**People, Management and Organisational Conflict in organisations**

Student Name:

Student ID:

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# Introduction

The assessment authority explains the solution to the difficulties in a diverse work environment in the merger of Pyramid International Company. Many literature reviews are given on the importance of fun at work and strategies are explained that can make one place more enjoyable. The assessment also explains the importance of transformational leadership as a part of an International Organisation with a diverse cultural heritage. To support change in an organisation, Kurt Lewin's model is explained to impose a change in the national or international workplace. The work culture differences can be understood by Hofstede’s five dimension model of understanding the socio-cultural differences. Lastly, the importance of self-awareness and emotional stability is explained for the leaders as the last for the general employees for their work and life balance.

# The challenge of culture and personality differences

Many theories by well-known writers explain the importance of having fun at work. fun at work enhances employees' relationships with each other and also with the managers, it not only increases employees' loyalty but also productivity and creativity.

According to Tsaur, Hsu and Lin (2019), If someone wants to address any evidence of increased productivity related to fun at work, workplace friendship can be an essential factor that increases retention and productivity. The managerial involvement in the work and fun reduces the organisational differences and lack of communication. The writer explains the importance of fun and lenience at work. It is explained that workplace friendship is an essential factor in increasing employee retention without cost implementation and also it opens the way for creativity and productivity for the employees. It can be said that the more workers feel friendly or familiar with the workplace the more are there chances to stay loyal to it.

According to DJASTUTI (2019), fun at work was initially introduced by popular media to enhance their creativity in a field where there is acute competition and in need of employee retention. The media used this Technique to make their workers work willingly and enjoy their tasks passionately. Fun at work is a miraculous degree that reduces stress and evils of work without any extra effort and also fewer turnover rates. Fun at work can be differentiated from leisure and free time.

## Fun strategies make work enjoyable at PIC

* Casual dress-up days are great ways to promote fun at work, this is because the employees will feel free in casual costumes which ultimately increases their fun activities and familiarity with their co-workers.
* Snack break and break for dance or sports activities can also reduce their work stress and feel their workplace as a safe and sound environment to invest more of their time into.

## Difficulties due to diversity in culture

Cultural differences among the workers make the implementation of fun activities at work even more difficult. This is because everyone in the workplace belongs to a different social-cultural habitat and they have different expectations from their managers or colleagues (Schaffer *et al.,* 2019). It is possible that if PIC introduces any fun activity in the workplace a portion of the workers enjoy it while the other portion resists since they are not habitual to such treatment in the workplace. Some may find it weird. Apart from that managing, a cross-cultural team can sometimes result in prejudice and stereotypes which will immediately reduce employee retention.

# Primary challenges concerned with cross-border recruitment

There are many challenges involved in recruiting employees cross-border. Main leave these challenges occur from the insecurity of work and differences in culture. The three main challenges involved in cross border recruitment are given below:

* Employee readiness: There are not many e employees that want to switch to their jobs and work across the borders 8 to 8 the equal parents that they were getting in their Homeland. The idea of working across the border does not attract many employees. This element leaves the organisation open for recruitment but the availability of employees remains stagnated (Beuken *et al.,* 2020). On the other hand, if an organisation agrees to give the employees extra facilities it ultimately increases their turnover and the cost of production.
* Lack of stability assurance: Cross-border employees are assured of their job stability and long term relations with the company. This is another reason why the employees back off from working across the border. The employees need constant assurance of continuity and stability in their job and fair promotional opportunities (Durand, Decoville, and Knippschild, 2020). In addition, they may be expecting different bonuses and health security factors from the company as compared to what the company usually offers an employee.
* Cooperation with new employees: This is the main challenge involved in recruiting cross-border employees. Communication with employees is much more difficult, primarily because of the language barrier and cultural barriers. It is also necessary to enhance the communication with newly employed workers so that they can stay in the company for longer periods.

# Various ways through which cross-border employees can be secured

* Employment law consideration: The Company should follow all the labour laws and Employment laws fairly to secure their cross-border employees after a merger or acquisition with a company. The company should also keep in mind the employment laws of the country from which their foreign employees are from. The organisation should allow feasibility to work from home and also flexible working hours to promote employee retention and a stress-free workplace (Wang and Brower, 2019). The organisational leaders should explain all the policies and procedures that are employed in that company and allow some feasibility for the foreign employees to adjust to the new working conditions. All the consequences of certain actions should be clarified at the first meeting so that there is no scope of conflict or mismanagement.
* Compensations, bonuses and incentives: It is an essential duty of the organisation toward its employees that the organisation provide necessary compensations to their employees for any lost property, provide bonuses whenever the company achieves a new milestone and offer fair incentives for the extra creative and hard work performed by employees. Appreciation by the organisation creates trust among the employees and motivates them to work even better.
* Health care and safety: Organisations can Maintain health and safety insurance in the heart of the employees so that, they will be safe from any unfortunate accidents. Health safety also ensures that experienced employees will continue to work with the company.

# Significance of the Transformational leadership theory in the organisation

The leader must have the capacity to influence and motivate the other team members. When the team members are motivated they can complete their tasks on time. So, poor leadership can lead to poor productivity in the organisation. For a company like PIC, the issues within the organisation have to be resolved on time. Several theories are described that can help to resolve the issue within the organisation.

**Transformational leadership** **Theory** -The theory that is commonly followed by leading companies across the globe is transformational leadership. The theory focuses on motivating and inspiring the employees of the organisation. The employees are motivated to such an extent that they can achieve more than they thought is possible (Luo *et al.,* 2019). PIC aims at achieving the vision of the organisation. The leaders following transformational leadership are engaged in the process. The leaders also focus on helping each member of the group. Transformational leadership encourages creativity among the team members. All the individual team members feel free to share their ideas. The vision of this leadership is clear. In this way, the leader helps the team members accomplish their goals. In transformational leadership, the leaders can serve as role models for their respective team members. The team members are motivated and inspired by the leader which ultimately leads to the success of an organisation. Sometimes, transformational leadership is not effective in the multicultural and international work environment.



**Figure 1: Transformational Leadership**

(Source: Pngeans.com, 2022)

# Reasons for transformational theory not effective

Transformational leadership is Strong leadership in which the leaders influence others to perform a particular task. The transformational theory relies upon cultural and regional differences (Cho *et al.,* 2019). Sometimes the transformational theory cannot be applied to companies like Pyramid International Company. The reason behind this is that a single person cannot influence the entire workforce having cultural and regional differences. Pyramid International Company is an amalgamation of many international companies. The different International companies have diverse cultures. So the transformational theory will not be effective in the case of Pyramid International Company. Reasons, why the transformational theory might not work for Pyramid International Company are mentioned below

**Failure of the leader's influence - In** transformational leadership, the leaders try to motivate and inspire the employees through their work and speeches. In return, the employees also desire to follow their leaders and communicate with others effectively. Sometimes, the leader fails to influence his fellow team members due to his gains. The deployment of employees in Pyramid international Company is diverse. People from different cultural and regional backgrounds across the globe join the company. A leader belonging to a particular culture might not be able to influence the people of other cultures. So a leader of a particular culture might not be ideal for the people of other cultures or religions.

**Not paying attention to the reality -** All the employees of an organisation might not be motivated by transformational leadership. The reason is that the experienced workers may consider high paying jobs and incentives as their motivational factors. According to them, these factors can increase their efficiency and productivity. The verbal motivation of the leader may fail to impress the employees of the organisation.

## Kurt Lewin’s three-step model of change

Kurt Lewin developed the three-step model for the organisations to implement changes in their work culture. The operational changes can be incorporated into an organisation using these three steps (Memon, Shah, and Khoso, 2021). . The three steps involved in the model are unfreezing, implementing changes in an organisation and refreezing

**Unfreezing -** The first step of the model is unfreezing. During this step, the organisation has to put an end to the actions carried out according to the previous plan. The step emphasises the need for change in the workplace. The changes in the workplace make it easy for the organisation to survive in the market. A new plan of action is implemented by the organisation according to the changes. This step will solve the mental problems of the employees.

**Implementing the change in an organisation -** Thisstep involves taking action to implement changes in the organisation. The managers instruct the employees according to the new plans of action. The workers are provided training according to the existing plan of action. The plans that take place after the change are implemented.

**Refreezing** - This is the last step of Kurt Levin’s model. This step involves working according to the new changes that involve normalising the new work culture in the organisation. The implementation of a new plan of action is possible in this step. The base operational structure needs to be changed for the growth of the organisation.

Implementation of organisational change is not easy for a company like Pyramid International Company. The complexities involved are social, political, economic, environmental and legal factors. The major issue arising is that all the countries have different languages and cultural preferences. The manager faces difficulty in implementing a plan of action according to different cultures. Foreign exchange rates and currency fluctuations make it difficult for the manager to implement operational expansion. The political conditions of a country can also serve as a barrier for PIC. Sometimes, the laws of a country are very strict. The labour laws of certain countries are so strict that it becomes challenging for companies to handle the work.

**Pestel analysis**

The pestle analysis is effective for identifying the pros and cons of business strategy. Pestel analysis comprises environmental, political, and legal factors that may have an impact on the business (Pan, Chen and Zhan, 2019).

**Political factors -** The political factors include the government policies and actions that can affect a business. The political factors include tax policy, tariffs etc.

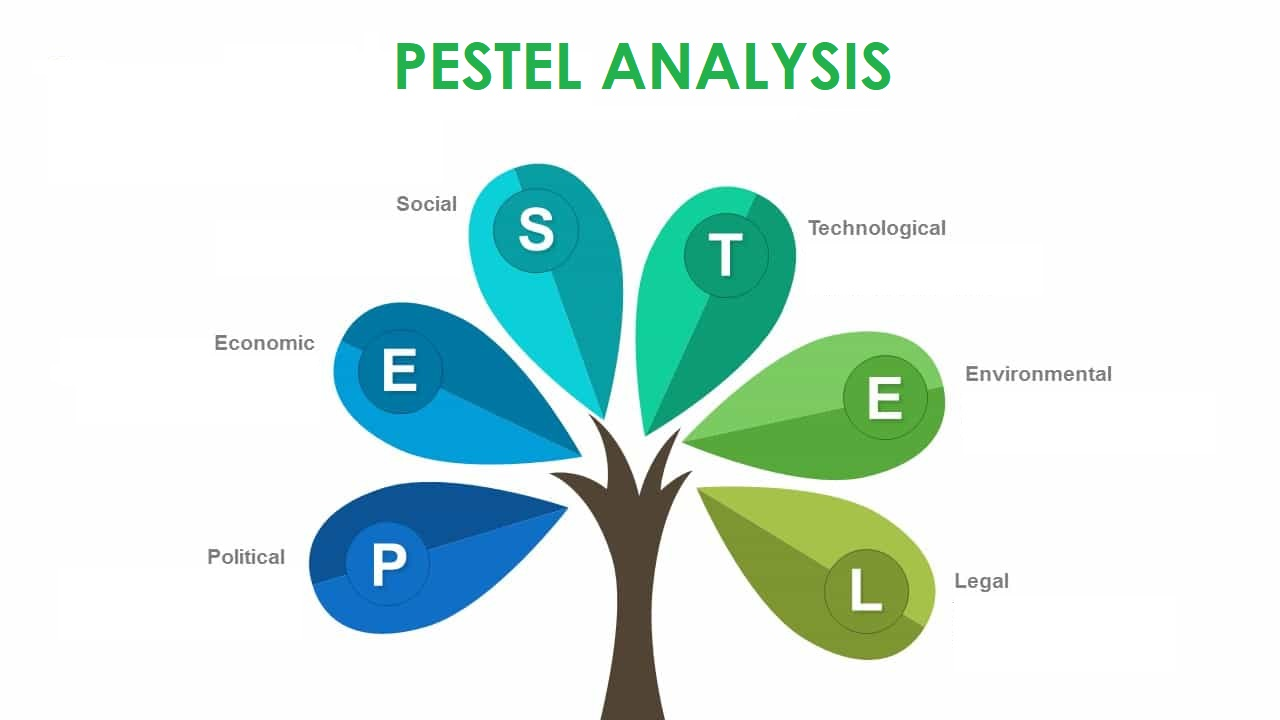
**Economic factors -**  The economic factors emphasise the various aspects of the economy and how the different aspects could have an impact on the business. Several government agencies and the Central Bank usually measure the economic factors. The factors are economic growth, rate of interest and inflation.

**Social factors** - Social factors are usually associated with the cultural and demographic locations of the society. The different factors that can be considered are cultural aspects, age distribution and population growth rate.

**Technological factors -**  The technological factors consider the innovation in the industry as well as the economy. Technological factors include research and development, automation and changes in technology.

**Environmental factors** - The environmental factors take into account the impact that environmental factors have on the business. The business has to be set up in such a way that it can adapt to the changes in the environment.

**Legal Factors -** Legal factors include labour laws, industry regulations, licence permits etc.



**Figure 2: Pestel Analysis**

(Source: Drive digital.in, 2022)

# Reflection on challenges around culture entrenchment by Hofstede’s five dimensions

In my opinion, every work culture is different and many challenges can occur if people from sociocultural workplaces come together and work in the same environment. Many changes need to be made before asking the people to complete a task (Beugelsdijk and Welzel, 2018). There are fundamental disparities that occur differently in different workplaces.

**Power distance:** power distance between a manager and general level employees define the level of communication between higher-ups of the company and the ground-level employees. In some regions, the work conditions are so formal that seasonal employees can not at all allowed to discuss or present their ideas in front of the leaders.

**Uncertainty avoidance:** disparity refers to the extent of tolerance an individual can perform in the workplace. Individuals avoid any uncertainty in the work environment so that there will be no conflict, but every individual has their limits to tolerate and avoid any uncertainty.

**Individualism and collectivism:** This factor identifies an individual's mindset when they have to make choices on their own in comparison to when they have to make choices considering their community or team. Study shows that different communities have different priorities for example western culture is more emphasizes individualism as compared to collectivism.

**Masculinity and femininity:** The diverse culture is also prone to the conflict of masculinity and femininity. People from different cultures have different opinions about women working alongside women. These factors should be understood before recruiting people with different ideologies.

**Time oriented:** This element explains that every work culture has different time orientation balances between work and personal life.

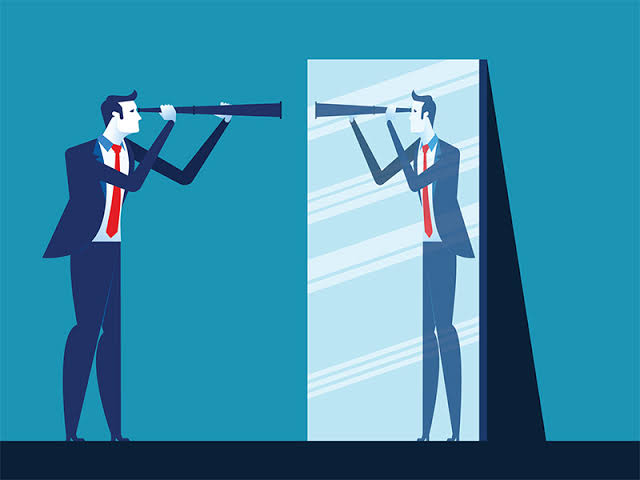
As if I talk about European countries, engaging in their work activities more rather than personal life is a matter of flex rather than a poor work-life balance. On the other hand in many Asian countries employees maintain a proper work-life balance which is necessary for reduction in stress and overall mental health of a person.

# Emotional intelligence David Goleman’s five elements model

The pyramid international organisation as well as the permit international Company should improve the emotional intelligence of the leaders. They also focused on employee motivation at their work to improve the performance and productivity of the organisation. In this context, there is a description of David Goleman’s five-element model to improve the employee's motivation for PIC. These elements are:

* **Self-awareness:**

This is the most essential element which is included in emotional intelligence. Self-awareness can also be explained as knowledge about an individual's interests, weaknesses and priorities (Rhoads *et al.,* 2021). It will also give a clear view of individuals' priorities. Therefore, it is an essential characteristic for the leader as well as those employees who are career-oriented. Due to this, it is not inherited from the others so employees, as well as the leader, have to do their emotional intelligence to enhance their interest and motivation level. On the other hand, if the employees and the leader are emotionally intelligent and self-aware then both of them come into a stage which is called transactional where both work together to achieve the organisation's target as well as the benefits of the organisational development also. The enhancement in the motivation level of pyramid international companies through a training process where the employees will be aware of the strong elements as well as the qualities of the organisation and the different competitive advantages will also be described to them. This potential activity will be beneficial for the employees to grow their interest, motivation level and personality at the same time.



**Figure 3: self-awareness**

(Source: Forbesindia.com, 2022).

* **Self-regulation or control:**

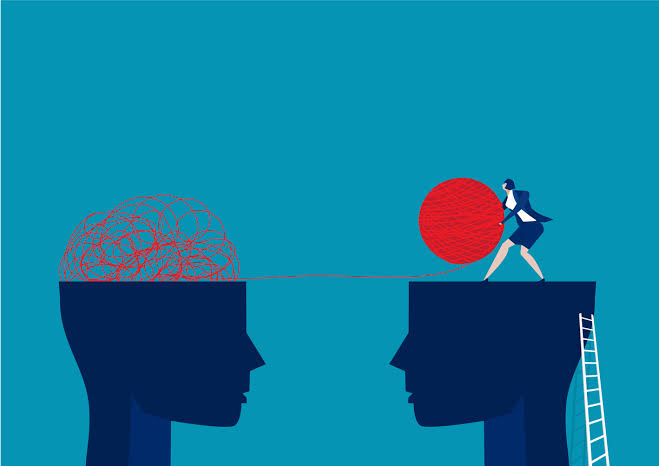
Self-regulation is one of the essential parts of being a leader of any organisation. Self-regulation will help the leader to bring discipline into the workplace and improve the performance of every individual to achieve a certain goal (Bakker and de Vries, 2021). When the employees Look at the leader, then they also try to make their form better and are motivated to learn and self-regulate. Regulation and control can also improve with the different types of practices that have been organised in the organisation like meditation and so on.

* **Motivation :**

In this model, Motivation is not kept Mandatory nor does it have any connection with Promotion Motivation but it is only connected with job satisfaction and advancement for the development of the abilities in qualities of individual personality ( Kocman and Weber, 2018). According to the pyramid international Company, the leaders organise different programs and provide different types of incentives to their workforce to enhance the quality and skills. In this way, they ultimately motivate them to increase their job engagement as well as their satisfaction with the job. The organisation only focuses on enhancing the awareness of their employees to experience the challenges and with the proper evaluation improve their abilities to be more productive and effective work.

* **Empathy:**

Empathy can be described as when a leader will understand the personal situation of the workforce and make them believe that they were valuable to the organisational coat. It was a very sensitive area for the smarter to be more empathetic towards the workers and keep believing in them for a long period as well as understand the feelings and the situation at the same time. Therefore all this process will help the leader to motivate them and grow job satisfaction.



**Figure 4: Empathy**

(Source: mygreatlearning.com, 2022)

# Recommendations to determine issues

During the covid 19, pyramid international company has been most between different international companies. This organisation provides a great opportunity to the different individuals who want to expand and enhance their abilities through working in such a culture. Due to operating different businesses in the international market, Pyramid international organisation is concerned about the cross-culture development as well as the understanding of cross-culture between the different employees and focus who are working in the organisation ( Hong *et al.,* 2019).In this organisation, different types of individuals come from cultures and countries who are working with the organisation and contribute their efforts towards the growth of the company. In this way, this is a great opportunity for the organisation to maintain a flexible environment in their workplace ( Hasson *et al.,* 2018).according to the analysis of this company they are working with a different cross-culture development, techniques, leadership types and motivation techniques to motivate.

It is the responsibility of the company to ensure the process and management of the cross-culture. The competition makes their employees satisfied and increases productivity. For any organisation labour mobility and the migration process is one of the issues. The employees and workers face different cross-culture challenges such as language barriers, cultural differences and many other elements that are also explained in the earlier section with the help of Hofstede’s five-dimensional model. according to the analysis of the problem, it has been found at the motivational factor will be one of the elements that create the differences and the David Goleman's model will describe the different societies and organisations are used different motivational techniques to motivate the employees and improve the productivity.

# Conclusion

In a conclusion, according to the following report, the pyramid international company is one of the great opportunity for individuals to learn and implement the different Management process such as cross-culture and understand the values of these cultures the company also provide a platform where workers understand the cross-culture techniques and identify the risk but they involve with the cross-culture management. Therefore it is the responsibility of the leader as well as the employed to enhance the motivational level in the place instead of conflicting with the other core workers and creating uncertain challenges. The following report will also describe the different models like Kurt Lewin’s Change model and Hofstede’s model to describe the different dimensions of the class cultural management. In addition, David Goleman’s five-element model is a health organisation to identify the people's elements of cross-culture management as well as to grow the emotional intelligence within the workforce.

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