish and Indian employees working together, it is more a challenge of locations rather than different cultural perceptions. He further said that he believes the Swedish employees are better at working in groups and that Indians prefer getting rewarded as individuals. Indian employees are group focused but are at the same time slightly egoistically driven. It is not seen as a problem, it is rather seen as a benefit because the Indian employees are very driven. Mr. Ram described how the Indian and Swedish employees work in a group; “Swedes work really really well in groups. They do not like to be in the spotlight. But that's not the case with Indians. They like to get the fame and take all the glory and everything like that. They love it! They like the spotlight. Many many Indians as far as I know. So that's the difference with these two... People (Indians) like to work in groups but they would like to be the superstar. The superstar in that group”. Mr. Dahlström recognized that India in general is very different from their organization and believe that it is due to the kind of individual that works for Projectplace. The Indian employees are highly educated and do not fit in the box of “regular” Indians. In the recruitment process, Projectplace search for individuals that will fit the organization. The Swedish employees are perceived as open minded and Mr. Ram stated that the Swedish employees had shown the Indian employees new ways of looking at things. They are seen as good examples and have helped the Indian employees to learn new skills and how relationships are created.

5.3 Hierarchy

The HR managers for different departments have roles regarding the trade of the department, so they are not working full time with HR activities. Mr. Dahlström stated that history has shown that having a manager that understands the trade is very beneficial. The organization previously had a full time HR manager, but later understood that the employees had difficulties getting the manager to understand their problems since the manager did not have an understanding of the trade. Projectplace tries to keep the structure of the organization as flat as it can be, hence managers within each department has other tasks than only managing people. The Indian society is hierarchically driven, and for Indian employees the flat organization can be seen as a problem since it puts a cap on career advancements. Both Mr. Dahlström and Mr. Ram said that Indians have an appreciation towards titles and believe that titles should mirror experience. It can be seen as a problem as the organization does not provide special titles since they try to keep the organization flat. The Swedish employees do not see this as a problem. The founder of Projectplace works as a developer and does not have a high status title, as he is compensated in other ways and neither he nor anyone at the headquarter has a problem with it.

The organizational culture is built to encourage the employees to take initiatives. It is better to say sorry than ask for permission. It has been a slight challenge on management level to get the employees, especially the Indians, to understand that they can take initiatives and that they do not have to ask for permission. Both the Indian and Swedish employees would correct their manager if they would declare something that the employee knew was wrong. The relationships between a manager and an employee in Sweden are more casual than between a manager and an Indian employee. Mr. Ram stated that it is much more transparent in Sweden. The CEO can have lunch with an employee, but that rarely happens in India because of the differences in status that comes with titles. In India in general, managers see themselves as superior to other employees, as they believe that they are worth more when they have a title. Mr. Dahlström said “They see themselves as superior and people.. When you get a title then think I'm worth more than you are. For us I haven't really experienced it. And that is very much back to the culture that... It doesn't work if I walk around like the rooster in the hen house. No one will accept that”. The hierarchy and power has not been a problem within Projectplace since the employees know that it does not work well if someone else thinks they are worth more than others, the other employees will not accept that. Mr. Dahlström stressed that generally in India, it is important how many people someone has managed and what title they hold. It is not important what kind of work they performed, what matters are how many people they managed and how high up in the hierarchy ladder they were.

5.4 Gender Equality

Projectplace is an organization that values gender equality. They are struggling to find female employees since there are not a lot of women in the IT industry. Mr. Ram further explained that it is difficult to find female employees because of the lack within the IT industry, but in India the status of women is also a factor. When women get married, they are expected to get children which forces women to stay home from work. To promote internal gender equality the organization make sure that the salaries of women are equal to the salaries of the male employees. There is one female manager in Sweden and one female manager in Bangalore. Mr. Dahlström stressed that the conditions for women in India is far from good, but the people working at Projectplace are highly educated and some of them have worked in other western influenced companies, which has probably shaped their view of women. Both of the interviewees had limited knowledge on what the organization does to promote gender equality. Mr. Dahlström on the other hand said that the HR department has been doing some activities, for example sponsor different female programming groups as a method to attract more female employees. Furthermore, women take initiatives both in India

and Sweden and it is not an internal problem regarding gender equality. Mr. Dahlström mentioned that the HR manager in the subsidiary in Bangalore is female and that may have influenced the women working there.

5.5 Cultural Diversity

The culture at Projectplace is standardized meaning that they are having the same organizational culture in both India and Sweden. According to both Mr. Dahlström and Mr. Ram the culture at Projectplace is influenced by the Swedish corporate culture. Their culture is described to be less management driven and more focused on empowering their employees. It is okay to fail, which is the opposite of the Indian culture where failing is not approved. The Indian culture is more management driven, the power distance is higher and if someone fails they do not get another chance. Mr. Ram stated that one problem with the Indian employees is that they can be very good at one thing, for example programming, but they lack some social skills and it can be difficult to have a conversation with them.

Furthermore, the standardized culture is not seen as a problem at Projectplace and Mr. Dahlström stated that “No, I think it is actually why we have been able to keep people for such a long time. It is due to the standardized culture, it is a very positive thing”. Mr. Dahlström further explained that it takes time for the Indian employees to adapt to the Swedish influenced culture, but get support from others. The standardized culture does not eliminate cultural diversity. To overcome the cultural gap the organization has established core values that everyone within the organization follows. As explained by Mr. Ram. the core values were created for everyone to understand what the organization stands for and how employees should react to different situations. They were established in Sweden and then implemented in India. Employees at Projectplace work together as a team and no one is higher valued than another. Everyone working within the organization treats each other with respect and if there is a misunderstanding the employees are encouraged to be honest and straightforward about the problem. Everyone has the same privileges at Projectplace as stated by Mr. Dahlström “People working in Bangalore have the same amount of weeks of vacation for instance that we have here (Stockholm)“. One important value is commitment, everyone working at Projectplace has to be committed. Respect and integrity towards other people is also highly valued. Mr. Ram further explained that there are differences between the cultures that cannot be standardized but it is still minimized through the shared values. The core values are important for Projectplace and are therefore explained in the recruitment process of new employees.

The employees in India and Sweden are following the same formality. One example is that everyone understands and has the same perception of “done”. Swedish developers and Indian developers usually perceive “done” differently which is why Projectplace promotes a uniform meaning. Another thing Projectplace does to manage the diversity is to meet as much as possible, as stated by Mr. Dahlström “What we also do a lot, is that we meet as much as possible face to face.. We travel a lot and that helps”. A factor that also has minimized the cultural differences was that Mr. Ram from India worked in Sweden for seven years. He was part of the establishment of the Indian subsidiary and since he had knowledge about the corporate culture he was valuable when integrating the culture in the subsidiary in Bangalore.

Cultural diversity is seen as positive at Projectplace and both managers consider it to be a competitive advantage. Both nationalities have different experiences and skills. Employees from Bangalore are efficient in their way of working and have experience of working in different large multinational enterprises, e.g. Google. This has provided them with superior technical knowledge that is of higher standard than the Swedish developers. Swedish developers on the other hand are innovative and tend to think outside the box. Mr. Ram explained that when Projectplace recruits employees they inquire people that will fit with the

organization and has the personality to understand, follow and agree with the core values. The organizational culture is considered important in the recruitment of new employees. Mr. Dahlström stressed that a strong culture should be extremely welcoming, but if a person does not fit the culture, they should be aware of it rather quickly. The department where the potentially new employee will be part of also has a say in the recruitment process. The final step in the recruitment is that the potential employee has lunch or dinner with the department to see if they will fit in at Projectplace.

To gain a deeper understanding of the culture of Projectplace the content of job ads on their webpage was compiled. It is stated that the structure of the organization is flat and that management is there as a help, not to delegate. The office in Stockholm and Bangalore are managed the same way. They believe in initiatives and encourage their employees to come up with new ideas and share them and their knowledge with each other. The learning ability is valued much higher than formal competence. Projectplace states that they are a people oriented organization, rather than process oriented. There are six core values presented in some of the job ads, which are; we want to achieve more, we are on the same team, we are straight forward, we are agile, we make it easy, we are committed. (Projectplace, n.d. b)

6. Analysis

In this chapter the empirical findings will be discussed and connected to the theoretical framework and the cross-cultural aspects used for this study. The analysis is divided into the four aspects chosen and the empirical findings will therefore be analyzed through these aspects.

6.1 Analysis of Time Aspect

Swedes are very punctual and following schedules are of importance. It is a tangible asset that should not be wasted since time is connected to money. Being late to a business meeting and keeping the Swedes waiting is seen to be extremely rude (Porter, 2015). This way of perceiving time as a tangible asset is often seen in sequential cultures. Indians on the other hand do not find time as limited and are more flexible with being in time and do not see it as a waste if they are late for a business meeting. As stated by Trompenaars (1993, p. 112), cultures with a synchronous view on time are usually more flexible and see schedules as a guideline. Due to the differences in time perception between the two cultures, a management method that combines both cultures must be considered to overcome these differences. According to Gesteland & Gesteland (2010, p. 29), it is of importance to partly adapt management methods to the Indian way of perceiving time. According to both Mr. Ram and Mr. Dahlström this is not the case at Projectplace. Superiors explain to all the employees how important punctuality is and have standardized rules, which is based on the Swedish way of perceiving time. Mr. Dahlström further explained that it can be difficult for the Indian employees to directly convert to the Swedish way of perceiving time but they transitionally adapt after they have worked within the organization for some time. The Indians practically adapt to the Swedish rules and not the other way around. It is not seen as a vast problem for Projectplace, even though Indians might not understand the rules regarding time directly when employed. Mr. Dahlström stated that the Swedes are understandable in the beginning about Indians being late and if they are, the Swedish colleagues usually explain to them why it is a problem. The Indian culture has a synchronous view on time and does therefore not value deadlines or being on time (Trompenaars, 1993, p. 112). Even though this is stated to be a problem between the two cultures, Projectplace has managed it in a way where everyone are aware of the importance of deadlines and all the Indian employees properly follows those rules without question.

6.2 Analysis of Relationship Aspect

In Hofstede's cultural dimension (n.d) regarding relationships, it is stated that Swedes are individualists and Indians are collectivists. According to both Mr. Dahlström and Mr. Ram it is the opposite. Indians seeks rewards as individuals and Swedes prefer to be rewarded as a group. Mr. Dahlström stated that the Indians are still very group focused, for example if someone quit their job people tend to hold on to that person for months afterwards. Indian employees care about the group relationship within the organization. Mr. Ram said that it is not a problem for them to work in teams but if they are doing something well, then they want to get rewarded as an individual. Sweden is said to have an extremely individualistic culture where individuals seek personal recognition and usually prefer to work alone (Hofstede, n.d). This is not the case at Projectplace, where the Swedish employees are less individualistic in comparison to the Indian employees and prefer to work in groups. Individual rewards are not highly valued and they prefer to achieve something that will benefit the whole group. Projectplace does not see the cultural differences as a problem, they have implemented an organizational culture where both nationalities have learned to efficiently work in groups.

6.3 Analysis of Hierarchy Aspect

According to Hofstede's cultural dimensions (n.d), India is a hierarchical society where management obtains much power over other employees. This can be confirmed by the empirical data where the Indian employees want to be rewarded with titles depending on their experience. Projectplace does not provide their employees with titles since they want to keep their organization as flat as they possibly can. The founder of the organization does for example not hold a title higher than anyone else, as he is working as a developer. Hofstede's cultural dimension power distance (n.d) explains another difference between the Indian and Swedish society in terms of hierarchy, which is the different views of management's role in the organization. In India it is accepted that there is a distance between management and employees where the employees expects management to control. In Sweden, management is of a coaching matter and their work is to empower the employees. Since Projectplace has implemented their decentralized structure in the subsidiary in India, the management has adapted to that structure. Management has learned to understand that they cannot put themselves above others, since they will not be respected by other employees. It has been a slight challenge for Projectplace to get the employees to understand that they can take their own initiatives and that their work will not be controlled by management. Mr. Dahlström explained "Our culture is that.. I try to get them to understand that it is always better to say I'm sorry than ask for permission. So we want them to run on their own". In Sweden, management and employees have a causal relationship, where it is not seen as strange if the CEO has lunch with one of the employees. In India the difference in power and the status that comes with titles prevent that from happening. It is a distinctive difference in power division between India and Sweden, but according to the empirical findings it has not been seen as a big problem. The problems that have been raised through this difference have been managed by letting the Indian employees adapt to the Swedish organizational culture by telling them what the culture are expecting from them.

6.4 Analysis of Gender Equality Aspect

As stated in the background for the empirical study, it is a huge difference between India and Sweden in terms of gender equality. On Hofstede's cultural dimension (n.d) masculinity and femininity, India scores relatively high making it a masculine society, while Sweden scores low, making it a feminine society. Sweden is therefore a society where everyone is treated equally (Hofstede, n.d). Hofstede's dimension of masculinity (n.d) explain that Indian women usually marry young, become mothers and are then bound to take care of the household. This was confirmed by Mr. Ram who stated that when women in India are married, they are expected to have children, which forces them to stay home from work. The empirical study confirm that this is usually a problem in India, but the problem regarding gender equality for Projectplace is that there is not many women in the IT industry. Mr. Dahlström said, "We are struggling to find women to work here with technical issues or programing." The organization would like to employ more women, but it is difficult for them to find. The organization sponsor female programming groups as a method to attract more female employees. In both India and Sweden it is common that women's salary are lower compared to the salary of men (Foundation for Sustainable Development, n.d.; The Swedish Institute, 2016). According to Torres and Bruxelles (1992), to effectively manage a workforce the organization cannot discriminate any employees and the employees have to be able to execute their work task to its full potential. Mr. Ram explained what Projectplace does to achieve internal gender equality among their employees. The women and men get the same salary for the same positions. In both India and Sweden there are one woman that have a managerial position. Within the organization women have the same status as the male employees and the female employees do not have a problem to take their own initiatives. The findings in the empirical data suggest that female employees can be influenced by the female management and therefore not have

problems regarding initiative taking. Projectplace does not perceive themselves having problems regarding gender equality, the only concern they have is that they would like to employ more women.

6.5 Analysis of Cultural Diversity

Considering the comparison between the empirical data and Hofstede's (n.d) cultural dimension, national culture has an impact of organizational culture but does not have to be an obstacle within the workforce. The Indian and Swedish society widely differs comparing the national culture, although according to both the managers interviewed this is not a problem for Projectplace in terms of cooperation between the diverse workforce. Hofstede's cultural dimensions (n.d) could be used by organizations to gain a deeper understanding of other cultures if the organization is to expand to another country, but this research shows that it does not have to be accurate. Culture is difficult to define and what is used in this research is generalized and may therefore be the reason that the empirical findings and the theories do not conform to each other. The theories of national culture conducted by Hofstede is considered a valuable foundation for understanding culture, but it has to be understood that it may not be accurate for all people that are part of that culture since it is generalized.

Furthermore, according to Lockwood (2005) an organization need to establish a culture where the employees have respect towards each other, feel included and allowing the employees to use their knowledge in their work tasks. What seems to be a factor of the organization's success regarding diversity lies within the recruitment process. When recruiting new employees the organization explains their core values both in the job ads, as well during the different stages of the recruitment process. They are looking for people that will align with the organization's values and with the people working there. When recruiting people that share the same values and agrees with what the organization stands for it is concluded that the gap between a culturally diverse workforce can be less significant than if the workforce would have different values. Mr. Dahlström stated "I mean a strong culture should be extremely welcoming to people who somehow feel connected to that culture, but it should hurt if you don't fit the culture. So I guess that people feel it really really fast. And they feel it already in the recruitment.. It's a lot of filtering I guess before someone gets in". If Projectplace had focused on skills of their employees rather than a personality fit with the organization, they would probably have to work more concentrated to overcome the cultural gap. When becoming a part of the workforce it is explained further what the organization values, however they do not get any training regarding cultural diversity. The core values the organization base their recruitment on seems to be another part of how they overcome the cultural diversity.

Projectplace value their employees meeting other employees working in different countries, and want them to meet face to face to build a relationship. Mr. Dahlström further explained that this is an important part of managing the diversity. When employees build a relationship, there will be a higher level of respect between the employees if they know each other rather than just knowing of each other. The Indian and Swedish employees are explained to be different, but it seems that there is not seen as a problem. They seem to learn from each other and this is understood to be practicable because of the organizational culture. The culture stands for openness among the workforce and it is team based. The employees understands this from the beginning since it is presented in the recruitment process it is concluded that it is a reason as to why there is no problem for the workforce to cooperate even though they are different. Since the organization's culture is open for initiative taking and encouraging their employees to speak their mind, the employees are probably open minded since they hold the same values as the organization. If the employees are open minded, that can also be a reason for the organization to not have any issues with a diverse workforce.

The fact that Projectplace has a standardized culture does not seem to be a problem for the Indian employees even though it is based on Swedish corporate culture. The theories used in this study suggest that the organizational culture should be adapted to all national cultures to fit all employees (Sweeney & Hardaker, 1994; Morden, 1999; Elg et al, 2014; Meyer & Thu Tran, 2006). Newman and Nollen (1996) further stresses that cultural diversity should be managed through a variation in management practices. However, Projectplace has chosen to establish a Swedish corporate culture in the whole organization. It has been stated that organizations expanding to India has to adapt to their culture and carefully manage the cultural differences (Buckley & Ghauri, 2004). Previous researchers have even concluded that implementing the western culture is one of the biggest problems for global organizations to succeed on the Indian market (Stringfellow, Teagarden & Nie, 2008). However, Mr. Dahlström stressed that the implementation of the Swedish culture in Projectplace's subsidiary in India has not been a restriction for them to efficiently operate on that market. Mr. Dahlström further said that the Indian employees have adapted to the organizational culture and he believes that the standardized culture is one of the reasons for their success. It takes time for the Indian employees to adapt and understand the culture but everyone that works at Projectplace are very open and understanding, especially when it comes to new employees. Furthermore, it is important for managers to know how to adapt to the cultural differences in order for the organization to overcome the gap (Kundu, 2001). Projectplace have realized that an organizational culture has to be carefully developed in order to efficiently operate in other countries. As stated by Farren & Nelson (1999), the connection between employees and the organization is one of the key components to create an advantage. This can be shown through the implementation of the organization's core values. Projectplace seems to have been successful with the recruitment of new employees that have the same values and beliefs as the organization, it can be considered a factor that eases the management of cultural diversity.

Some scholars suggest approaches for cross-cultural diversity (Kundu, 2001) and also that cross-cultural training can be implemented for managers and employees, as it can be used to minimize a cultural gap (Farren & Nelson, 1999). Projectplace does not provide their employees with any cultural training. The core values the organization use as a foundation for the culture seems to be the reason that employees are able to adapt. The recruitment is based on a personal fit with the organization rather than skills. Since the recruited employees gain an understanding of the values the organization hold early in the recruitment process it is assumed that it is the reason for the organization to not experience problems with their standardized culture. In the case with Projectplace it does not seem to be of importance to implement cross-cultural training since the cultural diversity does not result in vast problems among the workforce. Kundu (2001) suggests that there are two types of trainings that can be used to manage diversity, it can either be based on skills or situations. For organizations that base the recruitment on skills, cross-cultural training seems to be more vital than for organizations like Projectplace that base the recruitment on personality fit with the organizational values.

7. Conclusion

This chapter will present the conclusion drawn from the analysis from the previous chapter. The conclusion will be based on the theoretical framework, the four cross-cultural aspects and the data from the empirical findings. The research question will be answered and the conclusion will entail suggestions on how an organization can overcome the cultural gap between India and Sweden.

The purpose of this thesis was to contribute to the current field of cross-cultural management and how it is managed regarding the gap mentioned above. The study investigated four chosen cross-cultural aspects to see how issues within these areas can be minimized. The knowledge of cultural differences within these aspects will contribute to a better understanding of how these differences can be managed in a Swedish multinational organization with subsidiaries in India. The research question asked was “how can a Swedish multinational organization operating in India minimize the cultural gap within a cross-cultural workforce”.

National culture is part of the organizational culture, but the influence it has on organizational culture does not have to be seen as an obstacle. The background discussion shows the importance of effectively manage a culturally diverse workforce. The research has shown that it seems that a strong organizational culture is valuable to minimize the cultural gap. Moreover, the connection between the employees and the organizational values and beliefs also seems to be important and as this study shows, it can be a reason for an organization to not have a notable cultural gap among the workforce. We recommend Swedish managers to become familiar with different cultural values and understand how to prioritize one cultural norm over another in order to minimize the cultural gap. Managers need to acquire a broad understanding of cultural diversity to adequately choose which cultural norm to employ. Through our empirical findings we can conclude that a culturally diverse labor force promotes competitive advantage if managed properly. People from different cultures will contribute with different viewpoints, skills and concerns. Time and circumstances has to be considered to allow both formal and informal conversations between employees. It is important for global organizations to have physical meetings in safe environments for the employees to feel comfortable and to easily be able to work as a team.

Considering the theories of how to effectively manage a diverse workforce, Projectplace is not practicing what most theories are suggesting. Projectplace seems to have been able to overcome the cultural gap since they do not consider issues and obstacles to be a restriction among their cultural diverse workforce. Some of the tools Projectplace uses can be benchmarked by other organizations that want to establish their business in India. E.g. establish a strong corporate culture, recruit employees that align with the values of the organization and letting the employees meet face to face to be able to build strong relationships. However, all organizations are not alike and everything that Projectplace does may not work well for another organization. According to previous research, the ability to implement a standardized culture influenced by the Swedish culture is a restriction when operating in India. Projectplace has shown the opposite, a standardized culture based on the Swedish culture can be implemented in India without vast issues. An adaption to the national culture is not always essential when expanding to another country, especially not to India, as seen in this case. National culture does not have to be an obstacle, as it can promote efficiency and create a competitive advantage. On the other hand, managers have to create an organizational culture with specific core values that they will teach all employees. We suggests managers to not only focus on the adaption to the local culture, it is rather a question about being able to manage the right organizational culture and recruiting people that will align with that culture. The previous stated can be concluded through our empirical data where we have found that Indians easily adapt to new cultures, especially at the workplace where an organizational culture has been implemented based on another country's national culture.

A recommendation for managers of organizations expanding their business abroad is to implement cross-cultural training to minimize the gap between employees with different cultural backgrounds. The case company in this study does not provide their employees with cross-cultural training, but according to the authors this seems to be an efficient way to provide the employees with knowledge regarding differences. Employees will gain a better understanding of the other people's norms and values and therefore biases and discrimination will decrease within a cultural diverse workforce. Cross-cultural training will result in ease of adaptation to a corporate culture and other employees, which will promote efficiency. Projectplace is an example of an organization that recruits employees based on personality. We suggest cross-cultural training for all organization operating in both India and Sweden, but especially for those organizations that recruit based on skills, since the connection between the organizational values and the employees will not be as obvious. It is of importance that Swedish managers increase their awareness of the different cultural aspects, time, relationships, hierarchy, and gender equality to efficiently manage their diverse workforce.

7.1 Managerial Implications

The managerial implications of this study that has been derived from the conclusion consists of six recommendations for managers that manage a cross-cultural workforce within an organization operating in India and Sweden. They are the following;

- Treat everyone in the organization with respect and integrity.
- Develop a strong organizational culture with clear norms and values.
- Recruit people connected to the organizational values.
- Become familiar with different cultural values to understand how to prioritize cultural norms.
- Cross-cultural training within the whole organization.
- Understanding that adapting to the local culture is not always the most efficient way.

8. Further Research

This chapter will provide propositions for further research.

This study has focused on one organization that operates in India and Sweden and the findings are therefore not generalizable for all organizations and cultures. It would be interesting to conduct a study to further do a research on cultural diversity within organizations and compare more than one organization, preferably from different industries. Since there are different states in India and the national culture differs in different regions, the authors of this thesis propose a study where organizations from different regions of India are investigated to get a more generalizable result. Culture is difficult to generalize, therefore it would be interesting to conduct a research considering different subcultures in India and Sweden. This research has primarily used Hofstede's cultural dimension and Trompenaars' time orientation to understand cultural differences between India and Sweden and it is suggested to use even other cultural theories to analyze the cultural differences.

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Appendix 1

Interview questions - Swedish and Indian manager at Projectplace

Background questions:

1. What is your position in the company?
2. How long have you been employed by the company?
3. What was your position when starting up the subsidiary in India?

Perception:

4. How would you define a Swede?
5. How would you define an Indian?

Managing cultural diversity:

6. Is there distinctive differences in the organizational culture depending on where in the world you are or do you have a standardized culture?
7. If there is a standardized culture, can you still experience cultural difference between the employees?
8. How do you perceive the cultural differences between Indians and Swedes within the organization?
9. Is the Swedish culture implemented in India, or do mixes of the cultures eventuate in the organizational culture?
10. What does Projectplace do to overcome the cultural diversity gap?
11. Do you think that culture diversity is a competitive advantage? Motivate
12. How did you perceive the organizational culture of Projectplace when you started working in Sweden?
13. Was it difficult to adapt?

Time

14. Do you think Indians and Swedes value time differently?
15. Swedes often think it is rude when people are being late to meetings while Indians does not see this as a problem. How is this handled?
16. Due to the different views of time, have you experienced any problems when Swedes and Indians cooperate? For example when working in groups

17. Have you experienced any missed deadlines or lack of punctuality and how has that affected your work?
18. How can differences in time perception be a problem in your daily business? And how do you manage it?

Relationships

19. Indians tend to value relationships higher than skills, has this affected their way of working within the organization?
20. Working together as a group is highly valued in India: Have you experienced any problems in the cooperation between Indians and Swedes because of the different views on working in groups?
21. Swedish people often feel the need of being seen and rewarded for their work as individuals while Indians seeks rewards for the group they belong to. Is this something that can be a problem in the relationship between the two cultures?

Hierarchy

22. How is your organization structured? Do you have the same structure in the entire organization?
23. Do you think there is a difference in hierarchy in India and Sweden? If so, what are these differences?
24. Are employees allowed to take their own initiative or is it up to the superior to make the last decision?
25. If a superior manager declare something that the employee knows is wrong, would he or she agree or correct the manager? Do you think an Indian would respond differently in comparison to a Swede?
26. Have you noticed any differences on how Swedes and Indians perceive their relationships with the manager?
27. Have there been any problems in the cooperation between Indians and Swedes due to the differences on how they relate to their manager?
28. Is it accepted to make a decision without approval from management, if it would mean that the employees were able to perform their work more effectively?
29. In your opinion, does Indians and Swedes have different views on bypassing delegations of a manager?

Gender equality

30. In your opinion, is your organization equal between genders regarding the number of women/men employed in the organization?
31. How many percent of the workforce are women in India/Sweden?
32. How many women have a managerial role in India/Sweden?

33. What does Projectplace do to promote gender equality?

34. Have you experienced any problems regarding differences in gender equality between India and Sweden?

35. How does your organization manage problems regarding gender equality?

Ending

36. Is there anything else you would like to add regarding cultural diversity?