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EXPLORING THE MULTICULTURAL WORKING ENVIRONMENT AND CULTURAL ADAPTATION

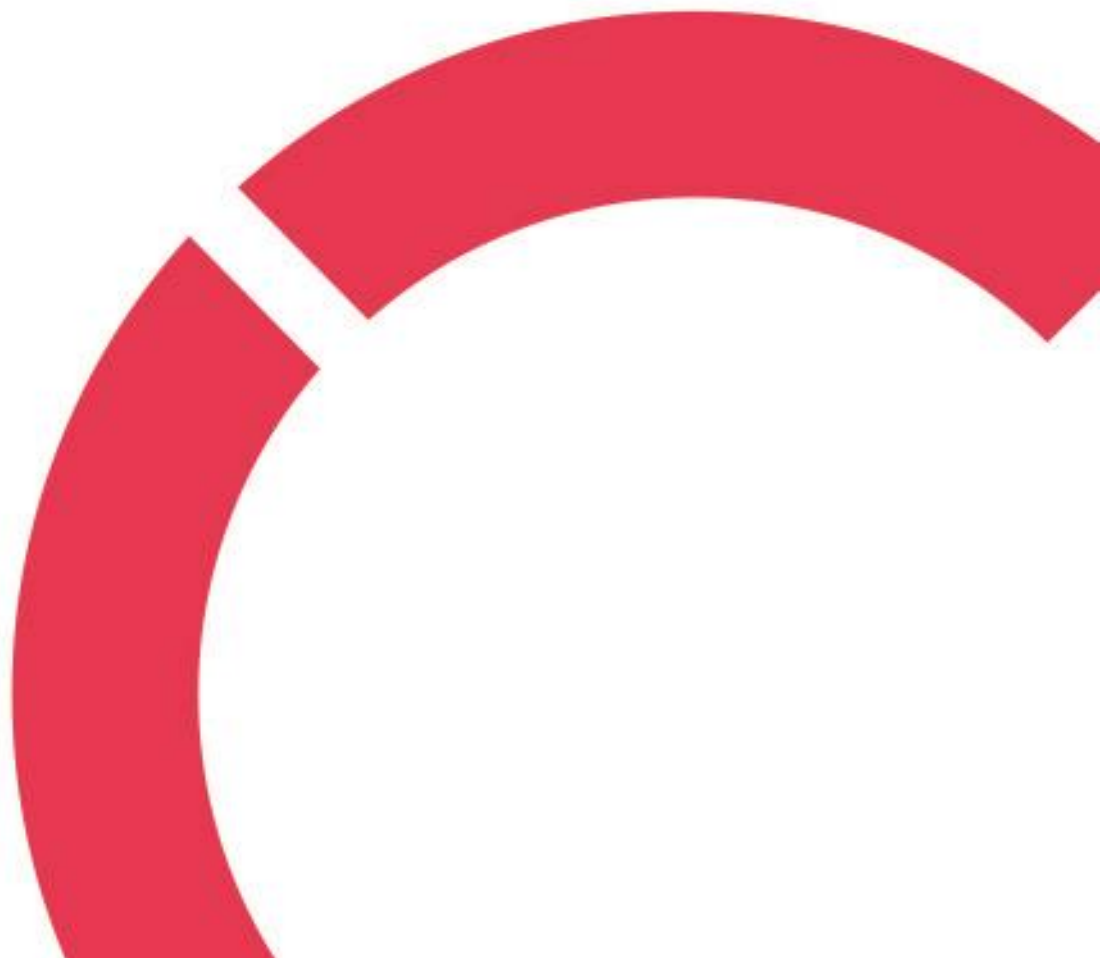
Case: Company X

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ABSTRACT

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<p>Today's internationalized world has created a workplace with greater diversity and connections for MNCs which resulted in the emergence of cultural adaptation in the workplace. This thesis aimed to explore the multicultural working environment, and cultural adaptation in Company X and aimed to identify its current situation and make recommendations for more proficient cross-cultural management. Furthermore, this study contributes to the advancement of information, strengthens interpersonal communication, and promotes employee collaboration within multinational corporations (MNCs) and local businesses.</p> <p>The research combined both qualitative and quantitative approaches to examine a sample of 36 employees and managers of Company X. Among these 30 responses were gathered as survey responses, and 6 responses were recorded as interviews. Data collection involved the administration of surveys and conducting interviews. This thesis findings shed light on the cultural adaptation of multinational organizations.</p> <p>The thesis findings have provided multifaceted insights about not having efficient resources and support to enhance communication channels between different personnel with different language practices, the continuous involvement of the management also has affected the company's performance in terms of ensuring a multicultural environment with proper cultural adaptation of the local values and norms. In spite of a few issues, this thesis provided Company X with valuable information and instructional insights regarding the improvement of cultural adaptation strategies in their existing operations.</p>		
Keywords Cultural adaptation, cultural elements, cross-cultural management, leadership and management style, multinational corporations, workplace diversity.		

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1 INTRODUCTION

In the current business industry which can easily be characterized by increased globalization, the presence of cross-cultural workplaces has become a crucial aspect, particularly of multinational corporations' operations on a global scale. The expansion of organizations in different regions of the world is just not confined to generate revenue streams but also to attract a fresh consumer segment. Since the companies focus on its core-competencies by outsourcing their non-core activities. Another reason for going global is the inexpensive labour market, and cheaper raw materials of standard quality. Because of such expansion, developing nations like Bangladesh has faced tremendous changes in their workplace settings. As a result of today's internationalized world, it has created a workplace with greater diversity. It will also provide opportunities for MNCs in developing countries like Bangladesh to collaborate, where foreign companies are seeking to expand because of the existing cheapest labour market successfully. Such cross-cultural formation in the workplace has been one of the most important motivating factors for a productive and effective human resource outcome. Multinational corporations (MNCs) engage in operations across multiple nations, hence cultivating a diverse merger of cultures inside their organizational structures. As a result, gaining insights into the process of cultural adaptation inside MNCs has become crucial for fostering successful collaboration, enhancing productivity, and promoting the well-being of employees.

A lot of different cultural backgrounds are represented in the organisational structures of multinational companies (MNCs), which do business in many countries. As a result, understanding how multinational corporations (MNCs) adapt to different cultures has become an important part of making collaboration easier, increasing productivity, and resulting in better employee welfare. In this scenario, the concept of cultural adaptation tends to hold a significant place that can make people and businesses to successfully include and work with cultural differences in their workforce.

This thesis primarily aims to highlight the multicultural working environment, and analyse the underlying issue of cultural adaptation in the context of Company X. Company X is a multinational software manufacturing company located in Bangladesh which is currently operating with a diverse workforce. Company X being an MNC operates within the difficult area of cross-cultural interactions in the context of Bangladesh from both their employees' and management's side. Similar to numerous other nations, Bangladesh has a distinct cultural identity that influences business practices, relationship dynamics, and communication patterns (Spillan, and Rahman 2023, 82). The combination of Company X's

global business culture and Bangladesh's rich cultural texture creates an exciting environment for the research. Additionally, the thesis aims to identify the current situation that Company X is facing as a result of adapting such diversified cultures in the workplace and make recommendations for more proficient cross-cultural management for the company.

As a USA based company, Company X requires to manage both the American and Bangladeshi employees for an efficient and productive outcomes. Since there can be a huge difference observed among the foreign and native employees battling with the dilemma to work in a culture which marginalize the overall workplace environment. As a result, the efficacy of collaboration among personnel from diverse cultural backgrounds is directly influenced by it. The ability of employees to effectively negotiate cultural differences and adjust their behaviour and communication styles can lead to improved productivity and efficiency. Furthermore, cultural adaptability significantly influences the overall welfare of employees. For this, organizations like Company X will require a culturally adaptive environment, and flexible organizational policies. According to Sinkovics, Yamin, and Hossinger (2007) an organization that places importance on and demonstrates respect for other cultures not only fosters a harmonious work environment but also enhances job satisfaction and overall employee well-being. This indicated that if Company X can foster and promote a workplace environment comprising respect and acceptance for all cultures, the company will be able to generate a fruitful amount of satisfied employees.

This thesis primarily focuses on the workplace settings at Company X, with the objective of examining the underlying processes and challenges of cultural adaptation within its international operations. The thesis also nurtures the objective to examine the viewpoints of both management and local personnel of Company X, as they are the primary stakeholders in this cross-cultural context. Through an examination of the cultural components and behavioural practices embraced by the personnel and management of Company X, the objective of this thesis is to explain the complexities of cultural integration. The cultural adaption within Company X in Bangladesh can be influenced by several elements, including communication hurdles, leadership and management styles, work culture disparities, and employee well-being and satisfaction. To understand these elements requires proper assessment of the factors that will help to identify the underlying issues that influence cultural adaptation in the workplace.

To address the purpose of this thesis of providing an in-depth understanding of cultural adaptation within the context of Company X, a multinational corporation (MNC) based in Bangladesh, multiple

chapters will be included in the thesis. At first, to identify the discrepancies between the cultural practices of both the management, and the employees within Company X, the organizational practices and policies of MNCs operating in Bangladesh will be explored. Secondly, the significance of cultural adaptation in the workplace, and the underlying factors to influence that will be covered. Lastly to offer practical suggestions for the organization to effectively maintain and improve its internal culture in managing cross-cultural teams, the thesis expects to provide useful insights that can be applied by other international businesses facing similar cross-cultural barriers.

To complete the thesis, Company X has been chosen as the commissioner company as it is currently operating as one of the emerging software manufacturing businesses in Bangladesh. The representative of Company X will be providing valuable information regarding the current operations, practices, and policies of Company X to address the thesis objectives. In addition to that, as a multinational corporation operating in Bangladesh, Company X will be able to present perspectives on determining the underlying factors influencing the cultural adjustment for the business. Moreover, it will be able to incorporate the problems of management and employees to work in a cross-cultural setting.

2 MULTINATIONAL CORPORATIONS (MNCs) IN BANGLADESH

According to Abugre (2018, 171), the growing proliferation of global multinational businesses (MNCs) has underscored the growing significance of overseas workers and native employees in the realm of human resource management inside these MNCs. The way that multinational companies work shows how important it is to have a diverse workforce with people from many countries and backgrounds. Multinational companies (MNCs) can make more money and do better if they can help employees from different cultures work together and use their skills. It is important to manage a workforce that comes from a variety of cultural backgrounds and points of view in order to boost productivity, create collaborative workplaces, and improve workers' overall well-being. The thesis primarily indicates the importance of MNCs to consider different cultures and work together with people from other cultures. This is because these things have a big impact on the success of the company and the happiness of its employees. This section will provide an overview of Company X along with the opportunities that MNCs like Company X bring for developing nations like Bangladesh.

2.1 The role of multinational corporations (MNCs) in Bangladesh

From the standpoint of Bangladesh, a MNC can be defined as a sizable and internationally operating business that has created a significant presence within the regional market of the country (Stopford 1998, 13). Because of its attractive market, Bangladesh has been attracting global investors for over a decade now. Several global giants leading retail, and manufacturing, automobiles, telecommunications, FMGC (Fast-moving consumer goods), electronics and other industries have enriched Bangladesh's market with their presence. As a result of technological advancement, market liberation practices, and globalization's emphasis on interconnecting diverse businesses for the purpose of international expansion, and open market, multinational corporations (MNCs) have started to emerge (Stopford 1998, 13). Regulative framework, and open market tends to play an important role for global companies to choose a host country to expand their operations. As a developing nation, Bangladesh have been focusing on keeping the market open, and being flexible to attract the foreign organizations to increase its global presence and employment rate.

Multinational corporations (MNCs) operating in Bangladesh are predominantly foreign-based entities that establish subsidiaries, branches, or operational units within the country. They primarily participate

in diverse industries and sectors of the country. As a result, it makes significant contributions to the economic progress, generation of employment opportunities, and developments in technology of the country. As a developing nation, Bangladesh has harvested significant attention from foreign buyers due to its cost-effective labor force and promising industrial prospects, exemplified by the presence of two major ports in Dhaka and Chittagong. By setting up business in Bangladesh, these companies make it easier for local workers to find jobs, which is a great way to meet the pressing demand for job creation and income growth. It is especially important to note this because of Bangladesh's economically efficient workforce and its potential to become a major player in the global industrial field. Since Bangladesh is strategically located, with two major ports in Dhaka and Chittagong. This makes the country more appealing to tourists and businessmen from other countries. They are very important for making sure that goods and products can be moved quickly and easily, which makes them more appealing as a place for foreign trade and commerce. According to Stopford (1998, 13) because of this, it makes it easier for goods to be imported and exported, which is good for multinational companies (MNCs) that do business in the country.

On the verge of being a developed nation, Bangladesh requires a strong backbone for its economy. Although the ready-made-garments (RMG) sector has substantially made its economy stable, but to meet with the objective of enhancing its economic position as well as the health in the global market, Bangladesh requires to upgrade its employment opportunities. According to Evans (1981, 201), MNCs tend to facilitate the inflow of foreign direct investment (FDI) into the country, hence playing a crucial role in fostering the country's economic development. It has also been highlighted that, Multinational corporations (MNCs) frequently contribute to cutting-edge technologies, optimal processes, and extensive global knowledge, hence exerting a positive influence on local industries and the overall business climate of that particular region. Additionally, employment opportunities are generated on a significant scale resulting in providing jobs to a varied range of individuals. Such innovations tend to encourage young demography, and potential human resources to grab these markets, and positions at the top management of these companies. This have the potential to represent Bangladesh in terms of promoting innovation, and development scopes.

In the context of Bangladesh, MNCs are widely recognised as significant contributors to the nation's economic framework, with their operations playing a crucial part in determining the country's industrial and economic development. Such organisations are closely monitored by government agencies to ensure compliance with laws and regulations and positive contributions to the nation. These organisations are very important for creating jobs and moving technology forward because they work in many

different fields, such as consumer goods, banking, and telecommunications. Private businesses are closely monitored by the government to make sure they follow local laws and help the economy grow. A few well-known MNCs that have had a big impact on Bangladesh are Unilever, Nestlé, HSBC, Grameenphone, and Standard Chartered Bank. These organizations have made important impacts on their fields, which will be felt for a long time in the commercial sector of the country.

According to Chowdhury, and Miah (2019, 75), MNCs with their significant investments and extensive economic activities in Bangladesh have the potential to contribute to the country's economy to reduce its downturn effects. Since Bangladesh has been facing an economic downturn while competing with other South Asian nations. The substantial increase in financial resources because of the presence of MNCs, and foreign investments greatly enhances tend to have the potential for the overall strength of the country's GDP. In addition to providing financial resources, these firms frequently introduce exclusive technologies and optimal operational procedures that have the potential to significantly enhance production across several industries (Chowdhury & Miah 2019, 78). These type of premium technologies might not be afforded by the local companies to introduce in the industry attracting the FDIs. Bangladesh also actively participates in international trade, encompassing both imports and exports that tend to facilitate the development of economic connections which contribute to the overall enhancement of its economic fabric.

According to Stopford (1998, 22), the reach and influence of multinational companies irrespective of the size of the business is unmatched. As from the compensation packages to the training and development sessions, these organizations tend to follow their home country's policies, and practices. Since most of the organizations comprise of a developed nation background, the attractiveness for these companies tend to be enriched compared to local organizations. It is possible for authorities to get level of how severely national economies have become linked inaccurate. There are impacts that last a long time and are not always easy to move when multinational corporations (MNCs) do foreign direct investment (FDI). A lot of foreign portfolio investment (FPI) comes from capital that is unstable and can be taken out quickly. This could be a risk for emerging economies like Bangladesh. Firms want to spend less on foreign direct investment (FDI), but they are not ready to give up on these projects at the moment. For this reason, countries that want to grow internationally may find that foreign direct investment (FDI) is more secure than foreign portfolio investment (FPI).

In addition to that, Stopford (1998, 24) argued that MNCs have been created by wealthy countries, with the United Kingdom and the United States being two of the most important examples over the

years. However, a significant portion of the employees who have recently arrived are from nations classified as poor countries. Stopford (1998, 24) additionally highlighted that numerous corporations in emerging nations, such as Petrobras in Brazil and Kuwait Oil, have initiated international business operations as a means to enhance control over their supply chains and establish greater proximity to their client base. In a similar way, Bangladesh is currently experiencing a significant opportunity as numerous MNCs are establishing their operations within the country, hence offering the potential for sustained long-term presence.

According to Alam, Hoque, and Hosen (2010, 11), in recent years, global business involvement has increased, drawing attention and criticism. Globalization has made it difficult for multinational corporations (MNCs) to engage in immoral and damaging practises across borders. The extensive scope of their operations, which encompasses multiple industries, requires a significant labor force. Consequently, there is a notable increase in employment opportunities. As a result, this leads to offering a means of job opportunities for a significant segment of the population in Bangladesh.

The way MNCs do business in Bangladesh has been greatly affected by globalization. This has made it harder for these companies to do negative aspects that affect people in other countries. Alam, Hoque, and Hosen (2010, 11) additionally pointed out that as Bangladesh becomes more connected to the world economy, it is monitored more closely by other countries and has to follow more global rules and standards of behaviour. Multinational companies that do business in Bangladesh are currently held accountable by both Bangladeshi law and foreign organizations, as well as by a global network of customers and stakeholders. The world is becoming more open and linked, which makes it harder for MNCs to do unlawful acts like destroying the environment or exploiting workers because they know they will face serious legal and reputational consequences. Also, Bangladesh's rules and regulations, along with the government's unwavering commitment to sustainable development, make it less likely for foreign companies to act in an unethical way. As a result of globalization, businesses are more likely to be honest and follow ethical practices. This means that MNCs are obligated to assist Bangladesh's economy grow and develop while also following international rules and guidelines.

According to Fregidou-Malama, Chowdhury and Hyder (2019, 657), MNCs excel in industry expertise and marketing techniques, considering price and product qualities to create superior products and nurture talent. The MNCs tend to provide training and development programs that not only augment the capabilities of their internal workforce but also elevate the overall skill level throughout the country of

Bangladesh. Since the practice of skill enhancement has been introduced by these organizations, Bangladesh has an opportunity to enrich its labour force through capturing these opportunities. Furthermore, the transfer of this talent is a crucial element of their contribution, since it enables the local workforce to acquire competencies that are globally applicable.

As Fregidou-Malama et al. (2019, 658) stated that several Bangladeshi MNCs have invested in skill development and training programmes for its employees and the community offering exclusive employee training programmes. These programmes empower workers and improve national skills. Leading MNCs of Bangladesh tend to have invested in staff training and development to boost local labour skills as well. These training centres in Bangladesh additionally offer local talent specialised courses and skill building programmes. This practise improves local labour skills and transfers global-standard competencies for both the foreign, and native personnel.

2.2 Overview of Company X

According to the official website of the chosen company, the Company X has grown its operations in Bangladesh and is now a well-known software production company around the world. The growing information technology sector in the country has gotten a big boost from this project. As a key hub in the company's global network, Bangladesh is an important place for its activities, which are in line with its core mission and values. Company X's values and ideas are what drive societal progress. They helped people move from simple tools to modern technologies, from traditional modes of transportation to eco-friendly electric vehicles, and from the industrial age to the ever-changing world of information. Company X is mostly driven by its unwavering commitment to innovation and activities that seek out ground breaking ideas that have the potential to change the world. Arguments say that new ideas can come from many places around the world, and Bangladesh, with its rich culture history and talented people, has become a good place for these ideas to grow (Company X website).

In terms of starting its initial journey, Company X may be traced back to 2009, which aligns with the commencement of President Barack Obama's Open Government Initiative. During its first year of operation, Company X was adopted by 23 federal agencies, and it swiftly garnered attention for its capacity to facilitate inclusive innovation. The following year had significant growth, as over 36 agencies and multiple private enterprise-level organizations implemented the Company X platform (Company X website).

Throughout its existence, Company X has witnessed a significant expansion and diversification of its collaborative community. It has also been highlighted that this community now encompasses several industry giants, including but not limited to the Cleveland Cavaliers, Doctors Without Borders, Freddie Mac, Marriott Vacations Worldwide, NASA, the United Way, and the US Air Force. In order to enhance its functionalities, Company X has carefully pursued the acquisition of adjacent organizations, such as Ideavibes in 2014, InnovationManagement.se in 2016, and, most recently, Betterific in 2020. This comprehensive set of solutions goes beyond software, incorporating self-paced training and tools, in addition to a dynamic community of individuals that generate innovative ideas. Notably, as of the year 2020, Company X has successfully maintained its status as a self-funded and financially viable organisation, thereby demonstrating its commitment to innovation and the adoption of sustainable business strategies (Company X website).

Company X has also established a strong presence on both the East and West coasts of the United States, with offices located in Washington, DC, and its headquarters situated in Berkeley, CA. Nevertheless, Company X is more than just a software firm since it encompasses a core set of values that serve as the foundation for its goal. The value of the firm primarily promotes that innovation is a collaborative undertaking with the objective of bringing about beneficial transformations in society. The aforementioned goal extends beyond the realm of technology and into the manner in which the company conducts its business operations. Company X boldly asserts its position as the inaugural carbon-neutral innovation management system, along with its dedication to acting as a responsible global entity. The above-mentioned ideals are deeply embedded in the fundamental operations of the firm and are also reflected in its active involvement in Bangladesh. This establishes the company as more than just a software enterprise, but rather as a powerful catalyst for promoting positive transformation and fostering sustainability at a worldwide level (Company X website).

The objective of this thesis is to explore the multicultural working environment and investigate the phenomenon of cultural adaptation, and intercultural interactions among personnel with diverse backgrounds within the particular context of Company X in Bangladesh. By acquiring a thorough comprehension of the steps taken to establish Company X in the country, one can develop a more profound understanding of the fundamental factors that influence cultural adaptation. Consequently, this creates a substantial opportunities to gain insights concerning such variations in multicultural, and dynamic work setting. The presence of cultural variety in MNCs like Company X's workplace in Bangladesh is a dynamic and distinctive attribute that influences the company's identity and day-to-day activities.

MNCs like Company X functions as a representation of the wider globalized business environment, facilitating the collaboration of a heterogeneous workforce comprising individuals with varied cultural origins, experiences, and perspectives.

According to Abugre (2018, 179), the workforce comprises individuals originating from various regions of Bangladesh as well as other countries, resulting in a vibrant work setting characterised by the convergence of many perspectives, cultural practises, and modes of communication. In the context of Company X, one is exposed to a diverse array of cultures, with each individual contributing to the collective identity of the organisation. Additionally, the scope of diversity encompasses multiple aspects, encompassing language, customs, traditions, and problem-solving methodologies, among others. Also, the presence of ethnic variety inside MNCs like Company X serves as a catalyst for innovation rather than being merely a characteristic which is currently the most adapted strategies followed by the organizations to maintain their competitive edge in the respective industries. The convergence of varied viewpoints and lifestyle encounters serves as a catalyst for fostering originality and resourcefulness (Spillan, & Rahman 2023, 82). It has also been highlighted that employees provide their distinct cultural perspectives, so enhancing discussion, brainstorming sessions, and collaborative tasks. The process of exchanging ideas originating from multiple cultural perspectives frequently yields exclusive solutions that may not have arisen in a more homogeneous environment. In addition to that, overall feedback from different groups of individuals comes handy as a form of internal market analysis benefiting the company to take proper decisions.

The presence of diversity within MNCs like Company X poses both obstacles and opportunities. According to Gomez-Mejia and Palich (1997, 309), the foundation of cultural adaptation in the workplace lies inside this complex and diverse landscape. For this, it is imperative to comprehend the dynamics of intercultural employee interactions, collaboration, and adaptation in order to evaluate the possible difficulties arising from communication or interpretation errors. Additionally, it offers valuable insights into the tactics and practises that foster successful cross-cultural collaboration. In the context of MNCs like Company X, its approach towards cultural diversity transcends mere passive acceptance. The organisation employs tactics to establish an inclusive and courteous workplace atmosphere, guaranteeing that every employee is esteemed and given a voice, irrespective of their cultural heritage. These initiatives may encompass activities such as diversity training, programmes aimed at promoting cultural understanding, and facilitating open debates.

According to Gomez-Mejia et al., (1997, 311), MNCs also tend to acknowledge that cultural diversity should be regarded as more than a mere formality, but rather as a valuable asset. It is widely acknowledged that the adoption and utilisation of diversity can result in enhanced decision-making processes, heightened levels of creativity, and the establishment of a more dynamic work environment. The organisation optimises the potential benefits of its culturally diverse personnel by acknowledging and valuing their distinct abilities and viewpoints. MNCs like Company X's cultural variety is not simply a characteristic of its workplace, but rather a dynamic catalyst that stimulates innovation, enhances the employee experience, and establishes a solid basis for the examination of cultural adaptation. Gaining insight into the management, and utilisation of diversity within the organization is crucial for examining the complexities of cross-cultural adaptation inside the organisation. The environment is characterised by the transformation of obstacles into opportunities, the acceptance of diversity, and the incorporation of global perspectives into the company's cultural framework.

3 CULTURAL ADAPTATION

The concept of cultural adaptation primarily refers to the systematic process by which individuals and organizations integrate and harmonize the cultural differences that exist within their workforce (Bachynski, 2009). The process involves understanding, accepting, and sometimes adjusting behaviors, attitudes, and norms from both the management and employee's side to accommodate the assortment of origins and views that employees represent (Kim, 2017). It is very important to understand the idea of "cultural adaptation" when talking about Bangladesh. An enormous number of different cultures, languages, and customs have shaped Bangladesh into the country it is today. The management of variances in work culture norms, including but not limited to work hours and hierarchical structures, necessitates the implementation of flexibility and compromise (John, and Roberts, 2017). In the country in question, different cultural elements are deeply rooted and form an important part of everyday life. In this situation, the idea of cultural adaptation takes on a unique and important quality.

MNCs like Company X are expanding their operations in Bangladesh. As they do so, they have to figure out how to deal with the country's complex mix of cultures. To encourage collaboration, productivity, and the health and happiness of workers, it is important to understand and effectively deal with cultural adaptation in this setting. Bangladesh has a lot of different cultures, which makes the work of multinational companies more complicated. Because of this, it is important to look into how culture adaptation works at Company X in Bangladesh. In this diverse and changing country, this thesis will examine the challenges and complexities of building cross-cultural teams.

3.1 Organizational culture

Organizational culture primarily refers to every aspect that makes up an organization's identity. It includes its shared views, values, traditions, and ways of acting forming a psychological contract (Schein 1990, 1). Organizational culture is the underlying framework that controls how employees deal with each other, how decisions are made, and how the business runs as a whole. Within this society, there are both clear rules and unspoken rules that govern how people act in their daily lives. At its core, organizational culture is what makes a company unique and shows what its goals, purpose, and hopes for the future are. To be clear, it guides everything that happens at work and has a big effect on every-

thing, from how people act to how the whole company works. According to Schein (1990,1), in a company that wants to be innovative, encouraging people to take risks can help create an environment that is good for coming up with new ideas, which can make it easier for employees to come up with new concepts. When a company values stability and conformity, on the other hand, it tends to put more emphasis on organized processes and be less open to change. The manner in which employees work together, talk to each other and act in their personal lives all show how this culture affects them. The places where people work at this company are shaped by cultural elements including routines, symbols, and stories. The extent to which workers identify with the culture of the company has a big effect on how committed they are, how happy they are with their jobs, and how well they do overall. A strong and positive corporate culture helps people work together to reach common goals, which builds teamwork, motivation, and a sense of belonging among employees (Schein 1990, 1.)

3.2 Cultural adaptation in multinational corporations in Bangladesh

According to Rozkwitalska (2019, 6) the intercultural exchanges in which individuals engage are characterised by a dynamic sequence of acts. During these interactions, individuals perceive the behaviour of the other party via the cultural lens and continuously adjust their own behaviours in response. MNCs commonly exhibit a prevalence of multicultural workforce due to their expansion into multiple host economies. For this it can be concluded that the complicated process of aligning and integrating a wide range of cultural factors within the organizational structure can be referred to as cultural adaptation in international companies that do business in Bangladesh. This is about the strategies, practices, and methods that large companies use to deal with and promote an inclusive culture with the different cultural backgrounds of their workers. In order to help the organization reach its goals, the main goal of this change is to create a work environment where people from different ethnic backgrounds can work together and contribute effectively.

In the workplace, cultural adaptation is the changing process that both individuals and organisations go through to successfully deal with and make the necessary changes in response to the different cultural elements that are present in a given work environment (Rozkwitalska 2019, 6). It has been shown that using cultural adaptation strategies can greatly enhance employee collaboration, communication, and productivity. This creates a more welcoming workplace that helps the company reach its goals. In Bangladesh, cross-cultural management means managing the different cultures of people who work for foreign companies or organisations that do business in the country to make sure everyone gets along.

The idea includes many different plans, rules, and ways of managing teams that are made up of people from different backgrounds. The goal is to make the most of the benefits of cultural variety and reduce complexities. To be a good cross-cultural manager in this setting, the firm needs to understand and value a lot of different cultural beliefs, communication styles, and ways of working.

There are different cultural aspects and rules of behaviour that are generally observed in Bangladesh. These behavioural traits tend to have a big effect on the process of adapting to a different culture. Bangladeshi culture includes many aspects, such as ways of communicating, rules for social behaviour, ways of organising things, and deeply held beliefs. To achieve successful culture assimilation in multinational companies operating in Bangladesh, it is important to fully understand these traits and make the necessary adjustments. Bangladeshi culture values high-level, indirect conversation through small signs and body language. It is possible that nodding or pointing is more important than saying an affirmative answer. Some multinational organisations may want to communicate to each other directly, which could lead to misunderstandings. As per Rozkwitalska (2019, 6), in Bangladeshi society, group opinions and consensus may be more important than individual opinions. Bangladeshis show respect for older people, keep their honor and keep their relationships close. In multinational companies, being assertive or direct may be different from showing respect for authority or avoiding offending co-workers.

3.3 Cross-cultural theories

To understand and explore the aspect of multiculturalism, and its adaptation in the workplace, the following theories intend to identify the practices of cross-cultural adaptation factors through the existing policies and frameworks. The developed theories are relevant to clarifying the concept that culture extends beyond its apparent forms will be discussed in this section.

3.3.1 The iceberg model of culture

To comprehend the aspect culture, the iceberg model of culture shown in figure 1 was initially developed by the anthropologist Edward T. Hall (Wright 2000, 146), which aims to clarify the concept that culture extends beyond its apparent forms. As it comprises both explicit and implicit aspects, similar to

the strata of an iceberg it has the potential to explore the underlying factors of intercultural communication to evaluate the complex and pervasive influence of cultural elements on communication patterns and behaviours.

Sasu (2016, 85) highlights that the three distinct strata of the iceberg model of culture represent multifaceted picture cultural components which can be beneficial in assessing the corporate culture, and the factors pertaining to adaptation. As presented in figure 1, surface culture is commonly understood as the outermost layer and the basis for broad cultural generalizations, comprising noticeable components including fashion, cuisine, speech, music, and artistic manifestations (Sasu 2016, 81).

Secondly, folk culture comprises implicit customs, norms, and behaviors including modesty that become apparent during interpersonal exchanges, such as modes of salutation and communication (Sasu 2016, 81). Lastly, deep culture comprises foundational values, beliefs, and worldviews that are imperceptible to the uninitiated. It comprises a multitude of concepts concerning religious observances, familial relationships, gender expectations, chronological orientations, and individualistic inclinations. These components significantly influence the cognitive processes and decision-making capabilities of individuals. Through a comprehensive understanding of the core values and beliefs of a particular culture, both organizations and individuals can adapt their behaviour and methods of communication to foster more positive and fruitful cross-cultural interactions.

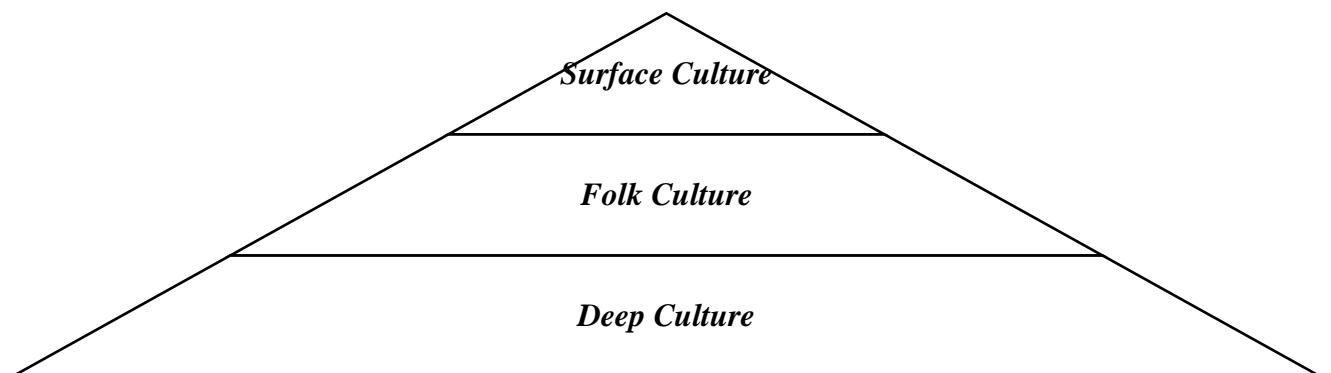


FIGURE 1. Iceberg model of culture (adapted from Sasu 2016, 81)

Within the framework of Company X, the Iceberg Model of Culture is utilized to represent culture as an iceberg, wherein observable aspects such as behaviors and practices are positioned above the surface while underlying, less apparent components like values and beliefs are enveloped beneath. This

model enables an examination of both the explicit cultural adjustments present in Company X's work environment and the underlying cultural foundations that influence these adjustments. This facilitates comprehension of the factors contributing to the greater acceptance of certain behavioral norms within the organizational context. The primary aim of this study is to investigate and analyze the various cultural aspects present in Company X, encompassing both surface-level and underlying dimensions. The recommendations are anticipated to be in accordance with the fundamental cultural values of both the management and its personnel, hence promoting enhanced cross-cultural management practices.

3.3.2 Hofstede's cultural dimension

The renowned Dutch social psychologist Geert Hofstede developed the framework, Hofstede's cultural dimensions which focuses on examining and contrasting cultural distinctions among nations (Hofstede & Bond 1984, 417). According to Hofstede & Bond (1984, 426), the cultural dimensions framework developed by Hofstede encompasses six fundamental indicators that shed light on the variations in values and behaviors among different societies. As seen in figure 2, the concept of power distance measures the degree to which a society is willing to embrace and uphold hierarchical power structures. The concept of individualism versus collectivism evaluates the degree of importance placed on individual autonomy versus collective cohesion. The concept of masculinity versus femininity explores the allocation of masculine and feminine values throughout society. The concept of uncertainty avoidance pertains to the extent to which a given society exhibits a propensity to tolerate ambiguity. The concept of long-term orientation versus short-term orientation pertains to the evaluation of individuals' time perspectives. The concept of indulgence versus restraint examines the cultural perspective on the balance between indulgence in pleasure and the exercise of self-control. These factors offer significant contributions to the comprehension and adjustment of cultural differences, hence facilitating cross-cultural understanding.

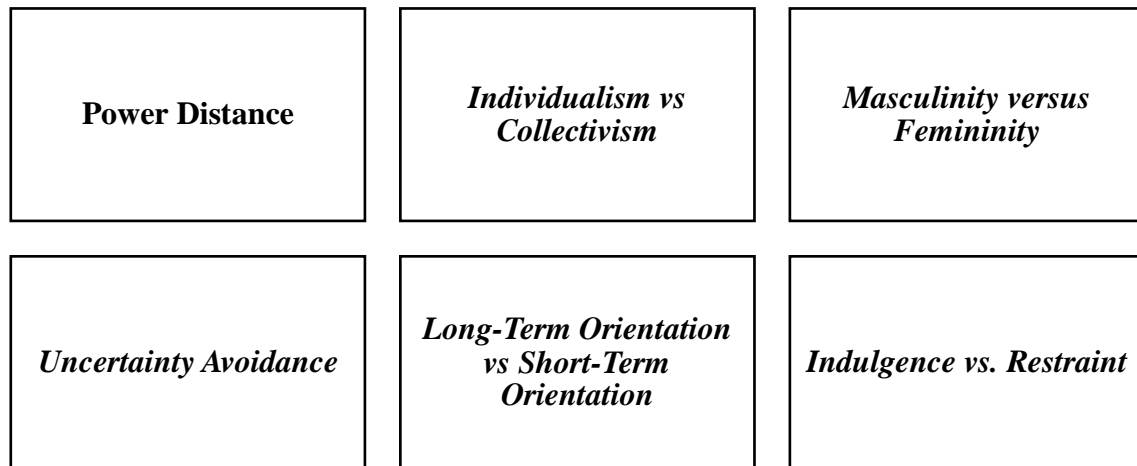


FIGURE 2. Hofstede's cultural dimension (adapted from Hofstede & Bond 1984)

In the specific context of Company X's operations in Bangladesh, the application of Hofstede's Cultural characteristics framework demonstrates to be an effective tool for assessing the degree of convergence or divergence among employees and management in relation to significant cultural characteristics, like individualism versus collectivism, masculinity versus femininity, and others which can be observed in figure 2. The extent to which Company X's employees have adapted to the cultural dimensions within the specific local setting the provided framework will help to shed light on the drawn conclusions. The purpose of this analysis is to determine the degree of placement between the corporate culture and the dominant culture in Bangladesh. This thesis aims to provide valuable insights that are essential for the successful implementation of cross-cultural management strategies to mitigate any cultural gaps that have been identified.

3.3.3 Trompenaars' cultural dimensions

According to Balan and Vreja (2013), the seven dimensions of culture introduced by Fons Trompenaar, is a theoretical framework employed to examine and contrast differences in culture across different areas of human behavior and engagements. It has also been elaborated that these dimensions are a set of seven basic characteristics that show how cultures differ in their values and behaviors. The framework as seen in figure 3 includes the dimensions of universalism versus particularism, which emphasizes adherence to established rules versus flexibility based on interpersonal relationships. On the other hand, individualism versus communitarianism focuses on the individual's interests versus those of the group. Specific

versus diffuse is concerned with the distinction between personal and professional domains and achievement versus ascription is concerned with the methods by which individuals attain social status. Alternatively, sequential time versus synchronous time focuses on the perception and management of time whereas internal direction versus outer direction focuses on the locus of control and decision-making practices. These factors make it easier to understand cultural diversity and adapt techniques to improve the effectiveness of cross-cultural interactions.

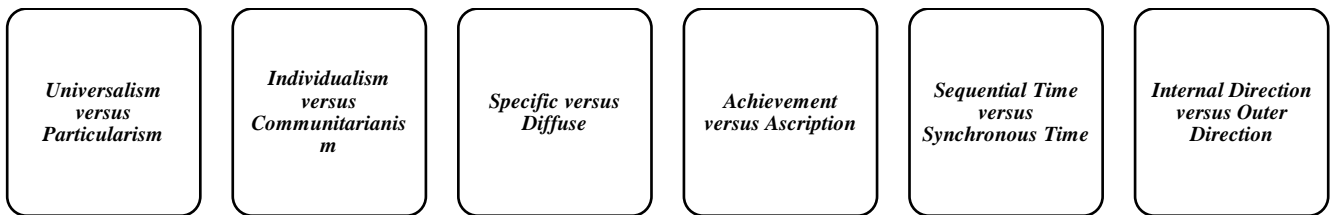


FIGURE 3. Trompenaars' Cultural Dimensions (adapted from Chessum, Liu, and Frommholz 2022)

Trompenaars' cultural characteristics, which consist of seven fundamental characteristics provide an appropriate framework for examining cultural adaptation (Chessum, Liu, and Frommholz 2022, 146). This model allows an analysis of the extent to which employees and management at multinational companies adapt to or diverge from these constraints, thereby offering valuable insights into potential cultural conflicts or agreements, (Chessum et al. 2022, 146).

4 FACTORS INFLUENCING CULTURAL ADAPTATION IN MNCS OF BANGLADESH

Since Bangladesh is very much enriched by its traditions, cultures, and practices from a very long time, one of the biggest issues that might hinder the cultural adaptation in the workplace is the communication, and factors impacting standard of living. According to Chen (2017, 682), communication problems can be attributed to variations in language and varied communication styles, necessitating the use of techniques to facilitate successful cross-cultural contact. In order to support adaptation, it is vital that leadership and management practices are aligned with the expectations of the local context. If the authority will be able to maintain a diversified and respected workforce, the employees will automatically start adapting to each other's views, and perceptions. The enhancement of employee well-being and job satisfaction, which is closely associated with cultural adaptability, can be achieved through the establishment of an inclusive atmosphere and the fulfilment of employees' needs. It is important for Company X to comprehend and proactively tackle these elements in order to cultivate a cohesive and efficient cross-cultural work environment.

4.1 Communication barriers

Communication problems can be a considerate factor for multinational companies (MNCs) that perform business in Bangladesh to establish an efficient multicultural work setting. Individuals working from different cultures often have different language backgrounds and different ways of talking to each other, which can make these barriers more noticeable. Having these problems can lead to a number of problems, including misunderstandings, false assumptions, and a decreased capacity to work together successfully. All of these slow down the process of cultural adaptation. According to Khan (2019, 14), cultural disparities are closely connected within the employment process, making it vulnerable to misinterpretation in the absence of cultural comprehension. Multiple languages in a multinational company can make it hard for people to talk to each other because they may not all be fluent in the same language, which is usually English, which is used as the primary language in these situations. The fact that there is this difference could make it harder to communicate and understand, which would stop the flow of ideas and information.

Also, different communication styles, which are shaped by national norms and practices, make these problems more likely to happen. People from different cultural backgrounds have different ways of expressing their ideas, giving opinions, and reading body language. For instance, some cultures may

value direct communication more than others, while others may value indirect or situational forms of communication more. If these differences are not handled well, they could lead to misunderstandings and disagreements. According to Froese, Peltokorpi, and Ko (2012, 334), a lack of a shared language makes communication difficult, and diverse ways of talking increase intercultural disparities. Communication is more complex in collectivistic East Asian communities compared to competitive Western cultures. Because collectivistic societies communicate more contextually (Froese et al. 2012, 334.) Most high-context communication in a country is nonverbal. The listener must utilize what they know about the speaker or background information to fill in the gaps since social systems use indirect and high-context communication more than those that value independence. Multinational corporations that do business in Bangladesh often try a number of strategies to get around these problems. These include teaching their employees how to communicate across cultures, creating resources in multiple languages, and creating an environment at work that encourages open communication and mutual understanding. Multinational corporations can make the workplace more cohesive and flexible by recognizing and solving these communication barriers. This will help different teams better integrate different cultures.

According to Miah and Hossain (2014, 68), foreign companies often put a high priority on using the human resource management (HRM) methods of their home country. This is especially true when it comes to hiring and selection, training and development, performance reviews, and designating top managers. Using both domestic and foreign HRM methods together could help HRM spread in developing countries. This result could lead to more studies looking into how to manage human resources in the business world of South Asia. Different countries have different ideas about what nonverbal messages signify. Different cultures may have different ideas about how to read body language, facial expressions, and gestures. Because of these minor differences, misunderstandings can happen. As an example, it is essential to keep in mind that a simple action like a thumbs-up can mean support in some cultures and offense in others. In the same way, keeping direct eye contact can be seen as a sign of respect in some cultures and as a sign of aggression in others. There are different ways that people from different cultures might understand and read nonverbal communication, which could lead to misunderstandings or wrong assumptions when they meet (Miah and Hossain 2014, 68.)

Cultural symbols and the situation have a big effect on how people talk to each other. Different cultures may use idioms, metaphors, and other culturally specific terms in different ways and for different reasons. For instance, a metaphor that works in one culture might not work at all in another, or it might be taken out of context and taken as a literal statement in the first. Similarly, when common phrases

are translated into a different language, they might not mean the same thing or be understood correctly, which can lead to confusion or miscommunication. According to Miah and Hossain (2014, 68), multinational corporations deal with this problem by putting in place training programmes for language and cultural sensitivity, encouraging the use of plain language in their communications, and making sure that their messages are culturally flexible and welcoming, taking into account the different cultural backgrounds of their stakeholders.

It is very important to have the adequate technology or resources to create a productive communication channel in today's globalised business world. There are, however, problems that come with managing many time zones. Time differences make it harder to plan meetings, keep track of real-time conversations, and make sure that answers are sent on time. Delays, misunderstandings, or problems in setting up consistent communication routes may happen because of these aspects. Multinational corporations often use a variety of strategies to improve communication across time zones. Some of these strategies are setting up basic overlap hours for global teams, letting people set their own hours, and using asynchronous communication technologies like emails and collaborative tools. Another aspect that can help with planning is using tools like scheduling software and time zone converters (Miah and Hossain 2014, 68.) These tools help lessen the bad effects of differences in time zones.

4.2 Leadership and management styles

According to Islam, Osman, and Raihan (2019, 661), in today's world, the power of multinational business leaders has become a major issue. The rise of knowledge-based workforces, technology, and globalization have all changed the world in big ways, making it increasingly interconnected. In this new way of operating, organizations have to deal with a lot of important problems, not just social duty and diversity. Competition is important for organizations to find skilled leaders with the qualities of innovation, creativity, adaptability, and resilience that are essential for their long-term survival. Because of these problems, it is necessary to have global leaders who are very creative, can quickly adapt to changes in the business world, and are good at leading. It is extremely significant to look at how leadership and management styles affect how multinational corporations in Bangladesh adjust to different cultures. How leaders and managers communicate, make decisions, and manage diverse teams has a big effect on how well workers fit in with the company's culture. Managers and leaders tend to be the medium to work as the bridge between the upper-level management and bottom-tier personnel and ensure that both parties acknowledge the organizational values and practices. Additionally, leadership

style is also an important factor in shaping the employee attitude, and ensure a proper work environment for inclusive and diversified workforce. When multinational corporations work in Bangladesh, leaders who choose an authoritarian or hierarchical management style may find it hard to create a workplace where everyone feels welcome and encouraged to work together (Islam et al. 2019, 661).

There is a strong cultural tendency in Bangladesh to make decisions through building agreements or involving everyone in the process. The aforementioned style might go against this. When employees come from cultural or professional settings that value inclusive decision-making and include views from all levels of the company, they may find it hard to adapt to a hierarchical management style (Islam et al. 2019). On the other hand, leaders who use an open and interactive management style tend to help people adapt to new cultures more effectively. The company encourages open communication, looks for help from team members with different backgrounds, and values contributions from people with different cultural views. One possible example is a manager who sets up regular team meetings where everyone is urged to share their thoughts. This creates an atmosphere that welcomes everyone and values different points of view. Also, being able to change the way managers lead is very important for culture integration to work. Leaders who are flexible and understand people from different backgrounds are open to changing how they run their businesses to fit cultural differences. For instance, a manager who changes the way they talk to people or make decisions to account for differences in culture might help their employees adapt to those differences, which would make the company more efficient and effective.

In general, it has been perceived that multinational companies working in Bangladesh are better able to adapt to different cultures when they use leadership and management styles that are flexible, open, and able to deal with cultural differences (Islam et al. 2019, 665.) Leaders who fully understand and accept these differences can create an environment where employees can fit in with the company culture while also showing respect for their own ethnic backgrounds. For multinational companies, analysing the performance of a company is very important. A leader's ability to successfully harness and maximise the use of the company's human resources is a key factor in determining the success of any business. Organisations must make sure that their employees are internally motivated and inspired by both their own drive and the setting where they work in order to reach these goals. So, good leadership makes everyone in the company want to work together to reach its goals. This shows that there is a strong link between the way a leader acts and how well their workers do their jobs. (Islam et al. 2019, 665.)

4.3 Work culture differences

Differences in work culture have a big effect on how multinational companies in Bangladesh help their employees adapt to the local culture. There are many aspects of these differences, such as norms, beliefs, work ethics, and communication styles that are common in different cultural settings. As an example, a multinational company that does business in Bangladesh may have a work culture that places a lot of value on being on time and strictly following schedules. However, people from cultures that value flexibility and a less strict approach to time management may find it hard to get used to this particular way of doing things. Different work cultures could lead to misunderstandings, which would hurt both productivity and happiness.

According to Heijes (2018, 49), cross-cultural adjustment in the workplace is the process by which people get used to the difficulties of living and working in a different place. It includes the psychological ease and sense of connection that the employees tend to feel as they get to know a new culture, and values of an organization that has a different home country. Performance, supervision, and tasks at work are just a few of the aspects that make up the idea of job adjustment. On the other hand, relational adjustment is the process of getting along with other people in the community. Lastly, general adjustment means getting used to living in a different country. In Bangladesh, the typical organizational structure is curved, with a clear tilt towards the top level where the boss or other powerful authority is located (Heijes 2018, 52). The supervisor is at the top of the hierarchy, and below them are several levels of management with limited decision-making power. This means that there is a big gap between the supervisor and the management. The bottom level of an organization's hierarchical system is where most of the workers are located. And the managers work as the intermediary between the bottom level and upper level management which provides an additional responsibility among them.

It is also important to keep in mind that different cultures have different ways of setting up hierarchies in the workplace. In some cultures, a participatory approach is valued, meaning that all workers' views matter. In others, on the other hand, people follow a hierarchical system with clear lines of authority. Meeting different work culture norms in a multinational company could cause problems with how decisions are made and how teams work together. Different cultures have different rules about how formal interpersonal communication should be and how much professional and personal interaction should happen. For an example, some culture settings value communication that is clear and direct,

while others value communication that is hidden and indirect. Misunderstandings can happen when employees from different cultures talk to each other, which can affect their ability to work together and as a team.

For multinational companies working in Bangladesh, it is important to effectively adapt to local culture. Because such companies need to be aware of how different work cultures work and come up with ways to bridge these differences for productive outcomes. This could mean using strategies like cross-cultural training, creating a mix of work methods that take into account different cultural norms, and creating a supportive environment that encourages employees to openly embrace their cultural differences while also working towards the organization's goals. In order to create a productive and cohesive work environment, it is important to fully understand and value the different ethnic backgrounds that exist in the workforce.

5 RESEARCH METHODOLOGY

In order to accomplish the research aims, a combination of both qualitative and quantitative research approaches have been utilized. According to Hill (1998), convenience sampling is a non-probabilistic method of the random sampling technique which is able to select a relevant sample size in terms of acquiring appropriate credibility for the research outcomes. The research applied a convenience sampling, to estimate a sample size of 30 employees and 6 managers from Company X in Bangladesh. This data collection approach will offer each element or member of a population an equal and independent chance of being sampled (Gonçalves, Silva, Melo, & Carreiras 2012, 222). In this case, among the personnel of Company X, every individual has an equal chance of being chosen for the survey. Here, 30 samples will be used for the survey with close-ended questions where the responses will be analysed based on the Likert-scale. In addition, an interview will be conducted with 6 of the top level management of the Company X, Bangladesh. The interview was conducted by Mohammad Samir Raiyan and the survey was conducted by Abir Hasan. Although the sample of 36 represents Company X, the survey was primarily been distributed with the help of the representative of the commissioner company. It needs to be mentioned that the representative name of the commissioner company will be remain anonymous as per their request.

The data collection process will involve the administration of questionnaires to a sample of 30 participants for the survey designed with close-ended questions, as well as conducting semi-structured interviews with a total of 6 employees and management executives. The interviews will be conducted with the top-level management of Company X through Zoom or Google Meet. On the other hand, the survey form will be created with Google Forms and will be distributed through email, and the LinkedIn profiles of the regular employees of Company X. The Google Form platform will be used since the selected sample for the survey, which in this case are the employees of Company X Bangladesh is more familiar with the platform, and will be able to navigate the survey properly. It will also be convenient for them to participate in the survey, and response accordingly. The utilization of a mixed-method approach in this study offers comprehensive insights into the cultural adaption process within the context of Company X.

The thesis acknowledges that the study has some limitations, including employing convenience sampling, which might make the data less valuable in real life. Also, since the Google Forms was employed for the survey it signifies that it could lead to response bias because of not responding to the

questions efficiently. Irrespective of how useful it is to use convenience sampling to get relevant data when time and resources are limited, the results may not be applicable to every scenario. Since participants are chosen based on accessibility rather than being selected at random, this method could not accurately represent the population as a whole being studied. It is possible that it is unlikely to consider or recognize opinions or points of view from individuals who are harder to find or less motivated to participate. This could affect how reliable and authentic the research result are and the conclusion drawn is.

Following the ethical principles managing privacy and providing informed consent is of the highest priority. This will be accomplished by implementing measures to protect their identities and personal information. In order to uphold ethical standards, researchers proactively seek consent from participants prior to conducting interviews or surveys. Furthermore, measures are implemented to ensure the confidentiality of participants, unless they expressly consent to share their identities. The incorporation of online resources such as Google Forms demonstrates consideration for participants' schedules and interests, thereby providing them with adaptable strategies of cultural adaptation.

6 RESEARCH RESULTS

To analyze the working culture at Company X in terms of multicultural convergence, a survey has been conducted with the employees, and interviews were conducted among the top level management of Company X. This section of the thesis will highlight the results acquired from the survey and the interview in different sub-chapters to draw conclusions precisely in the later part.

6.1 Findings from the survey

In this section, the responses of the employees of the Company X will be highlighted to address the research aim of the thesis. For this, 10 close-ended questions have been asked to the 30 respondents about the existing organizational values, the proneness of cultural adaptation, and the multicultural working environment of Company X to draw precise conclusions for the thesis.

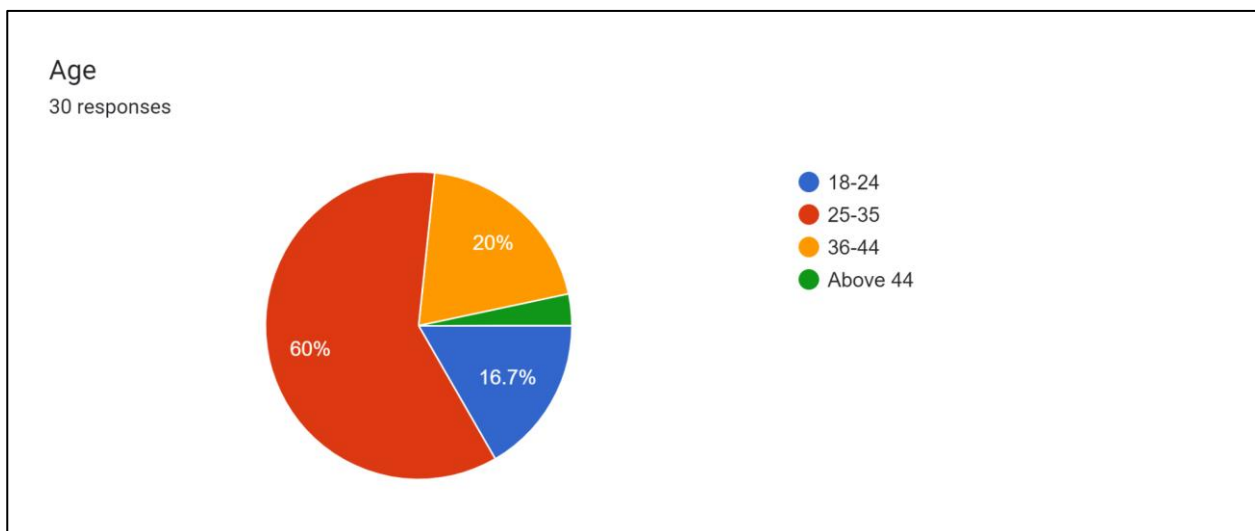


FIGURE 4. Pie chart showing demographic background (age)

To understand the responses, a demographic background for the age group sharing their responses for Company X has been asked about and the results are shown in figure 4. The factor (age) in concern, can be identified by the first question from the demographic section. Based on the findings from the survey, it can be said that, a significant portion of 60% of the respondents belong to the age group of 25 to 35 years, and 20% of them belong to the range of 36 to 44 years. This indicates that the employees of Company X participated in the survey represents a demography of young employees to mid-

aged employees which can help to draw a wide range of conclusions from a considerable range of employee perceptions. The presence of diverse respondent groups based on age range enhances the application of the findings in comprehending the research objective of the thesis.

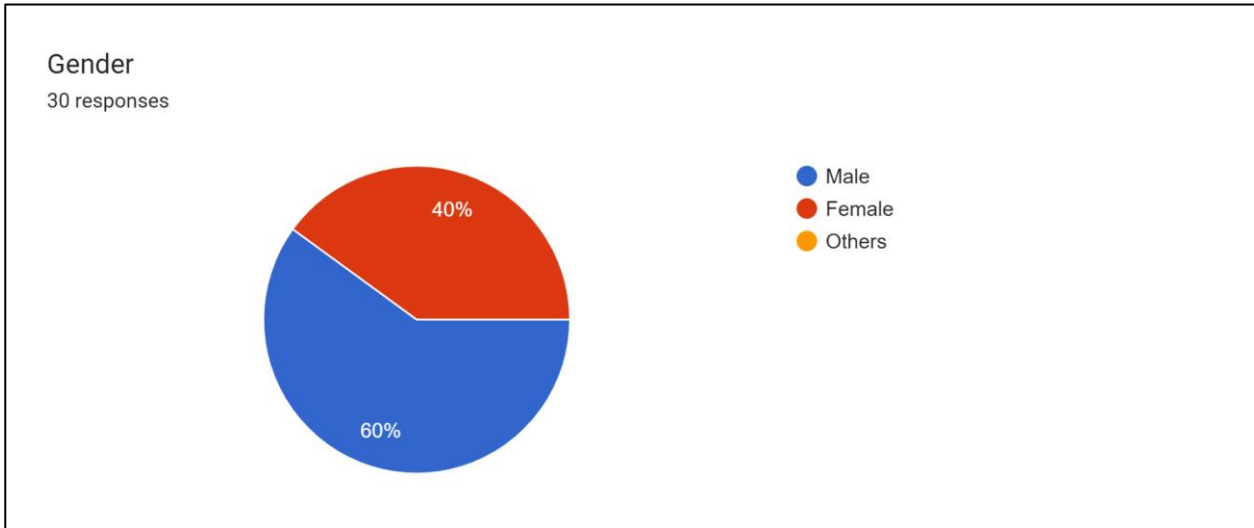


FIGURE 5. Pie chart showing demographic background (gender)

The second question from the demographic background shown in figure 5 included the queries about the gender of the employees of Company X participating in the survey. The pie chart reveals that a majority of the respondents are male employees with 60% responses, and the rest of 40% comprised of female employees. This indicates that the factors influencing the cultural adaptation among both the men and the women will be included in the later part of the responses of the survey to address the research aim of the thesis and draw a valid conclusion.

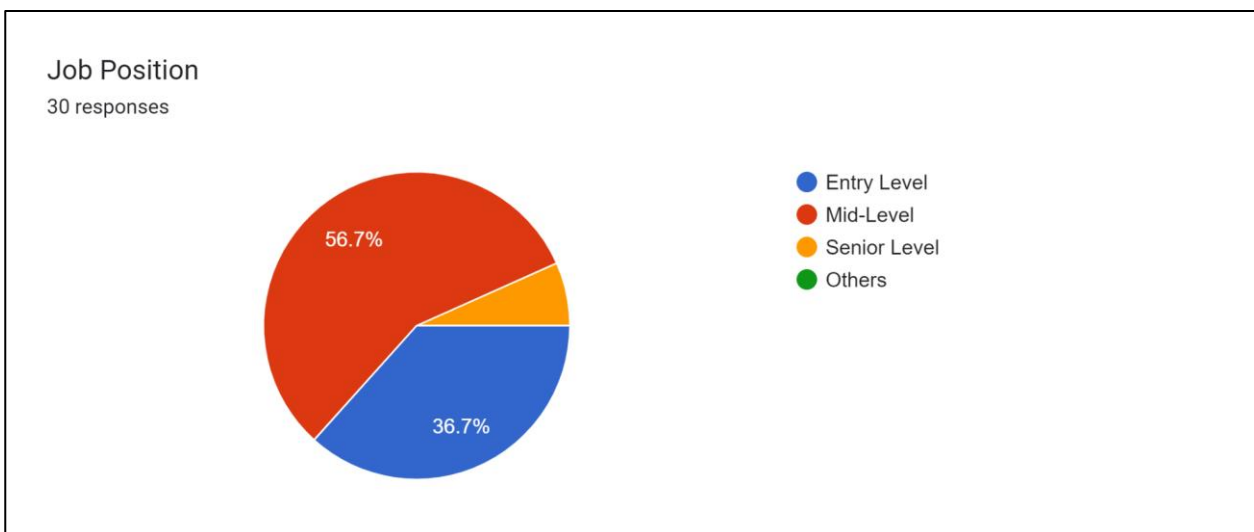


FIGURE 6. Pie chart showing demographic background (job position)

Figure 6 shows the demographic background included in the question about the job position of the Company X employees. The pie chart reveals that majority of the respondents with 56.7% are working as mid-level employees at Company X, 36.7% belong to the entry-level group, and a very small margin of the employees belong to the senior management. This indicates that the employees who need supervision or continuous, and open discussion with their colleagues, and upper level management to create a credible communication flow have participated in the survey. This also pointed out that the survey findings will be able to address the underlying factors that are influencing the employees to work on their multicultural work environment, along with specifying the approaches they are establishing for an efficient communication flow.

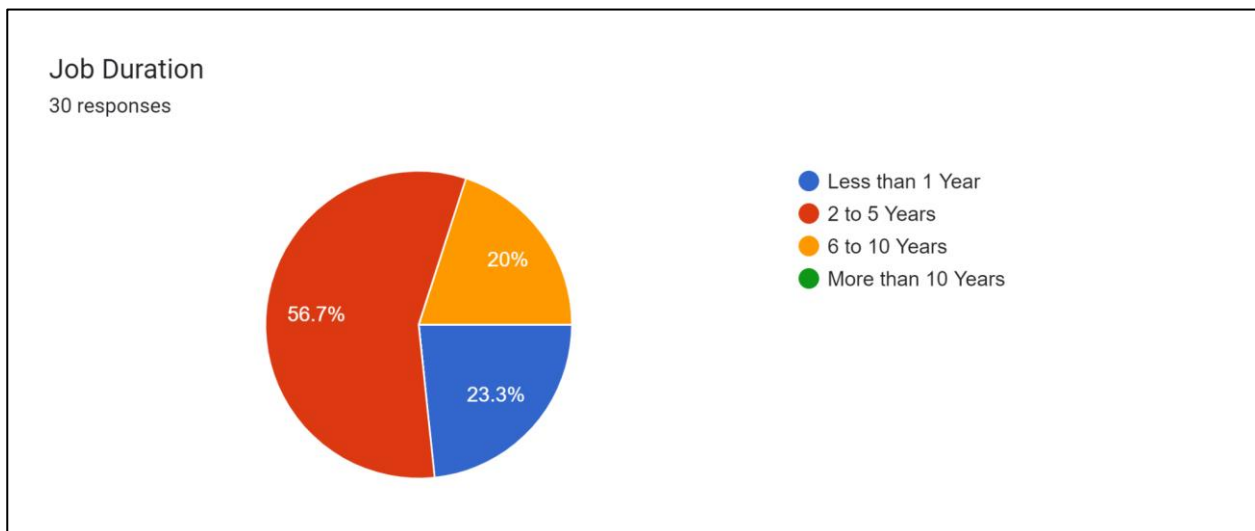


FIGURE 7. Pie chart showing demographic background (job duration)

The last question for the demographic background shown in figure 7 indicated the job duration of the employees at Company X. The survey responses show that majority of the employees with 56.7% have been working in the company for 2 to 5 years, and 20% of them are working for 6 to 10 years. Additionally, the second highest frequency of working with 23.3% indicated that the entry-level employees who have been working for less than a year. This indicates that the employees participated in the company have been working with multicultural colleagues, peers, and supervisors for a very long period which make them more prone and adaptive to such culturally convergent work setting. It can be assumed that a variety of respondents have the capability to address the thesis aim to draw a reliable conclusion.

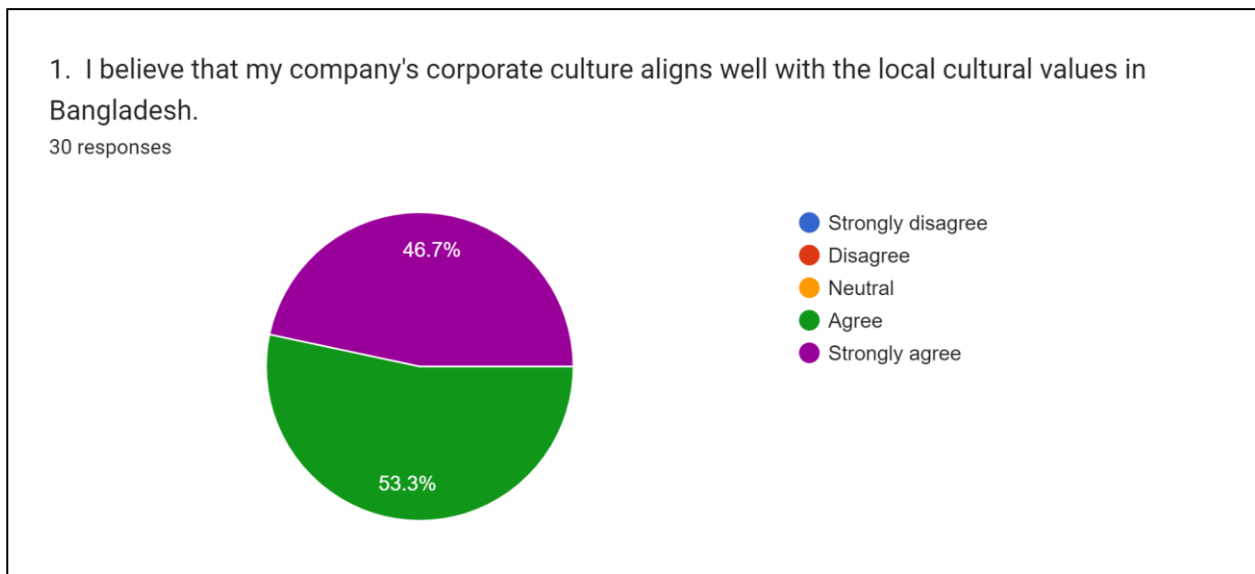


FIGURE 8. Pie chart showing the responses of the survey respondents aligning with the local culture

The respondents were asked about the corporate culture of the Company X and results are shown in figure 8. Since the thesis aims to analyse the multicultural working environment and the factors influencing cultural adaptation in MNCs like Company X in the light of Bangladeshi cultural values and the respondents were asked about the existing organizational values, purpose, practices, and frameworks that they are working in. The survey responses indicated that more than 90% comprising 46.7% and 53.3% of the employees agreed with that Company X's current corporate culture aligns well with the local cultural values of Bangladesh. Based on the findings, it can be concluded that, since Bangladesh and the USA has a different set of values, and different corporate culture in terms of their respective cultural enrichment and Company X who primarily initiated their operations in Bangladesh might have been able to align well with the enriched culture of Bangladeshi employees. For instance, where Bangladeshi employees might have a cultural value of more power distance (referring to maintaining hierarchical structures, and authority), masculine dominance, and collectivist (referring to prioritizing harmony and loyalty over personal achievements) oriented work environment, on the other hand, the USA corporate culture mostly follows the opposite. In this case, if the corporate culture of Company X in the United States is characterized by autonomy, the process of adapting to a culture of collaboration in Bangladesh is expected to involve promoting teamwork, highlighting collective accomplishments, and aligning management practice with the cultural norms and expectations of employees in Bangladesh.

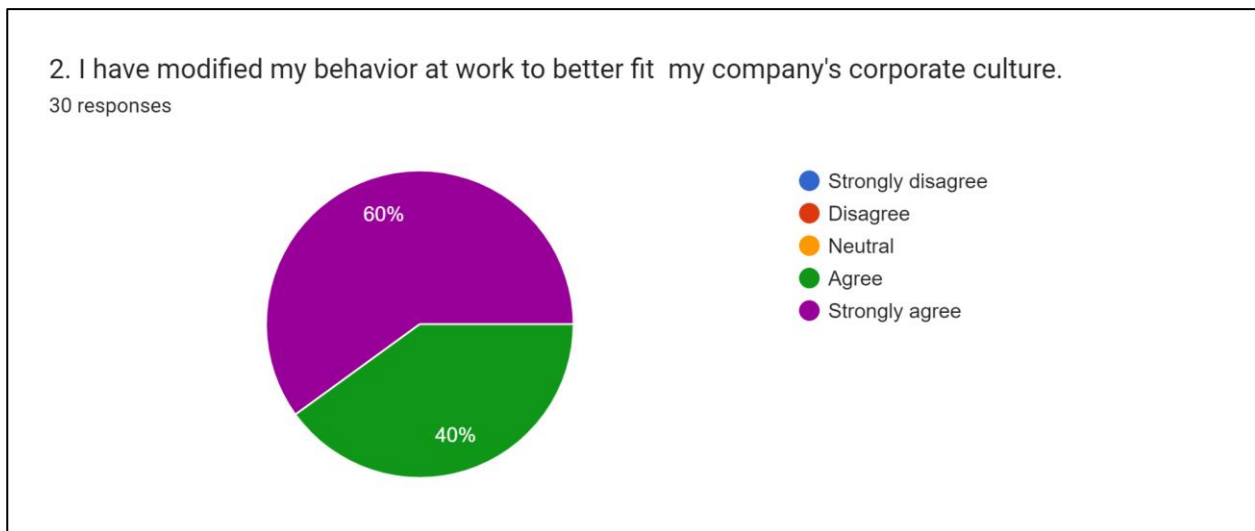


FIGURE 9. Pie chart showing the responses of the survey respondents on modified behaviour to fit in the corporate culture

The second question shown in figure 9 for the survey asked about the change of attitude, and behavioural traits of the employees to work as a convenient firm for Company X's corporate culture. The survey indicated that all the 30 respondents have agreed to change their behavioural traits, and work themselves to fit in such a culturally diversified work setting. For instance, Company X being an American company tends to value creativity, open communication, and working together as a team. The survey results show that local employees in Bangladesh have a good understanding of the company culture and are willing to change how they act in order to blend in with those values. These data show that employees in Bangladesh are willing to accept and fit in with Company X's company culture, which is a good sign of cultural adaptation. The flexibility shown is a good sign that the company is trying to create a harmonious and culturally integrated personnel, which makes it easier for teams from different backgrounds to work together effectively.

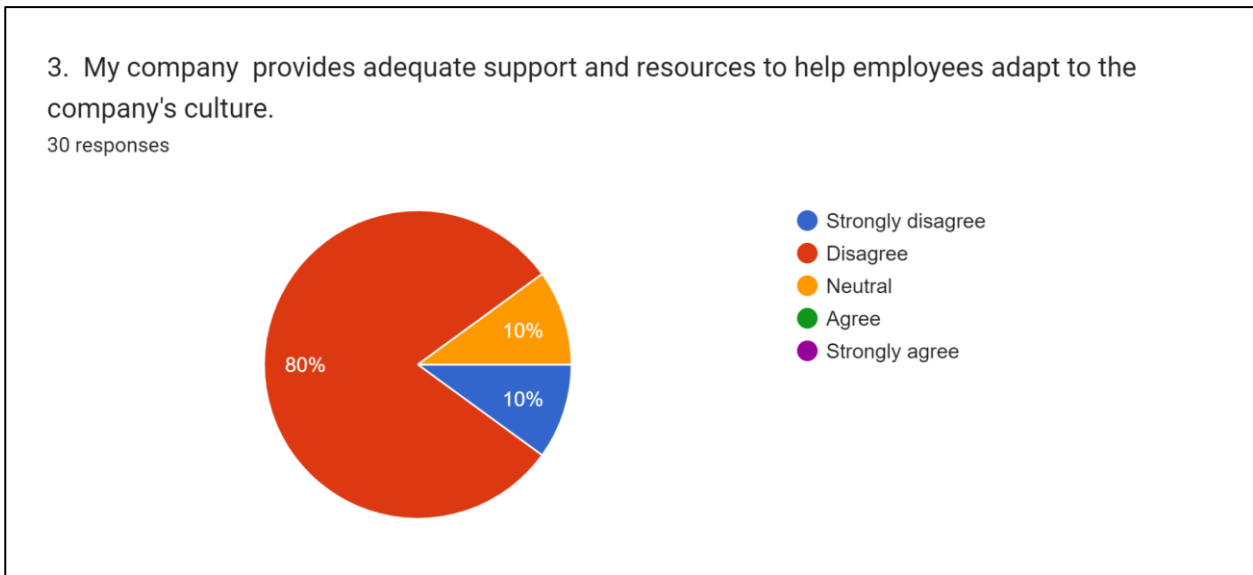


FIGURE 10. Pie chart showing the responses of the survey respondents on receiving adequate support and resources

Figure 10 shows the responses about support, and guidance in terms of resources, and mentoring given by Company X to make the local employees fit for the organization to adapt in the company's existing culture. The responses reveal that more than 90% of the employees negatively responded to the current support allocation offered by the company. Based on the study's results, Company X may be able to help employees adapt to a new culture by offering resources like training modules, workshops on cultural sensitivity, and mentorship programs. The results show that a large majority of respondents have unfavorable opinions about how resources are being used presently. This shows that the current distribution of resources might not be meeting the needs of the employees properly, which leads to a feeling of not having enough. It also indicates that employees may not believe that any mentoring programs are effective or enough to help them adapt to a new culture. This shows how important mentoring is as a key factor. Not being satisfied could mean that there is a flaw with the mentorship programs in terms of their content, how easy they are to access, or how well they work. In a scenario where Company X is trying to build a strong and culturally integrated workforce, local employees who are dissatisfied with their support and direction could make it harder for them to integrate their culture smoothly. The likely outcomes of this situation are a decrease in understanding, a departure from organizational principles, and possibly difficulty getting people from different ethnic backgrounds to work together effectively. In short, the study's results shed light on a significant issue about the level of help and direction Company X offers to employees in Bangladesh as they adjust to their new culture.

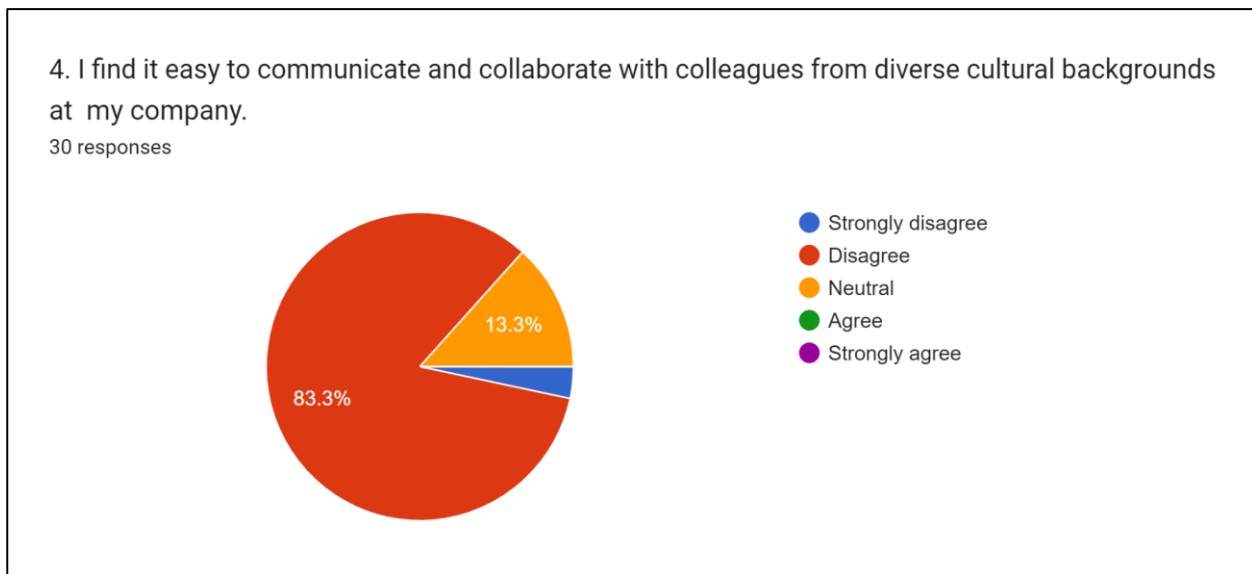


FIGURE 11. Pie chart showing the responses of the survey respondents collaborating with diverse cultural background

The following question shown in figure 11 asked about the level of convenience, and ease about the communication and colleagues from diverse cultural backgrounds at Company X. The survey responses reveal that 83.5% of the employees disagreed that although they are familiar with the organizational culture, and value of Company X and working on themselves, but they are still not adaptable to work in such culturally diverse workplace efficiently. Additionally, 13.3% of the respondents responded to the question to be neutral which indicates their level of uncertainty in maintaining a transparent communication flow, and productive collaboration. Individuals who did not agree on how well they could adapt while knowing the organization's culture indicated problems with communication. People may find it hard to talk to co-workers from other countries, even if they know what the company represents. Language barriers or different ways of communicating with each other could be the reasons. The high number of dissatisfied employees is a sign that they think they cannot handle working with people from different cultures. This shows that even if people try to understand the company culture, they may still feel limited in their ability to be flexible, which hurts their cross-cultural performance. Respondents' doubts about how to keep the communication open and working productively may point to problems with the way aspects are organized or communicated. Even if they try hard, workers may feel that a diverse workplace makes less open and efficient. The findings showed that Company X has problems with communication, adaptability, and working together in a culturally diverse workplace.

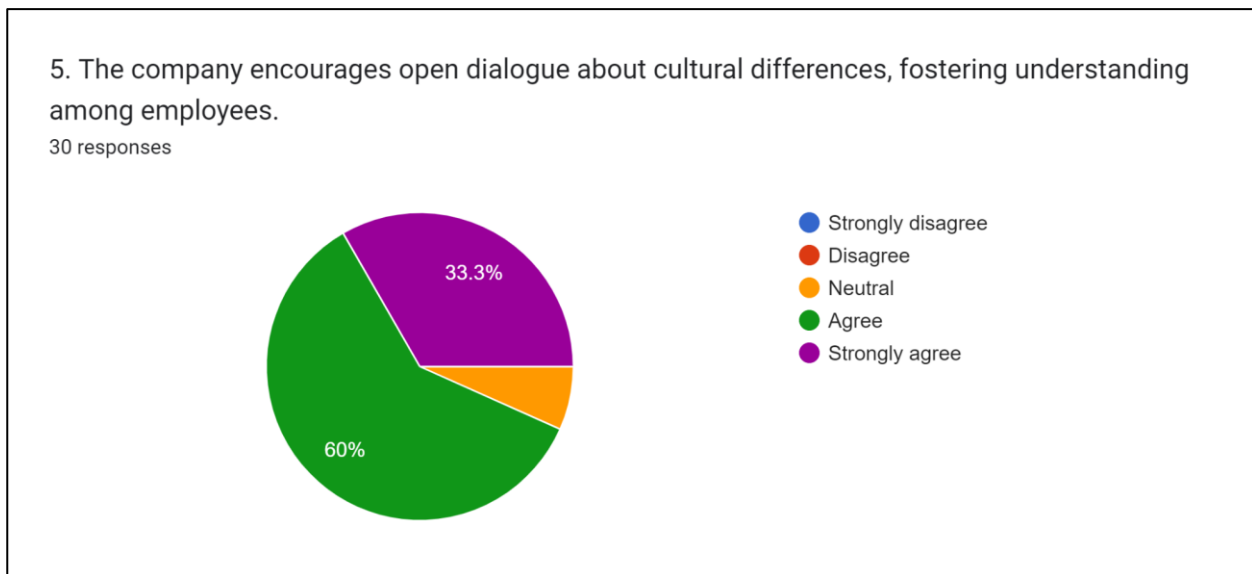


FIGURE 12. Pie chart showing the responses of the survey respondents on encouraging transparent discussion

The fifth question shown in figure 12 asked about practices. Company X is currently providing to its employees to encourage open dialogue about cultural differences, and fostering understanding among employees. The pie chart reveals that more than 90%, comprising 60% and 33.3% of the employees agreed with that the company itself is following the organizational practice to promote cultural adaptation in the workplace for the Bangladeshi employees. This finding shows that the majority of participants think that the organization is actively working to create an environment that encourages the sharing of ideas about cultural understanding and diversity. The agreement shows that a pretty significant portion of the employed population recognizes and values the work and efforts that Company X has put in. This recognition is important because it shows that the company is committed to creating a workplace that values and welcomes ethnic diversity. However, 6.7% of people are still uncertain, and this underrepresented group might have insightful feedback to contribute about certain areas where cultural adaptation efforts might need to be changed or improved. The focus on encouraging open conversation and better understanding of cultural differences falls in accordance with traditional techniques for creating a welcoming work environment. The approaches that Company X is adapting in this situation are very important for creating a workplace that makes workers feel recognized, appreciated, and understood, which leads to a more productive and cooperative workplace environment. In a nutshell, the survey results show that Company X employees generally have an optimistic opinion of the company's efforts to promote cultural adaptability.

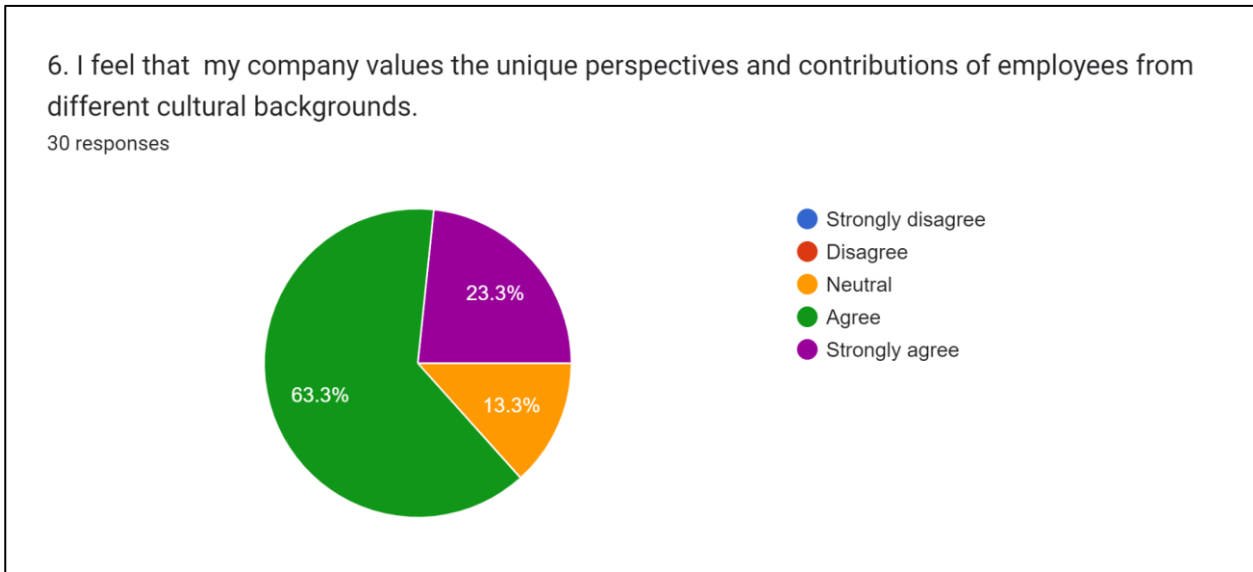


FIGURE 13. Pie chart showing the responses of the survey respondents on valuing the unique perspectives and contributions

The sixth question shown in figure 13 asked of the survey asked about the employees' opinion, experience, and perception on Company X's values that promote exclusive perspectives, and contributions of employees from different cultural background. The pie chart reveals that where the majority of the respondents, comprising 63.3% and 23.3%, provided favourable responses for the question, 13.3% of them were neutral to Company X's offering a platform that respects perspectives, and contributions of the employees with different cultural background which might include both the employees of the home, and the host country.

Employee feedback indicates that a substantial percentage of people regard Company X as a company that values and welcomes the diverse viewpoints and contributions of people from various cultural backgrounds. Some respondents' unclear responses may indicate that they have some reservations or require additional information. This could be a method for Company X to improve the way it communicates its beliefs and programs that promote diversity. The organization must ensure that its employees are adequately trained and aligned with the company's ultimate goals.

The positive responses demonstrate the importance of Company X's values—they value and accept variety. Creating an inclusive workplace is critical because it offers a space where employees feel appre-

ciated and accepted for their varied points of view, making the workplace more creative and collaborative overall. Essentially, the majority of those who participated believed that Company X does a remarkable job of enabling diverse points of view and feedback from people from various cultures. There are, however, some neutral responses, implying that the organization should do a better job of communicating and involving its employees in order to demonstrate its commitment to cultural diversity.

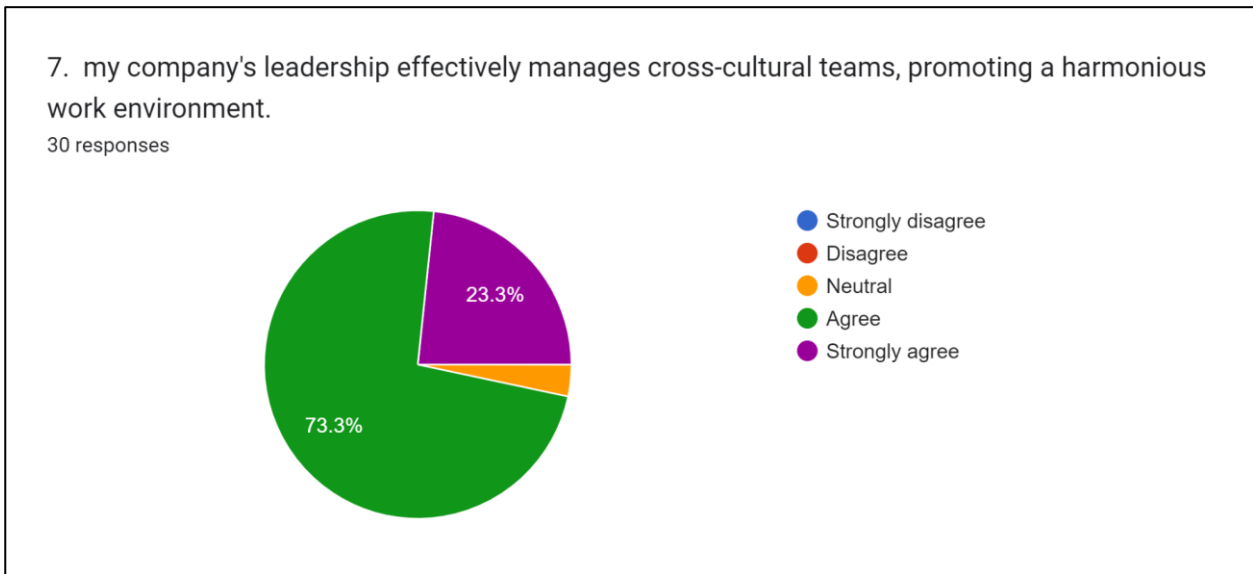


FIGURE 14. Pie chart showing the responses of the survey respondents on effective leadership management

The following question shown in figure 14 asked about the effectiveness of managing of the cross-cultural teams while promoting a harmonious work environment by the authorities. The pie chart reveals that more than 80%, comprising 73.3% and 23.3%, of the respondents agreed with that Company X's leadership have the potential to manage such a multicultural workforce, and establish a productive team by implementing a proper communication flow excluding the language barriers, behavioural norms affecting the cultural convergence, and the level of dissatisfaction results from the ineffective communication.

With this conclusion, most of the respondents agreed, which shows that they have a lot of confidence in Company X's guidance. This result shows that employees think the leaders are qualified to effectively manage a workforce consisting of individuals from different cultural backgrounds, which helps the growth of a high-performing team. Company X knows how to create a cohesive and productive

work environment because they understand how important good communication is and have the management skills to deal with cultural clashes and employee unhappiness. Taking advantage of these good traits can help the team work together better and make employees satisfied. In the end, the study's results show that Company X personnel have a positive view of its leadership and how well it handles teams with members from different cultures.



FIGURE 15. Pie chart showing the responses of the survey respondents accessing cultural awareness training and workshops

The next question of the survey shown in figure 15 asked about the opportunities including training and workshops that Company X is currently providing to its employees for fostering cultural awareness in the organization. The pie chart reveals that majority of the employees (73.3%) disagreed about the existing opportunities to create value for culture adaptation in the workplace. Employee disagreement shows that certain employees think Company X does not offer enough ways to improve cultural awareness, like training and workshops. The results of the survey suggest that Company X may be able to improve its current efforts to adapt to different cultures. The idea of taking into account what people think are gaps in opportunities could help create a more welcoming and culturally aware workplace. The response shows how employees feel about their goals and how important they think it is to have organized ways to learn more about other cultures. Additionally, this shows that workers may value proactive efforts made by the company to create a culturally welcoming workplace environment.

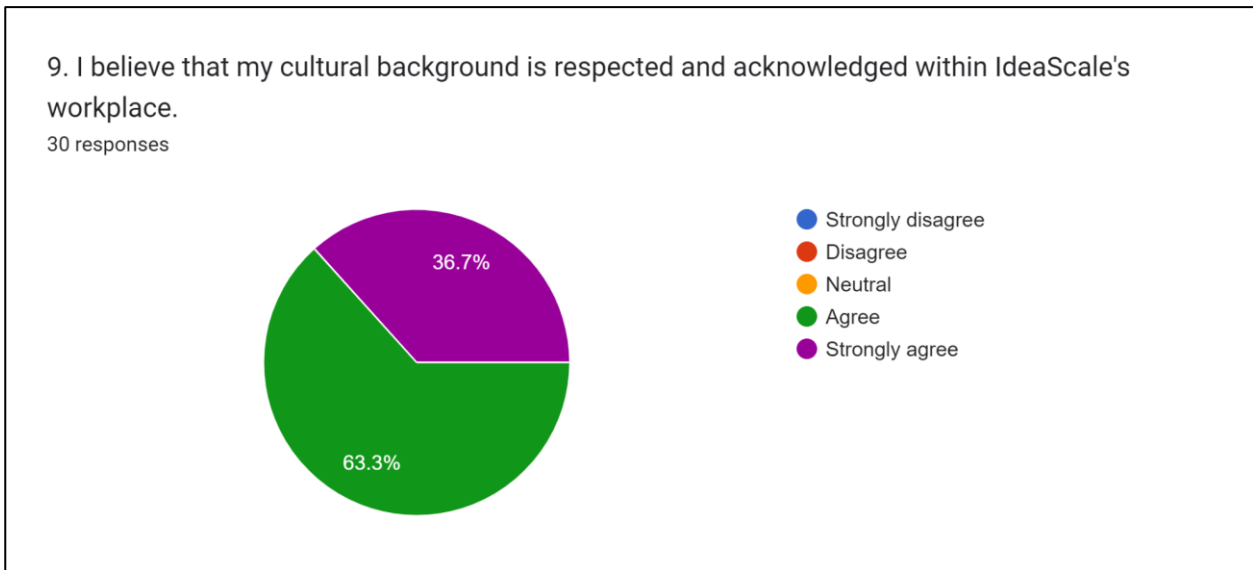


FIGURE 16. Pie chart showing the responses of the survey respondents on respecting and acknowledging cultural background

The next question shown in figure 16 of the survey asked about respect provided, and acknowledgment practiced by Company X for the local employees with different culture. The survey responses indicated that more than 90% of the employees agreed that although the company is not equipped with proper resources to create competencies in promoting a better communication channel to align well, they certainly provide respect, acknowledgement, and recognition to the employees ensuring fairness, and equality. It is apparent that Company X is known for its commitment to respect, fairness, and equality shows that the company's actions are seen as fair and considerate of the different ethnic backgrounds of its employees. The positive response shows that there is an association between how satisfied employees are with their jobs and how much Company X values and honours the contributions of people from different cultures. Even though the acknowledgment is positive, the fact that it says there are not enough resources for building communication skills suggests that Company X might be able to improve its communication channels by adding more resources and strategies to create a culturally adaptive work environment.

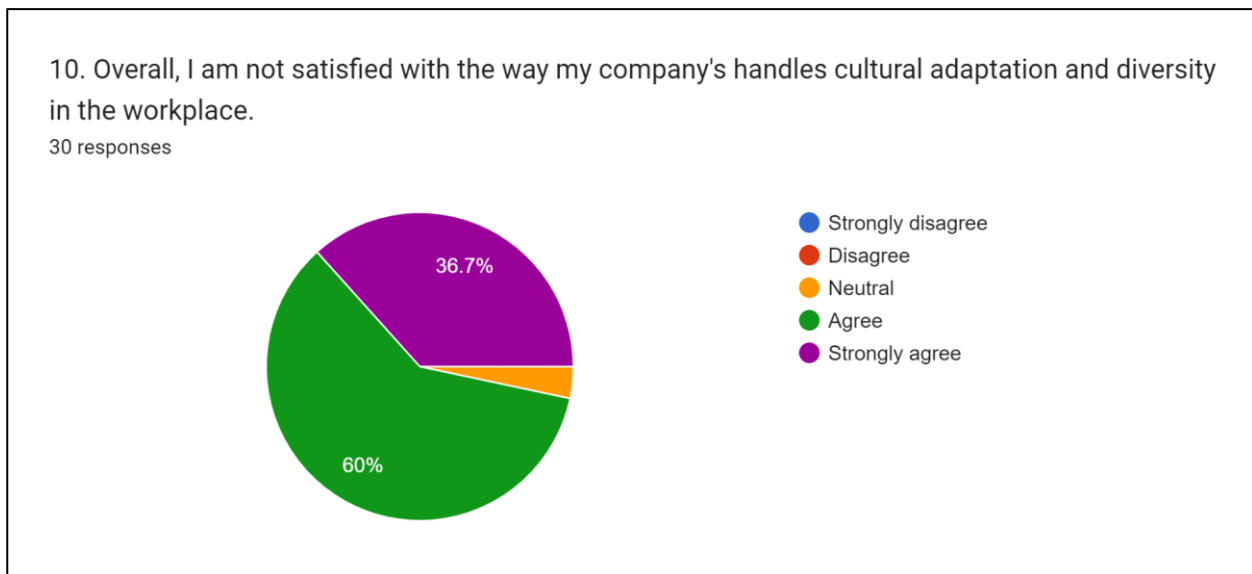


FIGURE 17. Pie chart showing the responses of the survey respondents on the employee satisfaction level

The last question of the survey shown in figure 17 primarily intended to find out about the employees' overall satisfaction level of handling the cultural adaptation, and diversity in the workplace. The pie chart reveals that more than 80%, comprising 36.7% and 60%, responded unfavourably in terms of managing the culturally adaptive practices encouraged, and practiced by the company. The responses from employees make it clear that the steps Company X is taking to adapt to different cultures are not making the workplace a better place to be culturally efficient. Some of the individuals who responded to the survey say they are dissatisfied, and believe there is scope for improvements for the company, which could lead to higher levels of satisfaction. In short, the survey results show that Company X needs to develop their organizational values, and practices to create a workplace where most workers are satisfied with how the company handles cultural diversity and adaptation.

6.2 Findings from the interview

In this section, the analysis on the conducted interview comprising 5 questions with the 6 management personnel of Company X will be discussed to address the research aim, and objectives of the thesis.

In response to the cultural adaptations or cultural adjustments made by the management team to effectively lead a diverse workforce in Bangladesh, Manager 1 emphasises that Bangladeshis respect power and structure communication and use hierarchical channels to convey commands and criticism in accordance with cultural norms of authority compliance. Manager 2 offers flexible work hours because

cultural and familial demands often modify employees' schedules. Bangladeshi culture values family, thus Manager 3 said the company offers parental leave to help employees combine work and family. Managers 4 and 5 also said the company plans office-wide Bangladeshi festivities for holidays and cultural events to build a vibrant, dynamic workplace that celebrates cultural diversity by identifying and embracing the personnel's many backgrounds. Manager 6 also discussed how Company X's recognition system was updated to appeal to more employees by connecting rewards to cultural preferences. They think making the recognition and incentive system effective and culturally appropriate enhances employee morale and engagement.

In responses on the view on the key factors that drive employees to adapt to Company X's corporate culture, according to the five managers' responses to the key factors that attract employees to the company's corporate culture, Manager 1 discusses how diverse perspectives can facilitate collaborative problem-solving and how employees value contributing to an innovative culture. Manager 2 leverages a common objective to motivate employees, showing that they can adapt to achieve goals. According to the 3rd manager, the company emphasizes understanding and following its core values. Manager 4 emphasizes diversity celebration and how optimistic employees are to work for an organization that embraces and celebrates differences. Managers 5 and 6 stress the importance of a supportive environment since respected and influential employees are more likely to make beneficial changes. These responses show how Company X has created work environment that promotes support, collaboration, open communication, diversity, and a shared goal helps people adjust to unexpected conditions.

In responses on the challenges or obstacles encountered in managing cross-cultural teams, and the way of addressing them, exploring the managers' points of view, there is a trend that can be seen at Company X: they always recommend taking proactive steps to deal with different problems that come up at work. Manager 1 uses a variety of decision-making methods to help the team work together better. Manager 2 deals with the problem of different communication styles by putting in place training courses and doing a lot of activities to bring the team together. In order to help people find a better work-life balance, Managers 3, and 6 share that they tend to offer a variety of flexible timing options. Manager 4 does an adequate task of dealing with occasional cultural misunderstandings by creating an atmosphere that supports open communication and quick problem-solving. Manager 5 not only talks about communication styles but also runs training classes to help people communicate better across

cultures. In general, the responses show that Company X is committed to recognizing and proactively addressing problems while also creating an inclusive and flexible work culture.

In their responses on how Company X is fostering an inclusive work environment where employees from different cultural backgrounds feel valued and respected, Company X managers came up with a detailed plan to make the workplace welcoming for everyone. Manager 1 highlights ethnic traditions and celebrations to help people feel like they belong. Manager 2 stresses how important public forums are for encouraging open discussion about cultural differences and clear communication. Manager 3 actively includes staff in decision-making and values different points of view. This encourages a mindset of recognizing and respecting each person. Manager 4 wants employee resource groups that are made up of people from different cultures to share their experiences and enjoy cultural events. Like Manager 3, Manager 5 wants employees to be involved in making decisions so that the company is seen as more valuable and respected. These strategies help Company X encourage employees of all cultures to be open and respectful of each other.

In the responses on potential leadership training or development programs in place to enhance cross-cultural leadership within Company X, Managers at Company X highlight the necessity of thorough leadership training for cross-cultural proficiency. Manager 1 incorporated real-world case studies and interactive simulations in his leadership training. Manager 2 includes cross-cultural modules in its leadership development program to help leaders understand and value cultural differences. Alternatively, the other managers emphasize the importance of cultural sensitivity training in leadership development programs to help managers overcome cross-cultural challenges. Manager 5 also includes cross-cultural leadership modules in its development plan to ensure managers can lead multicultural teams. Company X's focus on cross-cultural leadership development shows its dedication to developing culturally conscious leaders

7 DISCUSSION & ANALYSIS

In this section of the thesis a comprehensive analysis of the management's perspective and the employees' perspective of Company X on cultural adaptation in the workplace with multicultural personnel will be discussed addressing the thesis aim, and objective. The findings will be analysed in two sections, where the key findings from the survey results will be discussed as the perspective of the employees and will be presented in the former segment. And the later segment will include the management's perspective drawn from the responses of the conducted interview. These findings are intended to present an understanding of the overall picture of the cultural convergence within a framework of a multinational company like Company X operating in Bangladesh.

7.1 Analysis of employee's perspective on cultural adaptation in Company X

The survey was designed to encompass a diverse variety of people by taking into account factors such as age, gender, position, and duration of time at Company X. Including a diverse group of participants makes it easier to obtain comprehensive answers about how employees perceive working in a multicultural workplace. The survey's purpose was to investigate intercultural cooperation, hence it covered a wide range of demographic groupings. The population composition is diverse, yet some groups may be underrepresented, which may affect how well people understand divergence as a whole.

Many people feel that Company X's corporate culture is consistent with the values accepted in Bangladesh. This demonstrates that the company has successfully adapted to its new surroundings. It is likely that the observed harmony is due to Company X's attempt to adapt its organizational ideas to the local context. The fact that the majority of people agree that Company X's culture is comparable to Bangladeshi values demonstrates a strong connection, supporting the thesis's key argument. Therefore, there is a good chance that they will fit in with the company's culture. The agreement that behavior must be adjusted to blend in with a new culture is consistent with the thesis's major objective, which was to explore techniques for adaptation. Even when people desire to change, the fact that they are dissatisfied with the resources and support they are receiving indicates that Company X is not assisting them in adapting properly.

Based on the survey, Company X's approach to work corresponds with the way people in Bangladesh consider it. Even though American and Bangladeshi cultures are different, the majority of employees

think that the company's culture matches with the manner in which tasks are done in Bangladesh. This might be because Company X moves out of its way to celebrate local holidays, change recognition systems, and value the way people communicate to each other in a hierarchy. People who work at Company X are willing to change how they act in order to blend in with the company culture. This positive attitude to working together, connecting with each other, and being creative helps people from different cultures get along. It also shows employees care about the culture of the company. Not getting enough resources and assistance through Company X seems to make it harder to change to new cultures. Employees' dissatisfaction with the lack of training modules and mentorship programs suggests that the current support may not meet the needs of adapting employees, which could make them less productive and contented. A number of individuals found it difficult working in a company with a lot of different cultures, even though they knew the organization's culture and attempted to blend in. Problems with communication and confusion in working together effectively showed the need for better ways to communicate with people who speak different languages and have different communication styles. The majority of individuals understand that Company X is trying to help people adapt to new cultures through open conversation and understanding, but they could accomplish more in terms of getting people involved and communicating with them.

The survey results support the thesis's aim, which focuses on learning about how multicultural employees come together in a workplace. Furthermore, Company X has performed an effective job of adapting to Bangladeshi cultural norms and encouraging a diverse working environment. However, there are certain issues that need to be fixed. Several factors, such as difficulties with communication, a lack of resources, and dissatisfaction with some parts of guidance and adaptation, make it harder for the company to achieve seamless cultural integration. Company X's employees in Bangladesh need to be better at integrating different cultures, being happy with their jobs, and running the business efficiently. To do this, the company needs to be more proactive and its leaders need to be more committed to putting in place focused initiatives that fill in the gaps that have been identified.

7.2 Analysis of management's perspective on cultural adaptation in Company X

The responses from the managers imply their intentions were trying to incorporate Bangladeshi cultural norms. Flexible work hours, policies that support families, and celebrating local traditions all show a dedication to being able to adapt to different cultures. The idea that managers should value local cultures, encourage variety, and change the way they offer acknowledgment is in accordance with

the idea of creating a diverse work environment by accepting and appreciating cultural differences. Managers put a lot of effort into encouraging support, teamwork, acceptance of differences, and the creation of a helpful environment. These are the primary behaviors that help employees adapt. The interviews put a lot of emphasis on highlighting the positive aspects of the individuals involved, but they lack discussion about the problems or conflicts that might come up when managing diverse teams. The aspects previously discussed, different points of view, shared goals and values, celebrating diversity, and a welcoming environment—show how these factors encourage employees to fit in with Company X's company culture.

When managers give feedback, it shows that they are willing to help with problems like making decisions in different ways, communicating with people who have different styles, promoting work-life balance, and settling misunderstandings. The above-mentioned preventive actions are meant to create an environment that is good for the process of cultural diversity integration. Because the interviews stress the importance of being proactive in dealing with problems, this is in accordance with the thesis's main goal of gaining an understanding of multicultural workplace settings. Many aspects that managers do, like celebrating traditions, encouraging conversation, involving employees in decision-making, setting up employee resource groups, and recognizing different points of view, all work together to make the workplace more comfortable for every individual.

The interviews are in accordance with the objective of the thesis, which is to investigate attempts made towards cultural adaptation, identify the main factors that drive employees' adaptation, and examine proactive measures taken to address problems. The interview findings provide a comprehensive demonstration of Company X's management strategies in relation to cultural adaptation, while also shedding light on the crucial aspects that contribute to personnel adaptation. Although the interviews shed light on positive attempts, they fail to delve deeply into the potential conflicts or obstacles encountered during the implementation of cultural modifications, constraining a comprehensive understanding. Additional detail is provided by insights obtained from interviews conducted with Company X management, which highlight the proactive measures undertaken by the company to incorporate Bangladeshi cultural values into its operational framework. The company's dedication to fostering an inclusive work environment is demonstrated via the implementation of several strategies. These strategies encompass respecting hierarchical communication, providing flexible work hours, recognizing local traditions, and adapting recognition systems.

8 RECOMMENDATIONS FOR THE COMMISSIONER

Based on the research results obtained from the survey and interviews, the following recommendations are proposed for Company X in order to strengthen cultural adaptation and cultivate a more inclusive work environment. The study results suggests that Company X should offer complete diversity training sessions and seminars on cultural sensitivity that meet the needs of employees as well as management. These programs might help people from different backgrounds understand cultural variations, different ways of communicating, and differences in behavior, which could lead to more tolerance and a better understanding among teams. Additionally, the leadership program focuses on teaching leaders how to handle diverse teams well and help people learn how to communicate with people from other cultures. Teaching leaders the skills they need to deal with and benefit from cultural diversity will have a positive impact on the way teams work together and on the organization's general performance.

It is recommended that Company X use consistent feedback tools or inquiries to find out how well cultural adaptation activities are working and how happy the employees are. Company X can learn about the real-world effects of the strategies they use, find areas that need improvement, and effectively deal with the specific problems their workers are facing by receiving continuous feedback. Setting up online platforms or forums that support open and welcoming conversations about cultural differences can also contribute to working efficiently in such a multicultural setting. This will also create an atmosphere where employees are encouraged to share their unique experiences and different points of view. It will also promote ensuring that employees understand each other, break down stereotypes, and create an environment in which employees can work together, ultimately improving the organization's culture.

It is recommended to review and improve the cultural adaptation resources that are available, such as mentoring programs, language training, and tools that allow employees to communicate with others from other cultures. Handling the complaints about the lack of support resources will make sure that workers have the tools and direction they need to adapt well. Cultural differences can cause problems at times. Having established strategies in place will help settle these disagreements and keep the workplace adaptable. These will help Company X to make the workplace more transparent, understanding, and harmonious which capitalizes on diversity for enhanced creativity, productivity, and employee satisfaction.

9 CONCLUSION

To conclude, the thesis intended to explore the multicultural working environment in the lights of a multinational company, Company X operating in Bangladesh. Analysing Company X's initiatives to incorporate other cultures in Bangladesh reveals a multifaceted landscape. The organization demonstrates a considerable degree of harmony with the ideals of the local workforce. This fosters a greater sense of transparency and adaptability among employees, leading to a stronger alignment with the organizational culture. The thesis has highlighted the dominant and enriched culture of Bangladesh to have a considerate level of discrepancy with the organization's home country. This forms a level of difficulty as well as potential area of development to enhance the cultural adaptation among the local employees with the assistance of the management.

However, numerous shortcomings remained within the system, particularly in terms of resource allocation and facilitating individuals' capacity for transformation, resulting in discontentment within the workforce. The challenges associated with collaboration and intercultural communication highlight the complexities involved in the process of cultural integration. While management interviews emphasized the importance of proactive measures such as adhering to hierarchical communication and respecting local norms, it is evident that there is room for improvement in these areas. In addition to that, it is essential to recognize that this thesis only concentrates on the utilization of Company X within the context of Bangladesh. Consequently, possibly restricting its generalizability to other multinational corporations (MNCs) or industries. The thesis may also face barriers regarding the size of the sample, constraints in resources, and the complex issues involved in investigating cross-cultural phenomena. Furthermore, it should be acknowledged that the findings may not encompass all the cultural intricacies present inside the organization. The attempts undertaken by Bangladesh to enhance cultural integration necessitate that Company X focuses on enhancing resource utilization, fostering effective communication among individuals, and promoting satisfaction among employees. If these issues are effectively addressed, Company X provides the potential to improve workplace dynamics and foster cultural integration. Consequently, these trends may result in increased employee satisfaction and improved overall performance outcomes for Company X.

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APPENDIX 1/1

Questionnaire

APPENDIX 1/1

Interview Questions

1. Can you provide examples of cultural adaptations or cultural adjustments made by the management team to effectively lead a diverse workforce in Bangladesh?
2. What, in your view, are the key factors that drive employees to adapt to Company X's corporate culture?
3. Are there any challenges or obstacles you've encountered in managing cross-cultural teams, and how have you addressed them?
4. How does Company X foster an inclusive work environment where employees from different cultural backgrounds feel valued and respected?
5. Are there any leadership training or development programs in place to enhance cross-cultural leadership within Company X?

APPENDIX 2/1

Survey Questions

1. I believe that Company X's corporate culture aligns well with the local cultural values in Bangladesh.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

2. I have modified my behavior at work to better fit Company X's corporate culture.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

3. Company X provides adequate support and resources to help employees adapt to the company's culture.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

4. I find it easy to communicate and collaborate with colleagues from diverse cultural backgrounds at Company X.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

5. The company encourages open dialogue about cultural differences, fostering understanding among employees.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

6. I feel that Company X values the unique perspectives and contributions of employees from different cultural backgrounds.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

7. Company X's leadership effectively manages cross-cultural teams, promoting a harmonious work environment.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

8. There are opportunities for cultural awareness training or workshops at Company X that I have found valuable.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

9. I believe that my cultural background is respected and acknowledged within Company X's workplace.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

10. Overall, I am satisfied with the way Company X handles cultural adaptation and diversity in the workplace.

Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree

