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Communication as Challenge in Multicultural Organizations: An Analysis of Varied Aspects, their Impacts and Solutions

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ABSTRACT

As a result of globalization the world is getting closer day-by-day and transforming into universal community. The organizations are in progressive state and converting into a hub of culturally varied individuals. This diversity is good as it brings significant prospective like innovative thinking, improved judgement, inspiration, etc. But on the other side, these cultural discrepancies have also become the root cause of clashes, encounters, intricate situations and communication collapse, etc. Among all these issues, communication can be considered as one of the biggest challenges of multicultural organizations, as different area employees' speak different languages and unable to communicate effectively. This ineffective communication leads to a state of confusion and ambiguity among employees, partners and customers. Due to unsuccessful projects, business partners and customers become unsatisfied and organizations get converted into a dejected place. The purpose of this paper is to know that how communication is acting as a challenge in multicultural organizations. With the help of the existing literature the authors have made an attempt to explore the various factors which make communication, a challenge to Multicultural organizations, and to explore what all are the areas which may get affected due to dearth of productive multi-cultural communication and suggestions are given to overcome these barriers..

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Introduction

As a result of globalization the world is getting closer day-by-day and transforming into the global community (Livia, 2009). Globalization has given business economy an opportunity to expand gradually by reaching every single region of the globe (Sims 2007). In the past few years, the organizations have significantly inclined towards setting multinational businesses and are doing international assignments, cross nation business dealing and huge projects to make regular growth in business. With this there is an increase in the propensity of individuals to communicate with individuals from different cultural backgrounds (Borgulya 2007, Bakacsi and Takács 2002). Due to lack of awareness, knowledge and empathies about dissimilar cultures, a state of ineffective communication may arise and organization can lose important international deals. Hence, it is important for an organization to have culturally diverse business teams which can communicate effectively and efficiently to run business smoothly at all levels. Many researches have been done to analyze the significance of awareness of different cultural models and their impact on communication and how multicultural communication affects organizations. To understand different cultural backgrounds one has to understand the value systems of those philosophies (Samovar, Porter & Jain 1981). Success in business and good relations can be attained by positive interactions among those individuals who have an understanding of different cultures

(Lin, 1999, Palazzo, 2002). Every word has different meaning in differing cultures; one has to understand the significant use of the words while doing multicultural communication. Even approaches of business communication may vary from cultures to culture, and may have dissimilar guidelines and standards which may cause complications during business interaction. Diverse culture has turned communication into an emerging challenge in a multicultural environment as there is difficulty to communicate efficiently with different groups (Katan 1999). Multinational business communication comprises many disciplines in it (Fitz Gerald, 2003: 9) one of them is the culture which frequently brings up more difficulties than it resolves (Scollon & Scollon, 2001: 138).

Before starting the introduction, let us take a look at a few of the examples which helps to explain how communication becomes a challenge for organizations aspiring to expand worldwide. In the absence of knowledge of language, concepts, culture how companies fail to put an impact. These examples tell us the importance of hiring diversified teams and knowing the cultural and communication aspect of the nation or the area where organizations are planning to expand.

1. Coca-Cola needed to have Chinese characters to denote Coca-Cola, so they picked Ke Kou Ke La, which in Chinese means 'bite the wax tadpole' or 'female horse stuffed with wax' and become a blunder.

2. In Taiwan, the famous Pepsi slogan 'Come alive with the Pepsi generation' means 'Pepsi will bring your ancestors back

from the dead.'

2. On a menu of a Swiss restaurant: 'Our wines leave you nothing to hope for.'

3. In a Greek tailor's shop: 'Order your summer suit. Because is big rush we will execute customers in strict rotation.'

Source: (Jandt, 2001, *Intercultural Communication: An Introduction*)

Culture

Before understanding the concept of Multicultural organizations and multicultural communication, one must know what does the word "culture" means? "Culture" means a rich collection of conventional insight, compassions, proficiencies, language, directives, philosophies, approaches, and beliefs; that convey and relate an extensive individual to a particular group of individuals. The word culture comes from the Latin root "colere" which means to inhabit or to cultivate. It can be defined as the collective programming (thinking, feeling and acting) of the mind which distinguishes the members of one group or category of people from another (Hofstede 2005). Culture does not speak by itself rather it is a unique logical exploration of those individuals who are associated with a type of culture and can exchange information with each other. It takes very long to create and develop culture.

Geert Hofstede (1983) described that culture has four dimensions. The first dimension dealt with is "individualism versus collectivism". The second dimension is "power distance", which indicates the level of inequality in a certain society. The third dimension is "uncertainty avoidance" (UAI) which measures the degree of uncertainty and ambiguity among people in a society. The fourth dimension is "masculinity versus femininity", which the fundamental issue is sex role division in society. Michael Bond 1987 added a fifth dimension to Hofstede's work called "long term orientation". This dimension represents society's search for virtue was added). Fons Trompenaars and Charles Hampden-Turner in 1997 expanded the culture into seven different dimensions. These dimensions are: Universalism vs. Particularism: "Rules versus relationships", Individualism vs. Communitarianism: "Group versus individual", Specificity vs. Diffusion: "How far we get involved", Affective vs. Neutral: "Do we display our emotions?", Achievement vs. Ascription: "Do we have to prove ourselves to receive status or is it given to us?", Sequential time vs. Synchronous time "Do we do things one at a time or several things at once?" and Internal vs. External control: "Do we control our environment or are we controlled by it?". Edward Hall in 1976 described culture with the help three variables: Time, Context, and Space (Nguyen, Thanh Tung 2013).

Or we can say that Culture can be systematically distinguished into four key cultural aspects (Jens Allwood)

On the basis of thought process

– people belong to similar culture usually have similar thinking; the bases of similar thought process are similar set of beliefs, principles, customs, and emotional approaches.

On the basis of behavioral framework

– individual share common attitude and behavior, right from speaking to the methods of trade and industry, the behavior can be premeditated/accidental, responsive/ignorant or specific/cooperating.

On the basis of choice

– groups with same choices or patterns of work and use of same material, choice include abodes, tools, clothes, technologies or means to sustain life.

Natural Trajectories

– the old procedures and methodologies adopted by specific groups which are available in natural surroundings and are still in use. These trajectories include agriculture techniques, junk, infrastructures etc.

In fact, in terms of "growth" i.e. revolution and transformation of the human behavior and nature, "culture" itself has a huge contribution in understanding the basic concept of what culture is all about (Jens Allwood).

Multicultural Organizations

When people from different culture come together and work in a team that team is regarded as multicultural groups. The aspiration to enter globally has made it mandatory for organizations to create multicultural teams as a crucial fragment of the working environment. Multicultural teams comprise of individuals, coming from diverse places, values, principles, backgrounds, culture and language under one roof. Individual of such diverse groups from diverse cultural upbringings and understandings can act as a base of excellent growth of the business in international markets (Bennett, 1998). These groups or teams have a vast treasure of knowledge and material to construct innovative tactics to intricate organizational encounters and help the business to embellish high degree of productivity (DI Stefano and Maznevski, 2000). Various life experiences, expertise and understandings of diverse social environments and situations make these multicultural teams or groups innovative and enable them to think out-of-the-box (Symons and Stenzel, 2007). Although, these individuals are excited and enthusiastic to work together with cooperation, but as these individuals belongs to different societies may develop a state of misconception and can affront each other due to their dissimilar working methods and communication styles. Multicultural organizations are those where individuals from diverse cultural backgrounds carry different contemplations, compassions, viewpoints and approaches are sharing similar platforms and are working together despite having a different opinion regarding various issues organization's culture, work environment, group approaches and management style and communication.

Multicultural Teams

It's been millions of years since men started working together in groups or teams to increase productivity and happiness. A similar concept has been used by organizations where individuals work together to accomplish mutual targets. The need of the multicultural teams has increased eventually with an increase in the international business. Multicultural teams are acting like a competitive benefit to organizations all over the world by providing a unique mixture of diverse management practices (Binder 2007). Diversity has major impact on the performance of the teams It helps in maximizing the productivity by motivating innovative thinking, exceptional styles to handle organizational problems and making sound decision (Michael J. Marquardt 2001 & Jehn et al 1999).

Multicultural team is "a collection of individuals with different cultural backgrounds, who are interdependent in their tasks, who share responsibility for outcomes, who see themselves and are seen by others as an intact social entity embedded in one or more larger social system, and who manage their relationships across organizational boundaries and beyond." (Nguyen, Thanh Tung 2013). Diverse teams which include individuals from different backgrounds are always supposed to be a step ahead from the groups consisting

of individuals of same backgrounds. Diverse teams perform better than homogeneous groups and have been proved by many researchers in their studies. But productivity is not merely depends upon the type of team, productivity is also affected by the type of task or project given and how the work is divided and managed by the team for international projects, diversity is expedient, but on the other hand may be disadvantageous for another type of task. There are various factors and challenges which influence and govern the working of these multicultural teams in multicultural organizations. One of the factors is the Society and Institution, which an individual belongs to. The different cultural backgrounds, the level of education of individuals have a great impact on the work style, nature and efficiency of multicultural teams in any particular situation (Nguyen, Thanh Tung 2013). Another factor is Organization; type of organization, its resourcefulness, top management, hierarchy, leadership style, and projects also have significant impact on the working of multicultural teams. Appraisal systems, reimbursement, training and development programs also validate the performance of these multicultural teams. Organizational culture is also considered as the key variable to understand team effectiveness (Nguyen, Thanh Tung 2013). The Team and team's climate in itself is a huge factor; the effectiveness of a team depends upon the structure, strategy, and process followed by the team. The size of the team, type of targets to be achieved by them, work distribution according to skills and capabilities, regular discussions, motivates a team to perform exceptionally and the absence creates a state of ambiguity among individuals. To understand organizational expectations and expectations of each other, teams need to develop mutual-understanding for which they must have conviction, commitment, consistency. These mutual understanding boosts multicultural teams to attain their objectives quickly and efficiently (Nguyen, Thanh Tung 2013). The different criteria for measuring team effectiveness like efficiency and productivity, learning capacities and adaptations are important for a team to perform effectively (Nguyen, Thanh Tung 2013). These are the factors which are important for any multicultural team to run the team function smoothly, but in spite all the factors there are challenges which hinder the way to success for these teams. Communication has been considered as one of the major challenges for multicultural teams with different individuals having differing styles of communication. It acts as a barrier in diversified teams as compare to homogeneous teams where individual have the same language and communication style; the chances of communication gaps are more in heterogeneous groups which may also act as the root cause of rising conflicts among team members (Williams and O'Reilly 1998). Planned and unplanned interactions; Direct or indirect communication, difficulty in developing accents and fluency; opinions toward authority; and contradictory rules for decision making are the major issues between multicultural teams. Organizations must always be ready with different approaches to overcome these challenges. Managers all over the world with their unique management style and excellent leadership tactics have developed four basic strategies to manage these challenges encountered by multicultural teams. These strategies include adapting and adjusting cultural gaps by learning and understanding different cultural contexts. To make adjustments; team members must be enthusiastic enough to admit their cultural variances and to adapt themselves, they should be accountable to resolve the differences and will able

to handle them effectively, the second way is to adopt a unique team building activities and team design or structure. Due to diverse value systems, there may be a situation of conflicts or the other issues within teams, so to create good working environment and to ensure excellent team performance manager should reorganize or restructure the team by replacing or shuffling the members, the third method is to appoint a good leader or manager to manage a team and its activities. A manager or team leader needs to play a dynamic role while dealing with these challenges. It is essential for a manager to involve with his team and especially when team members are unfocused or disturbed and their performances are degrading, and the last possible way out is when all of the strategy proved ineffective manager must take a hard decision to drop or remove the problematic and nonperforming member (Brett J, Behfar K & Kern M 2006 and Nguyen, Thanh Tung 2013).

Communication

In the words of G.G. Brown "Communication is the transfer of information from one person to another, whether or not it elicits confidence. But the information transferred must be understandable to the receiver". The globalization has brought a numerous opportunities and challenges to the organizations. Amount of growth of any occupation mainly hangs on good and effective communication (Livia, 2009). In simple from communication can be referred as a discussion among individuals either from different groups or identities or belonging to same cultural backgrounds (Jagg Xaxx). Communication can act as an important connection among various individuals from diverse culture and different social backgrounds, who works together to build a successful organization. Communication can be classified into two; verbal and nonverbal. Nonverbal communication has always considered as a significant part of communication process which include signs, nods, poses and outlook. Throughout communication process, nonverbal communication compliments verbal communication and make communication process more expressive, real and significant (M. Jayanthi, 2014). This cultural diversity may affect quality of communication which will further influence the performance of individuals. Ineffective communication creates clashes and because of lack of understanding there will be a decline in the productivity of employees (Ferraro, 2001, & Nagourney, 2008). There are several distractions which hinder effective communication in an organization like culture, language, confusion, conflict work pressure, and noise which may lead to ineffective communication. Distractions does not only means the unwanted sounds form surroundings it can be anything which is causing disturbance, distraction or interference while interacting. Therefore, crafting an atmosphere for operational communication is a task as these hindrances can damage or impede the ability to transfer the desired message in a proper manner. It has been observed that in a global economy the performance and output of human resource largely depend upon the effective and efficient business communication which includes the ones aptitude to code, decode, and deduce messages (Ferraro, 2001, & Nagourney, 2008). Knowledge and understanding about Cross-cultural norms, the use of different organizational trainings, motivating individuals to communicate effectively rather than just interacting with each other, and putting stress on nonverbal communication capability is indispensable activities for operative organizational communication (Beaner, 2007). It has been mentioned by many authors that the

performance of employees in group or team based tasks majorly hinge upon the awareness of worker, his thoughtfulness, aptitude to interpret exact meaning of information shared, further sharing of that information, cooperation, adaptations and adjustments. Hence, the efficiency of the group of assorted employees would be increase with healthy interactions and significant communication.

Communication and Diversity in Organizations

The increased globalization and interdependence of corporate entities, have become a big reason of successive boom in the movement of individuals all over the orb. This speedy association of individuals has brought many significant changes in the working styles of organizations, but has created the challenges in individuals with different social upbringings (Okoro, 2012). Communication incidents are very common in peoples working within diverse groups and occur very often in the workstation (Martin and Nakayama, 2007) as they require communicating with each other either authoritatively or informally. To cope up with this consortium of individual, it is imperative to communicate seriously at all levels and methods adopted should be chosen wisely to improve workplace communication. If properly handled and done in an appropriate way communication in multicultural organization can be beneficial depending upon the model and structure of organizational communication in an organization (Patricia A. Kreitz, 2007). Assuming feedback an imperative part of business communication and putting much more emphasis on communication at the workplace will help to create an attitude that validates principles, beliefs and also recommend and appreciate employees who work in that environment (Indrawati and Laurel, 2007). Drills for effective communication as team construction activity has also played a very vital role in increasing the performance level and productivity of human resource in the global economy. This exercise aids, to rise their aptitude to encode and decode any messages. For creating a situation of effective organizational communication it is essential to create effective models of communication, but paying equal attention to interpersonal communication, cross cultural dissimilarities and comprehending concerns related to nonverbal communication is also very indispensable. For employees working in a group or team, it is of utmost importance to apprehend the meaning of information, then sharing its implications with others and to make them appreciate the information shared, so as to increase performance.

Multicultural Communication

Multicultural communication can be described as the distribution of information to different individuals with different level of knowledge, awareness, control and with different cultural backgrounds, where diverse cultural upbringings comprise of both national cultural differences and differences in the activities. Now point comes how multicultural communication starts? A distinguished expansion in universal effect of employees' diversity has a great impact on workplace communication (Livia, 2009). This diversity leads to mixed communication which happens when an individual from one particular culture creates a message which is received and understood by another person from a different culture (Samovar and Porter, 1991: 10). For organization desiring to expand internationally, both internal and external communications are equally essential as it would not be feasible to achieve global competitive benefits without effective business communication (Ober, 2006).

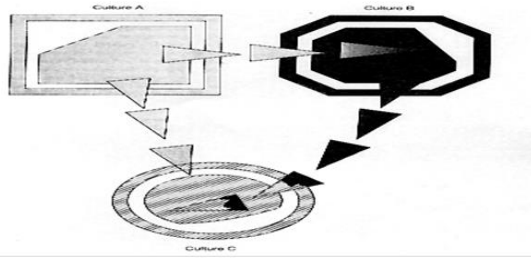
Communication affects efficiency and performance of a business in a diverse workplace (Ferraro, 2001; Gupta, 2008; Jandit, 2003). Here in this situation the probability of misinterpretation of information passed and the discrepancy is high because of cultural variations in these categories of connotation, hence to abate this hazard of ineffective communication, it is of very much significance to have well versed knowledge about intercultural business communication. In multicultural organizations, there are available plenty of tools and techniques to develop an optimistic, resourceful and a profitable working atmosphere, but extremely important is good communication proficiencies. It is highly important that individual perceive business communication as a significant activity to be performed in the workplace. For maintaining healthy employer-employee relationships it is required to conserve communication, but in a multicultural environment, it is a bit difficult as it is tough to amend the communication system in a workplace in accordance with a number of communication preferences. However, it is must for employers to develop a communication system which can satisfy the communication needs and desires of all employees (Ruth Mayhew). By encouraging and stimulating communication employees develop trust and congenial relationships and share information with one another. In most of the multicultural organizations it is assumed that establishing an effective communication process is a difficult task due to the presence individual from unique backgrounds and communication style. Evolving a process of fundamental level communication is not a tough task as certain communication requires only basic knowledge, but accomplishing exceptional rate of growth and success entails effective and prolific communication skills. There are plentiful elucidations for the notion that communication skills are crucial and an important mean for creating an efficacious and effectual functioning atmosphere (Jandt, 2001). Dynamic communication, however, fetches ample escalation in work output and aptitude also it mends the level of knowledge of the employee's. This strengthening helps organizations to get equitable benefits to expand them self in global arcade. But, it is not permanently that communication emanates as an advantage to organizations, as a coin has two sides head and tail the same with communication, it also has two aspects good and bad or we can say effective and ineffective communication. Ineffective communication always turns as a foundation of inimical work atmosphere and causes depressed and deprived associations among employees, which in the future may lead to innumerable mischances (Jagg Xaxx). Numerous complications in international business are the outcome of miscommunication or misunderstanding the meanings of communication. It happens time and again that inaccuracies in cross cultural communication remain unnoticed by the correspondents and messy cause possible loss to international associations and consultations.

Communication

Hard to Handel in Multicultural Otganizations

Communication is one of the most significant features of an organization. It brings individuals together to form teams or groups and helps to complete maximum work. Multicultural communications are captivating a significant place in the

Intercultural Communication Model



(Source: Samovar and Porter, 1997)

business world and are occurring frequently at each step and making is the subsequent level of gains and losses in multicultural organizations. Multicultural communication can be fragmented into two sections: One which has a dynamic role in successful business and second is contradictory in nature. The one which has a pulsating role, organization assures that the employees must have understandings about another culture with which they are going to deal and with this they overcome the faults which may cause complications in future and termed as effective communication guidelines, whereas in an alternate case this insufficiency of information and awareness about cultural difference results in disasters and termed as ineffective communication approaches (Haddon, 2005). International work experience brings a major change in communication techniques. The organizations have to be assertive that the communication methods they have developed and are going to use are suitable for his audience, i.e. employees, business associates, international agencies, government agencies and most importantly customers. One has to choose the interaction style cautiously and in accordance with the individuals associated with in the workplace. In multicultural organizations' communication between group members becomes more difficult as individuals coming from different cultures use different languages and have separate identifications of symbols, languages all these things together put a strong impact on a team effort (Ingrid Piller, 2007). The team members may scuffle when encounter each other and even sometimes refuse to work in collaboration with others. In absence of proper communication and different understanding level, employees may get pressurized which may often lead to lesser work gratification and results in high rates of nonattendance. Inaccuracies and misinterpretations about linguistics, codes, cipher, and silence, what to say or not, and the apprehensions of dealing with age and position often creates drawbacks for multicultural organizations (Harrison, 2002). It is predicted by one and all that the uniqueness in styles of communication is the leading challenges for a multicultural organization. But there may be some additional reason as well, such as pronunciation and confidence glitches, in compatible view points toward authority and decision making which may also create hindrances in successful communication. Based on literature review; (Jens Allwood, 1985), (Brett J, Behfar K & Kern M, 2006), (Chad Lewis, 2008), (Tanja Vesala-Varttala, Teppo Varttala, 2010), (Nguyen, Thanh Tung 2013) and (Jagg Xaxx) The following factors have listed by the authors which makes communication a challenge in an organization.

Language

-In an organization, individual from different areas speaking different languages work together, it is next to difficult to acquire knowledge about all the languages. Learning a new language is a big challenge for grown individuals. So, language may at times act as a principal

restriction of effective communication and produce hindrance in achieving organizational goals (Kirkman, J. 2001).

Communication Styles

-There exist uniqueness in communication behaviors like use of jargon, different verbal components and complex sentences. Prevailing trends in domestic and global workplaces indicate the need for intercultural aptitude, and research indication strongly recommends the need for organizations to prepare their human capital for the globalized economy in which business success is largely determined by the ability to communicate effectively across cultures. It has been witnessed that unlike communication styles of a wide-ranging workforce can produce exceptional improvements in decision making and business activities by their diversified thinking abilities and approaches to incorporate new ideas and practices (Friedman, 2005 & Gupta 2008). There are many styles of communication: verbal, nonverbal, and poses. For individuals coming from different upbringings, understanding these different communication styles may become a challenge as some people may find it difficult to understand nonverbal communication or unable to understand gestures and posters as compare to verbal communication. It is not possible that one technique which is appropriate or workable for one group may suit other groups as well. For this group one has to find out other effective possibilities to communicate (Aswathappa, 2008).

Methods of Communication

-With the development several new techniques, and devices of communication it has become easier to communicate. Also, it may not be possible that employees are comfortable and trained in using all the communication techniques which are used to communicate in the workplace, employees who come from minority areas maybe not well versed in using the internet or other techniques of communication. They may deter to use those techniques for communicating. Some employees are contented in writing mails, some by making phone calls or others doing online dealings while few of them are still comfortable with direct meetings. Type of communication technique elected by an employee depends on the familiarity and personal interest of using a particular method. The inaccessibility of a specific method and little hesitation in learning to use a new one may stop the communication process in organizations.

Opinions about Hierarchy and Authority

-For individuals coming from various cultures, the authority may have different meaning based on different standards. The meaning of authority varies critically among the employees from dissimilar cultural backgrounds (Jayanthi, 2014). Individual from a particular culture may have extreme appreciation, respect, and may also have fears towards higher authority, whereas some of the employees from other backgrounds do not fear and also has the guts to raise a query if they find anyone doing erroneous actions (Nguyen, Thanh Tung 2013).

Conflict

-Conflicts raised due to cultural differences can disturb the output of any team. These conflicts may occur due to feedback, work processes, timetables, delivery dates and sometimes due to individual concerns. Conflicts are an imperative part of any workplace as when people from different region communicate to each other lack of understanding creates situations of conflicts. But it is very much required to knob conflicts with thoughtfulness and by communicating efficiently (Krauss.M and Ezequiel Morsella,

2001). Whenever there arises a conflict, employees start responding melodramatically. It entirely depends upon the education and background, whether they limit their responses to an affront and stay quiet or will they will back-out.

Communication Skills

- As mentioned above with the development and advancement of many tools and techniques of communication it has become easier to construct a creative and productive multicultural atmosphere, but it might of no use in the absence of good and effective communication skills. The use of new methods has diminished the speaking and listening part of communication as most of the communication regarding official work is done through e-mails and information is shared in writing forms and the receiver has to read that information to get the precise meaning. Even for this outstanding writing ability are needed, one should be well proficient in writing official mails and on other hand receiver has good knowledge of words to analyze and interpret that message. Excellent communication skills support employees to share information precisely. Absence of communication skills act as a broken bridge in organizational communication.

Personality

- In an organization, individual come from different parts of society with unique perceptions and unlike attitudes. They are typical in conduct and temperament. Some have confident and robust personality, but some of them may have complex characteristics like easy and fast distractions, low intellect to think an innovative concept, hearing problems and inability to understand the particular meaning, lack of self-confidence, problem in involvement. Many times it has been observed that suspension in communication happens between people because of unique personalities and these attitudes make them odd one out.

Pronunciation and flow

- There are many different languages which are used worldwide in all organizations but English has become a worldwide language of business. But, it is not possible, that all the individuals are well versed and comfortable in speaking English as all the nations has different national languages and substitute languages. It does not matter how much one is talented and well learned, but if he lacks in speech and speaking, makes it challenging to share his knowledge and use his competencies with the team and cause communication breakdown and makes it a challenge.

Some more barricades to cross-cultural communication at workplace are as follows:

Distinct behavioral patterns

- Communication collapse can also be due to distinctive body language and uncommon behavioral contexts. These behavior arrays cover individuality in facial expressions, dozing to show agreement, disagreement or understanding, and maintain distance while interacting etc.

Making unique Groups

- Grouping of individuals on the basis of their cultural or social characteristics makes communication an assignment. It has been known that unhelpful and incompatible groups are a serious obstruction to workplace communication.

Being Judgmental

- It is the tendency of an individual to compare other individuals or group and make verdicts accordingly. This denouncing approach not only discourages individual's confidence level, self-respect and efficiency, but also act as a barrier.

Factor Affected By Communication

Organizations are diversifying in aspects of diversity which has brought them many considerable and possible benefits such as excellent decision making capabilities, thoughtfulness, encouragement, innovation, and improved degree of success and growth. Effective communication has a decisive role and has helped organizations in the management of this diverse workforce (Hudson, 2014). This cross-cultural gathering of employees from different backgrounds of society has increased the degree of workable advantages by cropping exceptional thoughts and opinions which leads to healthier growth of business. Communication rather can act as a significant tool in the hands of organizations to deal many organizational issues like conflicts and disputes problematic areas like output, and enactment, connections with teammates (Richa Gupta, 2013). Clashes and disagreements can be managed and fixed at early stages with effective communication. Effective communication does not denote dynamic and effective speaking only; effective listening also has a momentous role in solving organizational issues. Effective listening stimulates enhanced understandings and vast knowledge which further help individuals at workplace to improve their performance level and productivity by doing their job more skillfully (Russell Arent, 2009). Impeccable, well-timed and lively communication is the accurate technique of communication. Vivacious cross cultural communication turn to an advantage to manage business systematically. Based on literature review few are the factors which get affected by lack of effective communication.

Effective leadership

- Effective leadership acts as a dynamic factor in the growth of an organization. It is believed that it is in the hand of the leader to make or to shake the business with his leadership abilities. There are many establishments which have attained excellent growth due to the significant leadership qualities of their managers. The talent to communicate successfully is strategic skill and an important feature of any leader (Siddiqi, Azim & Abbasi 2011). For a leader to lead successfully and competently, he must know how to communicate effectively with all essential elements of the organization. These features include staff, supervisors and directors from different divisions, stakeholders, other government agencies and customers. A leader must have awareness of different methods and styles of communication and governance. It is a significant feature of a commendable manager that he adjusts his communication style in accordance to his recipients. (Mike Myatt, 2012) It has been noticed that many times individual give equal consideration to the actions and nonverbal cues supporting verbal communication. Hence, for a good leader it is much more necessary that his verbal communication should match with his nonverbal cues to make communication more reliable and dependable (Linnea, 2010).

Motivation

- Motivation is an integral and crucial aspect for managers to retain productivity in an organization. Generally, employees get inspired by many factors like salary & rewards, handout, learning prospects and progressive relationships with team members (George N. Root III). Communication also has a leading role in enhancing employee's passion and a minute break or slip-up while communicating may cause dissatisfaction among employees. The information dispersed by the organization must be planned and vital and should also focus on employee motivation to increase productivity and to accomplish success. Faultless and truthful communication

helps to inspire and boost employees in attaining maximum productivity (Bill Richards). Therefore, maintaining and sustaining organizational communication helps to increase employee motivation which further helps to accomplish organizational.

Decision-making

- The future of an organization totally depends upon the decisions taken by its administration. A well-intentioned decision helps organization to reach its goals faster and can take organization to another sky of success. While an unscrupulous decision has a knack to abolish big organization in a fraction of seconds. Communication is an added component in the decision-making process, as it comprises of vigorous and enthusiastic communication within the organization. Employees coming up with innovative and original ideas should always be welcomed by the organizations. For those who think in a different way and creatively organization can plan for reward either money or by giving credit in the monthly newsletter etc. These ideas and suggestion can help in the decision-making. Hence, this open communication in organizations permits employees to become a part of a company's decision-making process and contribute in the organizational achievement.

Problem Solving

- There may arise many problems while organizing and operating an organization, but the biggest challenge is how to solve those problems. Proper use of communication skills and its channels can help organizations to get finest results. Communication can vigorously solve organizational problems. The process involves, identification of the problem, finding alternatives, selection of accurate substitute and solutions to rectify problem. This process does not comprise only one individual or two. The process involves all the entities related to the problem. Sharing business concerns and welfares with employees recognize their problems and interests integrate the feeling of belongingness in the employees coming from different cultures and qualifications. This assists employees to generate fresh ideas and explanations to the problems existing in the organization. By doing right communication, understanding among groups can be increased which further cause to improve performance and output. Communication among employees-employees and between employees and organization help to resolve problems related to them and to the business.

Exchanging information and ideas

- The issue of cross cultural communication also acts as a barrier in the exchange of information and ideas in teams. Different languages and perception hinder the effective exchange as people may get difficulty in understanding the concepts, signs and meaning of the communication. This blockage directly affects the innovative thinking and the generation of new ideas.

Keys for Making Communication an Accomplishment

As we already know communication is a composite and encouraging process. Communication downfall occurs due to discrepancies in moralities, integrities and sensitivity (Samovar, Porter and Jain, 1981). Attaining effective communication in multicultural organizations is a bit difficult, but by using innovative methods and techniques it is somewhat possible to achieve virtuous communication (Ritu Rana, 2013). There are numerous steps, if taken to become useful to enhance the level of communication in multicultural organizations.

Explanations

In most of the situation employees left uncertain about the exact implication of communication. This may be because of many probable reasons like, not heard the message appropriately, linguistic issues or lack of attentiveness. Most of time employees do not seek details or clarification to save them from embarrassment or disgrace. This slight slip may become a cause of communication breakdown. Employees should inquire and request for interpretation and explanations by giving some spare time and verify the exact meaning of communication.

Encouraging communication style

Individuals coming from different zones have different communication styles. Organizations and employees together must appreciate and respect these variations in communication style. The familiarity of different communication styles helps to increase the awareness of unique cultural competencies and distinctions which is only possible in varied groups. For an operative cross cultural communication, accepting variances is the most important step. An individual must constantly put effort to acclimatize and should always welcome new means of communication.

Focus on communication as whole

For a large percentage of individual communication refers to speaking and listening and in this also they concentrate more on speaking rather than listening. But as pronounced by many authors and the researcher that communication is a comprehensive process which includes verbal and non-verbal channels also. Understanding and application of precise non-verbal communication at the right time has a significant impact on the communication as it helps recipient to have a better understanding and correct interpretation of the message. On the basis of literature review, some more suggestions are there which will help to improve communication and make it effective and useful in multicultural organizations.

✓When individuals from different culture work together, difference in opinions and approaches are observable and sometimes it will become challenging to get the work finished. So, one has to be very attentive and patient while working in such organizations.

✓Communication doesn't mean chit chat with one another; it actually means making others to apprehend what you accurately want to share. It is not always that if something is clear to you would be exactly understood by the other, especially if he belongs to some other perspective. This state is normal in multicultural organizations. Hence, while sharing a perfect message assume that recipient in mind could solve the problem.

✓One should avoid using culture definite words, acronyms and terminologies. Even when discussing or sharing numeral sequence, calls out the figures individually to avoid confusion among individuals.

✓Group discussion also plays a significant role in streamlining the communication process as it helps to open up and speak with each other and develop good relation.

✓There should always be a provision of additional time in the communication process as individual from different background and cultures may take time to understand composite philosophies. This additional time helps to make communication active.

✓Try to communicate by using different channels and techniques of communication in a diversified group. This will upturn the success proportion of the communication process as

number of individuals will be able to develop understanding of information shared.

✓ Always ask for review after the discussion rather than directly asking whether they got the exact meaning or not. Analyses given by the recipient will give a clue about the understanding of the information shared and give you a chance to correct without making the recipient feel awkward if he fails to understand the exact meaning.

✓ Learning and training drills can also play a vital role in dealing these culturally expanded groups. These maneuvers help to identify the broad perception about different cultures and to develop understandings rather than having precise knowledge of the behaviors or characters of any particular group. These trainings offer a chance to communicate with each other brings teams or groups together and help individuals to have more knowledge about each other.

✓ As in multicultural organizations all the individuals come from deferment areas speaking different languages. While talking in such groups, one must be very careful in choosing words and nonverbal expressions because the meaning of a particular word may vary from language to language.

✓ Individual feel more comfortable when they work in a progressive and congenial environment. This constructive atmosphere inclines them communicate with others without any hesitation which help to develop better the relationship within organizations and makes communication process more effective.

✓ Sometime individuals are more comfortable in speaking alone to a specific person and some are master in group communications. While working in multicultural cultural groups it is an important aspect that everyone should speak; this will help to diminish issues related to communication. So, managers should encourage all members of a group to speak one by one and contribute to make communication effective.

✓ Before dealing with a specific group which has a different cultural background, managers must try to meet and speak someone from that area or city to get an idea about their communication style and practices. This will aid him to start the process of communication with that group.

✓ It is not always that differences in opinions exist in heterogeneous environments and cause communication failure. These differences in thoughts exist even in homogenous groups due to individual perceptions and results in communication breakdown. Therefore, individuals must apprehend these dissimilarities in opinion in context of general culture and other culture and try to elude mis-communication among individuals in multicultural cultural teams.

✓ Accepting and attaining virtuous communication with individuals from different backgrounds involves an aptitude to grasp different cultural values and understand the effect on individual value systems and their behavioral outlines.

✓ Dearth of knowledge about the ethics or value systems of different culture makes it impossible to achieve successful communication. These botches in the communication lead to crucial disasters in intercultural business situations. Either by discriminating the effect or by improving the cultural values it is possible to achieve successful growth.

Limitations

The main thoughts presented in this paper have highlighted the general knowledge and understanding of basic concepts of communication as a challenge in multicultural organizations, but still there exist some limitations such as there is still more literature that should be reviewed and linked to this study. But due to lack of time and inability to get access

to libraries and portals it was difficult to collect all resources. The data collected may not be sufficient to explain the concepts in a broader way. Due to Copyrights issues, delay in taking permission for refereeing some of the best papers. Future research needs to collect more data and resources related to communication as a challenge to explain the topic in a much better way for writing a good conceptual paper.

Conclusion

From the above discussion and on the basis of previous work done by many authors in the area of communication as a challenge for multicultural organizations, intercultural communication, cultural diversity and communication, communication as a success factor many more references available as literature, it can conclude that communication is one of the important factor which is governing the business world of this era. Organizations are trying to adjust more, stay strong and transform according to circumstances, and are becoming more customer centric. Organizations are expanding worldwide and are inclined towards appointing diverse employees to endure international business challenges and competition. But, this varied workforce is acting more like a challenge to the organizations due to diversity in culture, behavior and communication style. No organization can run any of its functions without communicating with each other. Communication; with any one, i.e. employee to employer, employer with employees, employees- employees, with business partners, customers or we can simply say internal and external communication; is playing a significant role in the development of the world economy by narrowing the differences among nations and upgrading the business into international business. But on the other hand communication is emerging as a major challenge in front of organizations because of the reason that in organization people from different regions with different languages and communication styles come together to work. Establishing a process of effective communication in diverse workplaces due to the recent growth in globalization has emerged as challenging job for the organization. In the absence of effective internal communication no organization can able communicate efficiently with external channels and lead to the failure of the business. Therefore, to attain success, it is of utmost importance that an organization with a diverse workforce should focus on refining and preserving its internal communication to make it an effective factor. Effective communication process boosts coordination and improve performance due to more sharing information among employees It helps to increase the confidence level of an individual and his faith on the organization. Effective management practices, proper communication channels good governance and leadership, curiosity to acquire more knowledge about other culture and motivating oneself to adjust and adapt according to the organizational culture and context will definitely help organizations get rid of this challenge and convert it to a factor which brings success to the business.

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