

IMPACT OF INDIAN CULTURE ON EXPATRIATES

Rohan Arora*

Aman shreevastava*

Abstract: As India has become the latest investment hub in the world. A major challenge as a part of international assignment is issue of cross-cultural adjustments. Cultural diversity has made India a enigma for expatriates to understand. Therefore, our study aims to examine cross culture challenges faced by the foreign expatriates in India and adjustments made to those challenges. Cultural clashes between foreigners and local people are inevitable in which expatriates find major problem. The findings of this study shows how expatriates make adjustment to such problems with help of their mental strength, and peer support and till what extent companies help them to adjust to domestic environment. The findings of this survey show the inverse relationship between cross cultural adjustments and organizational challenges, which means high adjustments leads to low organizational challenges and vice versa. In order to be successful, MNC's need to understand India culturally and geographically, make relations with HCN's, tie up with local partners who can deal with domestic challenges in best possible way.

Index Terms - cross cultural adjustments, expatriates, cultural diversity.

I. INTRODUCTION

Globalization is a significant factor in today's competitive world that integrates and mobilizes cultural values of people at a global level. In the age of rapid technical progression, numerous nations are bound together and transformed due to the process of globalization. Globalization has a huge impact on cultural, social, monetary, political, and communal life of countries and people living in it. India adopted globalization and liberalization in 1991 to avert its financial crisis, which encouraged many multinational companies and foreign government to invest in India. Along with the foreign investment came the foreign nationals/citizens (expatriates) to manage this investment or to grab on the opportunity that the country was offering. India is one of the most culturally diverse countries in the world. The large Indian population enhances the Indian cultural identity and diversity across different geographical and religious grounds. In addition to that, there are 22 scheduled languages in India, which make it one of the most linguistically diverse countries. All this diversity makes it very difficult for expatriates to adjust with Indian culture and thus Indian culture has a major impact expatriates in various aspects.

This paper focuses on the overall impact that the Indian culture has on the life of expatriates.

II. OBJECTIVE OF THE STUDY

India is gaining its significance in the world economy. More and more MNC's are investing in India as a result there is increasing number of expatriates working in India. Cultural diversity, lack of infrastructure and recreational facilities, interaction with local people, working environment issues etc. causes many problems for expatriates to work in India.

The objective of the study is to understand the degree of problems faced by expatriates in India. This paper aims to examine the compensation package expectation of expatriates in comparison to their home country and co-workers in host country.

Secondary objective is to understand how MNCs can successfully do business in India with special reference to cross cultural training and international compensation scheme. This paper also aims to access how foreign expatriates perceive Indian work culture and environment, treatment of local people with them, quality of education, and inflation trends in economy.

* Students, School of Business Studies and Social Sciences, Christ (Deemed to be University), Bengaluru, India

III. SCOPE FOR FURTHER RESEARCH

- To help government making better policies for expatriates in future.
- To assist companies in understanding the life of expatriates and making necessary changes.
- To analyse and implement the strategies so as to make the cross culture trainings more effective.
- To analyse and create new plans to make expatriates more adaptive and comfortable with the market.

IV. LIMITATIONS OF THE STUDY

- The study is limited to the expatriates residing in South India.
- Linguistic barrier is one of biggest limitations we faced in our research. Conversing with people who don't understand local languages is difficult.
- Approaching expatriates in India is a really difficult task.
- The scope of the research is highly dependent on the primary data collected. Secondary data might not be very feasible because of changing environment.

V. REVIEW OF LITERATURE

Suresh Gopalan & B Joan, 2016 analyzed the impact and importance the host country's culture in work performance, primarily in managerial performance. An example given is the research of (Agarwal, 1993) whose work found out that "U.S. salesperson react negatively to organizational formalization and bureaucratic structures, whereas Indian salespersons react favorably to organizational formalization and control by demonstrating a higher level of work commitment and reduced work alienation". Consequently, it is mentioned that IHRM practices developed in western nations might be ill suited to be transported to places beyond the area of western influence.

Eschbach M. Doris, Parker E. Gerald & Stoeberl A. Philipp, 2015 placed emphasis on part before expatriation, that individuals has their own sense of thinking when they go to the new environment and adjusts according to that. The conclusion is that the less no of times expatriate receives a shock, the more will be the chance of getting him to be adjusted in the new environment. the study concludes that productivity and effectiveness are correlated with skill development, the adjustment which may be in interaction and general go side by side.

Biswas, 2015 discussed about Korean expats in India. It shows that how seamlessly they have integrated with the Indian culture and its values. MNCs like LG and Samsung strongly feel that there should be orientation services for expatriates, in the form of introduction of courses in local languages and culture. A company Posco, where there are 30-35 expats working has made it compulsory for them to learn Oriya to make them easy in understanding the local customs and environment. They are made aware of the local customs, celebrations through guest lecturers held every month. It has gone to such an extent that they have adopted Indian names and enrolled in Sanskrit courses. In Cisco, the expats are made to go through a cultural orientation before they leave and after reaching India, they have a two-day orientation for the entire family of the expat and language courses of 160 hours, depending on the languages the expats wants to learn.

Hafitah, Aida & Tahir, Mohd & Ismail, Maimunah, 2016 reported a study conducted among a group of expatriates in Malaysia and to examine challenges faced by the expatriates and adjustments made to the challenges. Cultural clashes between foreign and local values are inevitable in which expatriates experience challenges. Other challenges talked about in the study include psychological, socio-cultural and work challenges faced by the expatriates. The paper suggests solution like Malaysian working habit and cross-cultural training and the need for developing a structured cross-cultural training to solve the grievances of expatriates.

Thomas C. David, Elron Efrat, Stahl Günter, Ekelund Z. Bjørn, Ravlin C. Elizabeth, Cerdin Jean-Luc, 2014 analysed the importance of cultural intelligence as a defining variable in the success or failure of an expatriate. The paper also analyses the concept of meta-cognition and its significance in cultural adaptability. The paper defines cultural intelligence as a system of interacting knowledge and skills, linked by cultural meta-cognition that allows people to adapt to, select, and shape the cultural aspects of their environment". It also has the view that cultural meta-cognition also functions as an effective to compensate for individual gaps in cultural knowledge or skills.

Information-processing theory, where diversity brings different contributions to groups. A diverse team therefore is able to covers a broader range of information, taps into a broader range of networks and perspectives, resulting in enhanced problem-solving, innovation, creativity and adaptability.

Overgaard Louise, 2016 analyzed Indian culture in the era of globalization by means of the six value dimensions; Universalism vs. Particularism, Individualism vs. Communitarians, Specificity vs. Diffusion, Achieved status vs. Ascribed status, inner direction vs. Outer direction. The paper tells how Indian culture is different from western cultures

Nikolaeva G. Teodora, 2016 analyzed the challenges faced by a human resource manager in expatriation and repatriation. Author mainly focuses towards the expatriation and analyzes the main challenges that the human resource managers face during the process of expatriation. An introduction and analysis of expatriation process is then implemented. The research shows that the failure of repatriation leads to the possibility making the process very crucial for retaining good employees when employees plan to resign.

Sussman M. Nan, 2011 stated that moving to shifting to new environment and culture gives rise to new layer of disorientation and difficulty. Major changes such as basic important assumptions are shaken. Throughout the cycle – pre-departure, adapting in, adjustment, preparing to depart, repatriation; the frequent adjustments and the awareness of differences occurs in it. (Gullahorn & Gullahorn, 1963; Sussman, 2000). It is also noted that the return rate (failure to complete an international assignment) is different for each country. Another important statistic that is put out is that once the employees return home, it is estimated that 50% are dissatisfied with their re-entry positions.

SIA, 2013 analyzed that India is now less becoming popular for expats to work, citing safety issues and cases of attacks on foreigners. They now look on to countries like Philippines, Middle East, Hong Kong and Singapore. 38% of them still want to work in India but the recruitment rate is expected to fall by 20%. It was analyzed that due to high profile media reports of rape incidents encourage the fall and changed the perception of Indian Job Market. Increasing crime rates and attacks targeting foreigners make India less comfortable country to work as of now.

Dhillon, 2013 analyzed the expats turning to counseling services to deal with the cultural shock. Dhyana Summers, a Californian in New Delhi who counsels expatriates explains that the shock people have is through the pollution, poverty, dirt and maimed beggars, and everyone has to find their own comfort level. Other issues they face are minor in nature to which Indians are accustomed. The different work ethic is the problem they face, which leads them to targets not being met and frequent visits from the head office to understand these problems.

Madhok, 2014 said Expats in India generally have a love-hate relationship with the country they reside in. But there are many other reasons that are in favor of their stay in India. On the basis of a survey done by over 9000 expats in 100+ countries, they ranked India among the top 10 countries to be an expatriate, way ahead than the developed economies. Some of the reasons are high salaries and further growth prospects, low costs of living and raising a family, in which India ranks 6th.

Roberts Elizabeth, 2 SEPTEMBER 2015 discussed some of the common problems faced by expatriates including friends and family, financial problems, relationship difficulties, trouble in adjusting to a different business culture, language problem, etc. and the possible solution and mentoring to cope up with those problems. This article is based on a discussion between Dyhan Summers an Expat Counselor and Yelena Parker, a Ukraine-born expatriate.

Bhargava, 2015 discussed that India is seen as an easy country for expatriates according to a HSBC survey, it shows that 62% of expats feel India like home, which is higher than the global average of 48%.. Besides, the strong and close-knit family culture is highly dominant which bring the expats closer to their families and a fulfilling work culture existent in Indian companies.

Livemint, 2016 discussed that though bringing in expats can help the business reach new outlooks and horizons, but have to be managed differently as compared to other regular employees to retain them. It is seen that the value the expat brings needs to be clear amongst all people and he himself should know and be open to work in the Indian environment, but should respect the sensibilities here as in terms of value and clarity of people.

VI. RESEARCH METHODOLOGY

In the research, two methods named as qualitative & quantitative method of data collection are used, Qualitative Method which focuses on the research towards Impact of Indian Culture on Expatriates, it will help in the further research for quantitative data as to get real and numeric figures. It helps to get insights reason for the research, information on various un resolved topics, in Quantitative Method as going further towards quantitative aspect, it helps in getting the numbers to go into the present scenario and getting the outcomes. Under this, a lot of surveys had to be evaluated which further classified and categorized the information in various segments.

Both primary and secondary data were used to arrive at conclusions. Primary data collection helps to analyze the impact of Indian culture and issues that expatriate face will be done. This will help us formulate our questions to be given to the respondents. A clear understanding and a closer assessment of impacts and results will be done through questionnaires. Secondary data is gathered from the secondary sources to get the idea of what all is going to be the procedure of the research and the reviews that were made by people on the cultural strength of India. This helps us to supplement our research with suitable information and give new findings and insights to the topic chosen.

The sampling locations for collecting the primary data are Bengaluru and Delhi NCR as a lot number of expatriates reside in these cities and the expatriates residing in these cities will be the target. Questionnaire was used as a sampling tool to collect data. The target population is expatriates in Bengaluru. A close-ended questionnaire also having Likert scale questions was designed to retrieve the maximum possible information with a motive to analyze the impact of Indian culture on expatriates.

VII. DATA ANALYSIS

Nationality					
	Frequency		Percent	Valid Percent	Cumulative Percent
Valid	1	3	8.1	8.1	8.1
	2	6	16.2	16.2	24.3
	3	2	5.4	5.4	29.7
	4	5	13.5	13.5	43.2
	5	7	18.9	18.9	62.2
	6	6	16.2	16.2	78.4
	7	1	2.7	2.7	81.1
	9	2	5.4	5.4	86.5
	10	3	8.1	8.1	94.6
	11	1	2.7	2.7	97.3
	12	1	2.7	2.7	100.0
	Total	37	100.0	100.0	

Figure7.1

Specialization				
	Frequency	Percent	Valid Percent	Cumulative Percent
	1	15	40.5	40.5
	2	5	13.5	54.1
	3	2	5.4	59.5
	4	3	8.1	67.6
Valid	5	1	2.7	70.3
	6	3	8.1	78.4
	7	1	2.7	81.1
	8	4	10.8	91.9
	9	3	8.1	100.0
Total	37	100.0	100.0	

Figure 7.2

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	70.3	70.3
	2	11	29.7	100.0
Total	37	100.0	100.0	

Figure 7.2.1

Figure 7.1 gives a clear picture regarding the fields in which various expatriates working in India are from Nepal (18.9%), followed by UAE and Switzerland (16.2%), and USA (13.5%). Nepal and India share an open border, which allows people from both countries to freely cross borders, which has led to influx of Nepali people working in India. UAE has shared commercial ties with India have been working in companies here, mainly because of oil trade. Swiss companies like Nestle, Bata, HSBC, and watch companies like Tissot, Tag Heuer are present in India and hold dominant share in the Indian market. Due to this, there are expatriates who are for temporary assignments and do extensive work in India. American expatriates are working generally in well-known MNCs and have a dominant presence in our country. Companies like AMEX, MasterCard, and the top 5 accounting firms like Deloitte, KPMG have a vast presence in India, compelling American executives to work in Indian offices and supervise the operations here.

Figure 7.2 explains the various fields in which expatriates are working after analyzing it can be inferred that most expatriates work in the field of finance (40%), followed by marketing (13.5%) and business relations and partnerships (10.8%). This data clearly states that India is becoming a global hub for financial outsourcing services and with the quality of expertise these expatriates bring in, helps in development of the finance industry and leads to a growing amount of interest amongst future aspirants. Since India is among the best financially developing countries and most of the population is generally inclined towards finance owing to large traditional business communities present, companies focus on sending expatriates to India and get work done professionally and with guidance from the local markets and brains.

Figure 7.2.1 shows the frequency test of a demographic variable that is gender, the primary data was collected from various expatriates which in which 70.3% of the total population that stand out to be 26 out of total respondents are male and rest 11 are the female respondents which basically signifies more number of males expatriates are working than female in India.

Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Gender	37	1	2	1.30	.463	.925	.388
Nationality	37	1	12	5.14	2.964	.646	.388
Specialization	37	1	9	3.57	2.940	.743	.388
Started work	37	2	6	5.41	1.092	-2.113	.388
Local language	37	1	5	2.89	1.612	.185	.388
Cheated	37	1	2	1.24	.435	1.248	.388
Familiar	37	1	5	3.32	1.056	-.557	.388
Safe Environment	37	2	5	3.62	.639	-.147	.388
Equal respect	37	1	5	2.86	1.058	-.311	.388
Cross culture training	37	1	5	3.51	1.121	-.536	.388
Compensation	37	1	6	2.70	1.351	.578	.388
Bureaucracy	37	1	5	3.46	1.016	-.220	.388
Leadership style	37	1	4	2.05	.705	.427	.388
Culture training	37	2	5	3.70	.812	-.377	.388
Work culture	37	1	5	3.05	1.104	.019	.388
Discrimination	37	1	5	2.86	.948	-.131	.388
Biased	37	2	5	2.97	.799	.741	.388
Low cost India	37	1	4	1.78	.917	.686	.388
Help by company	37	2	5	3.51	.651	.267	.388
Indian food	37	1	5	3.11	1.265	-.039	.388
Adaptiveness	37	1	5	3.35	.949	-.371	.388
Indian working	37	1	4	2.95	.941	-.522	.388
Indian festivals	37	2	5	3.70	.939	-.203	.388
Police verification	37	1	5	2.81	1.221	-.005	.388
Valid N (listwise)	37						

Figure 7.3

Figure 7.3 shows summary statistics that quantitatively describes the features of a data collected. On running a descriptive analysis of data collected it is found that male superiority has been found in various organizations wherever the questionnaire was sent and less female expatriates are noticed in India. The Maximum no of Expatriates that have come to India for organization purpose are Majorly from sales department leading the sales operations in India.

Out of the total expatriates that have been surveyed, major population have come to India in between 2010 – 2015 for their organization purpose like Foreign Direct Investment was on pace boosting the GDP growth as well as to study the Industrial and Cultural Environment of India to adapt to the changes happening at Intervals. When going towards the Language part, Expatriates are being cheated by local cab drivers, shopkeepers etc as because of less knew Indian (Local) Languages. On knowing the importance of cross culture training a very positive response was given by 80% of the total expatriates surveyed. Expatriates believe that compensation packages that they get in India are slightly lower than what they get in their home country this is not a case with a expatriate of all nationality but expatriates especially from United states and United Arab emirates generally felt that.

On asking the about the view on the safety standards in India most of the expatriates surveyed were neutral on this factor as they felt that no doubt safety in working environment is there but the position is still not that good it needs improvement and good government laws are required for the same. Most of the firms in India follow

Democratic leadership style as responded by expatriates in which employees are taken into consideration for making a decision.

Expatriates really liked this style as it did not had a major impact on the working style of expatriates and expatriates really feel comfortable and motivated working under this leadership. Expatriates feel the biasness working in Indian firms from their seniors and other dealing partners because of nationality not all the surveyed respondents have faced this issue but 26 out of 37 somehow feel the issue in India. The cost of living in India is very low as compared to their home country as respondents strongly agree to this factor. Indian firms have really helped expatriates settling in terms of accommodation and making them adaptive to the local factors.

The beautiful part of India is its tradition and festivals which are famous around the world expatriates on asked about this gave a very response and they really enjoy Indian festivals as it help them to understand the eternal beauty of India. Some of our sample population faced little issues with police verification process which has been made compulsory by government.

Impact of Indian Culture on Working of Expatriate

□ (Cross-tabulation)

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Leadership-style	37	100.0%	0	0.0%	37	100.0%
Indianworking						

Figure 7.4

	Count				Total
	1	2	3	4	
Leadership-style	1	2	3	4	10
1	1	3	2	1	7
2	2	4	7	9	22
3	0	1	5	1	7
4	0	0	0	1	1
Total	3	8	14	12	37

Figure 7.5

Figure 7.5 shows the aggregate distribution of two variables by tabulating the results one against the other in dimensional grids and helps in knowing the impact of Indian leadership styles on the working of expatriates. On running a cross - tab analysis between the Leadership style in India and the affect of the same on expatriate, it has been analyzed that Expatriates are least affected in their democratic way of leadership style. Around 20 % of the expatriates surveyed have responded with a neutral effect of Indian Culture. Whereas 26 % of the sample population were greatly influenced with traditional patterns of working culture prevailing in India. As 15 % of our sample population had a neutral effect of Laissez – faire style of leadership. Most of the expatriates surveyed were working in the democratic environment and mixed responses were seen in terms of adapting and not adapting to the leadership styles.

Correlation

Impact of Cross culture training

Hypothesis

Ho: There is no significant relation between cross culture training and expatriate being cheated.

H1: There is significant relation between cross culture training and expatriate being cheated.

Correlations

		Cheated	Cross culture training
Cheated	Pearson Correlation	1	.079
	Sig. (2-tailed)		.644
	N	37	37
Cross culture training	Pearson Correlation	.079	1
	Sig. (2-tailed)	.644	
	N	37	37

Figure 7.6

Figure 7.6 showing the correlation, a statistical technique showing how strongly two pairs of variables are related to each other. On conducting the Spearman's correlation between the variables named cross-culture training and expatriates being cheated, although a slight correlation was found between these two variables where a significant value of spearman's correlation is 0.079 which shows a relation (bond) between the variables is there, as with a cross-cultural training that teaches expatriates about the local culture, tradition and market trends of a particular region by various methods such city tour, local guide book videos and this method in return reduces the risk of being cheated by local vendors and taxi drivers. So, the alternative hypothesis is accepted signifying the positive relation between the variables.

Analysis of Variance (ANOVA)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.	
Biased	Between Groups	(Combined)	3.744	10	.374	.506	
		Linear Term	Weighted	1.158	1	1.158	1.565
			Deviation	2.587	9	.287	.389
	Within Groups	19.229	26	.740			
	Total	22.973	36				
Adaptiveness	Between Groups	(Combined)	7.132	10	.713	.733	
		Linear Term	Weighted	.332	1	.332	.341
			Deviation	6.801	9	.756	.777
	Within Groups	25.300	26	.973			
	Total	32.432	36				
Safe-environment	Between Groups	(Combined)	3.812	10	.381	.910	
		Linear Term	Weighted	.048	1	.048	.114
			Deviation	3.764	9	.418	.999
	Within Groups	10.890	26	.419			
	Total	14.703	36				

Indian-working	Between Groups	(Combined)		7.844	10	.784	.848	.589
		Linear Term	Weighted	.476	1	.476	.515	.480
			Deviation	7.368	9	.819	.885	.551
	Within Groups		24.048	26	.925			
	Total		31.892	36				

Figure 7.7

Figure 7.7 shows the significant differences between the means of a independent (unrelated) groups and three dependent groups. Analysis of Variance was conducted on dependent and Independent variable named adaptiveness to Indian culture, Biasedness, safe environment and Independent variable named nationality of Indian Expatriate.

- Adaptiveness of expatriates to Indian working culture is highly affected by the nationality on the basis of both positive and negative impact on them depending upon the working culture of the particular environment they are suited with.
- Biasedness of the Indian officials working in Organization had a slight negative impact on expatriate on the basis of nationality they were belonged to. As they considered Indians to be more important when compared with expatriate working in the particular organization leading to have a negative impact on Expatriate.
- Expatriate working in Indian environment were affected on the basis of their nationality as they were taught to work in their respective working environment but the Indian working culture is slightly more complicated to understand, therefore resulting in the affect to expatriate on the basis of their nationality. All the above stated dependent variables have a relation with a independent variable as signified by Analysis of Variance (Anova)

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.318
	Approx. Chi-Square	321.448
Bartlett's Test of Sphericity	df	276
	Sig.	.031

Figure 7.8

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.136	13.068	13.068	3.136	13.068	13.068
2	2.906	12.106	25.175	2.906	12.106	25.175
3	2.252	9.385	34.560	2.252	9.385	34.560

4	2.186	9.109	43.670	2.186	9.109	43.670
5	1.715	7.147	50.816	1.715	7.147	50.816
6	1.637	6.819	57.635	1.637	6.819	57.635
7	1.344	5.598	63.233	1.344	5.598	63.233
8	1.306	5.442	68.675	1.306	5.442	68.675
9	1.044	4.348	73.023	1.044	4.348	73.023
10	.971	4.046	77.070			
11	.872	3.635	80.705			
12	.720	2.999	83.703			
13	.688	2.866	86.569			
14	.628	2.617	89.187			
15	.525	2.187	91.374			
16	.467	1.945	93.319			
17	.392	1.634	94.953			
18	.339	1.412	96.364			
19	.303	1.261	97.625			
20	.184	.766	98.391			
21	.129	.538	98.929			
22	.112	.465	99.395			
23	.099	.413	99.807			
24	.046	.193	100.000			

Figure 7.9

Extraction Method: Principal Component Analysis.

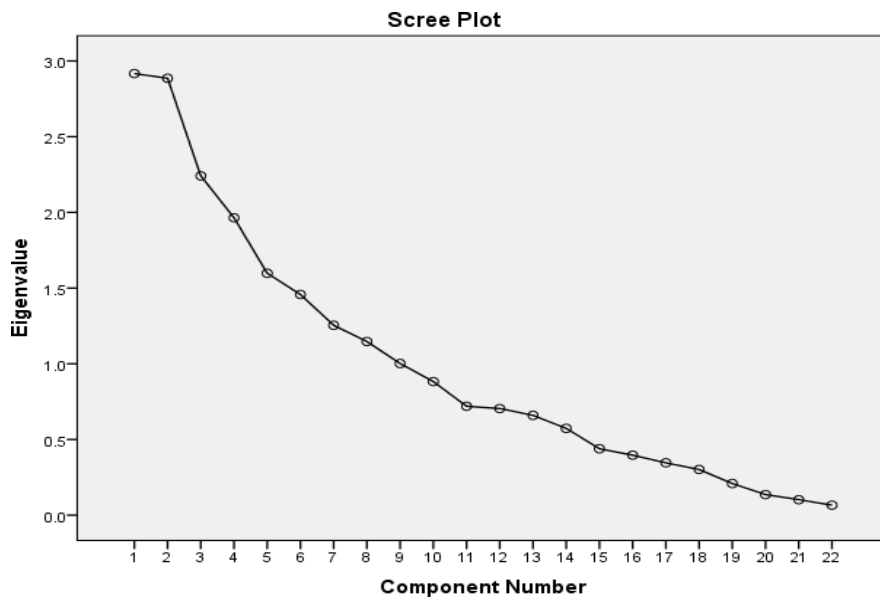


Figure 7.10

Figure 7.9 and 7.10 displays the eigen values against the factor number. We can see that the line is continuously decreasing as in it is not flat or constant so it signifies that each successive factor is accounting for a bigger amount of the total variance. Factor analysis has been with a help of Kmo & Bartlett test to identify culture characteristics which are perceived by the respondents to be important. A factor analysis of these items has revealed the underlying dimensions which analyzed the impact of Indian culture on expatriates. After analyzing the Communalities, the variance that accounted for a particular variable by all the factors the higher the value of communality for a particular variable after extraction, higher is its amount of variance explained by the extracted factors in the data collected some of the variables that are specialization with 0.902 that 90.2% of the variance in specialization is explained by the extracted factors, the second highest variable would be the biasness that is the 0.868 which signifies 86.8% of the variance in biasness is explained by the extracted factors. On analyzing the total variance as a whole it has been noticed that 9 factors with Eigen value > 1 have been identified. These factors are more evenly placed after rotation

VIII. SUGGESTIONS

- As per the analysis, 26% of the sample population is affected by the Indian culture, which is around one-fourth of the size taken. In order for this to reduce, the companies have to increase the time for the cross culture training. Also the expats can be made to attend inductive sessions which allow them to adjust according to the working environment.
- Usually there are different leadership styles in different countries. This drastically affects the working styles and the efficiencies of the expatriates. Most of the expatriates are very used to democratic style of leadership, which is not very well established to a very large, especially in the private businesses. This increases the level of discomfort of the expatriates.
- **Remedies:** Giving a description regarding the leadership patterns with the job description so that the expatriates can pre-understand the type of leadership that he/she is going to be working under.
- As per the research conducted, 16% of the sample size prefers laze-faire working style. This is one of the styles that are not much acceptable and practiced in India. This might lead to problems since the expats have to adjust to a completely new style altogether.
- It is noted in the past that expats with a high training for cross culture are cheated less in India. This is a concrete example of increasing the cross culture training for the expatriates.
- Expatriates in the past have faced concern regarding biasness towards Indian. In order to solve this problem, separate panels should be made which would include people from different origins. Also the performance report won't contain the name of the individual but a QR code can be generated for identification purpose.

IX. CONCLUSION

Since the early 90s, there has been a significant rise in FDI inflows in India which lead to growing Presence of multinational companies in India and forced a urgent need to understand Indian work culture and corporate practices to facilitate the incoming employees' experience. The paper aims at fulfilling two major objectives:

- Analyzing the expatriates experience in terms of adjusting in the new environment.
- To lighten the unauthorized activities in Indian organizational culture and management practices.

Through analysis of various factors and parameters, using Statistical Package for Social Science, proper tests have been conducted to get detailed analysis, through which we found that overall, the Indian culture's impact has been significant and positive towards the expatriate employees. They were able to adapt and modify their attitudes according to the environment they are surrounded in and found a safe working and living environment, based on our findings in the overall research.

Besides, we have observed that the biasness of the organizations towards the expatriates is highly dependent on the nationality, level of experience and expertise they possess. It is due to the immense level of intensity that globalization is taking place in companies; they require more skilled talent and international employees to meet their goals and further intensify the level of the way they are functioning.

To conclude, this paper provides a broad overview of various aspects of India's work culture, practices and how the expatriates are affected by it. The ideas are drawn primarily from our own findings and surveys conducted by various companies. The issues raised are expected to help the expatriates prepare their Indian assignment, to suggest companies how they can develop pre- assignment induction programs, and to trainers in developing intercultural training instruments

X. ANNEXURE

Impact of Indian Culture on Expatriate Employees

This is a survey undertaken by the students of Christ University - School of Business Studies and Social Sciences. With the help of this research, we plan to find out the impact of the Indian Culture on the Expatriate Employees.

We thank you for participating in our survey. We hope your inputs would enhance the quality of our results. (Your answers will be anonymous).

* Required

1. **Gender? ***

Mark only one oval.

- Male
 Female
 Other

2. **Age ***

3. **Nationality ***

4. **What is your area of specialization? ***

Mark only one oval.

- Finance
 Marketing
 Sales
 Human Resource
 Research and Development
 Operations
 Public Relations
 Business Relations and Partnerships
 Customer Relations

5. When did you start working in India? *

Mark only one oval.

- Before 1990
- 1990-2000
- 2000-2005
- 2005-2010
- 2010-2015
- After 2015

6. How many Indian local languages can you speak? *

Mark only one oval.

- 1
- 2
- 3
- More than 3
- None

7. Have you ever been cheated by any local person? (e.g. Shopkeeper, Taxi driver, Auto driver etc.) *

Mark only one oval.

- Yes
- No

8. Are the local people and your colleagues familiar with you? *

Mark only one oval.

- Not at all familiar
- Slightly Familiar
- Somewhat Familiar
- Moderately Familiar
- Extremely Familiar

9. According to you, Is the working environment safe ? *

Mark only one oval.

- Extremely Unsafe
- Unsafe
- Neutral
- Safe
- Extremely Safe

10. **Do you feel that your pay is equal to that of your co-workers having the same responsibility? ***

Mark only one oval.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. **Do you feel that cross-cultural training helps in adjusting you in the new working environment? ***

Mark only one oval.

- Not at all important
- Slightly Important
- Neutral
- Very Important
- Extremely Important

12. **As compared to your home country, how better are the compensation packages in India**

Mark only one oval.

- Very Low
- Slightly Low
- Equal than the home country
- Slightly Higher
- Very High

13. **Do you feel that bureaucracy in your home country is better than that in India? ***

Mark only one oval.

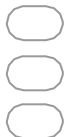
- Much worse
- Somewhat worse
- Same
- Somewhat better
- Much better

14. **What form of leadership style is followed in the organization you are currently employed in? ***

Mark only one oval.

- Autocratic
- Democratic

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15. Does cross culture training help expatriate to adjust in the new working environment? *

Mark only one oval.

- Strongly oppose
- Somewhat oppose
- Neutral
- Somewhat Favor
- Strongly Favor

16. What are your thoughts about the following statements? *

Mark only one oval per row.

	Strongly Agree	Somewhat Agree	Neutral	Somewhat Disagree	Strongly Disagree
India's work culture is better than that of your home country	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is discrimination in the organisation on the basis of nationality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Top Management is biased towards expatriates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The costs are low in India as compared to your home country.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. On a scale of 1 to 5, 1 being the lowest and 5 being the highest. How helpful was your company is setting you up in India? *

Mark only one oval.

	1	2	3	4	5	
Not helpful at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very Helpful

18. On a scale of 1 to 5, how difficult has it been to cope up with the Indian food and Indian Eating styles? *

Mark only one oval.

	1	2	3	4	5	
Low difficulty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	High difficulty

19. On a scale of 1 to 5, how adaptive are you towards people around you in the domestic environment? (People living with you, yours neighbors, other people in society) *

Mark only one oval.

	1	2	3	4	5	
Not adaptive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Most adaptive

20. **On a Scale of 1 to 5, how has the Indian working patterns affected your way of working? ***

Mark only one oval.

	1	2	3	4	5	
Least affected my working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Most affected my working

21.

On a scale of 1 to 5, How much do you enjoy the festivals of India? *

Mark only one oval.

	1	2	3	4	5	
Don't enjoy at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Enjoy a lot

22.

On a scale of 1 to 5, How difficult was the Police Verification process? *

Mark only one oval.

	1	2	3	4	5	
Very Low degree of Difficulty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very High degree of Difficulty

23.

What did you learn from the Indian work culture?

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