HR IN MANAGING CROSS CULTURE DIVERSITY: A CASE STUDY ON DELPHI-TVS TECHNOLOGIES LIMITED

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ABSTRACT- This study has been enriched in **"DELPHI-TVS TECHNOLOGIES LIMITED"** to identify the HR managing cross-culture diversity. HR managing cross-cultural diversity refers to the strategic practices that human resources implement to create an inclusive environment accommodating employees from different cultural backgrounds, thereby enhancing organizational effectiveness and collaboration. Workplace cross-cultural diversity includes a broad range of distinctions, language, religion, and cultural norms. Although diversity can foster creativity, problem-solving, and employee involvement, it also presents particular difficulties like misunderstandings, prejudices, and possible conflicts.

Keywords: Cultural awareness, HR support system, Conflict Resolution and Effective Communication

INTRODUCTION

Cross-culture means learning all over the world and adapting to a variety of habits. Going out with folks from different states requires this. Nonetheless, people from various states in the nation exhibit a variety of cross-cultural interactions here. Disparities in national habits, behaviors, and communication styles influence intercultural dynamics.

- Interactions between individuals with diverse cultural backgrounds are referred to as cross-cultural interactions.
- A range of communication styles, manners, and global values are a few examples.
- Social standards, attitudes, and behaviours are influenced by cultural differences.
- Interactions between cultures are shaped by differences in language, traditions, and conventions.
- It is essential to comprehend these distinctions in order to collaborate and communicate globally.

An organization isn't just about the walls, equipment and other tangible resources, it's about the people with heterogeneous qualities, background, culture and also of different age, gender qualification and obviously, different geographical locations

LITERATURE REVIEW:

The globalization of business operations has led to increasingly diverse workforces. Managing this diversity requires HR strategies that are both globally integrated and locally responsive (Chauhan & Tomar, 2024; Gutterman, 2023). As organizations expand across borders, cultural sensitivity becomes essential for maintaining productivity, innovation, and organizational harmony (Siddiqui, 2020; Alam & Rasheduzzaman, 2018).

Horizontal communication is crucial for collaboration among ethnically diverse employees but is often impeded by psychological and semantic barriers (Maharani et al., 2022). Despite cultural differences, harmony and conflict resolution are universally valued (Huma, 2024), suggesting shared human priorities in workplace dynamics.

Cross-cultural training (CCT) programs significantly ease the adjustment of expatriates and diverse teams (Tahir & Ertek, 2018; Sun, 2024). However, many multinational corporations still underinvest in structured CCT, especially for expatriates' families (Tahir & Ertek, 2018). Tailored onboarding and inclusive leadership also support long-term cultural integration (Valenzuela & Taras, 2024).

HR managing Cross-culture is not merely an operational need but a strategic imperative. As organizations navigate increasing global complexity, culturally adaptive leadership, inclusive training, and digital facilitation will be key drivers of success. Future HRM must evolve to integrate localized insights with global goals for sustainable growth.

INDUSTRY PROFILE

Modern Common Rail Technology with full authority electronic controls has already been adopted by Delphi-TVS to satisfy Euro-IV/Euro-V emission standards in passenger cars, SUVs, LCVs, and HCV applications.

The Unit Pump Common Rail System (UPCR) and Mechanical Unit Pumps (MUP) were recently introduced by

Delphi-TVS to meet Euro-III and Euro-IV emission standards for three- and four-wheel light transport vehicles. In contrast to the common rail, which is used to inject fuel for light vehicles like cars, etc., the rotary is a mechanical fuel injection system that is used to create diesel fuel injection for large vehicles like tractors, JCBs, etc. The common rail fuel injection comes in tubular and spherical shapes.

Cars and light trucks use rotary fuel injection pumps, sometimes referred to as distributor pumps. The pressure required to deliver fuel into the engine through a rotary distribution valve is produced by the pump's high-speed rotor. It efficiently delivers gasoline using a single injection cylinder and is driven by an axial cam plate. More sophisticated types, such as the Bosch VE pump, improve performance and fuel efficiency by modifying injection time in response to crankshaft speed, particularly in turbocharged or supercharged engines.

COMPANY PROFILE

Delphi–TVS is a joint venture company between BorgWarner (Erstwhile Delphi), U.S.A. and TV Sundaram Iyengar & Sons (TVS), India. BorgWarner a leading global Automotive Systems Supplier and TVS is one of India's largest Automotive systems suppliers.

Delphi Technologies was an independent automotive company from 2017 to 2020, when it was acquired by BorgWarner Inc. As of 5 July 2023, BorgWarner completed the spin-off of Delphi Technologies, Delco Remy, and Hartridge to a separate publicly traded company, PHINIA.

Delphi Technologies was formed in 2017 when Delphi Automotive, formerly a division of General Motors, renamed itself Aptiv and spun off its powertrain and aftermarket related businesses to a stand-alone company Delphi Technologies PLC. The $4.5 billion company began trading under the former Delphi Automotive symbol DLPH on the New York Stock Exchange. It was added to the S&P Mid Cap 400 Index on 6 December 2017.

OBJECTIVES OF THE STUDY

- To evaluate the effectiveness of HR strategies in promoting cross cultural diversity within the organization.
- To analyse the impact of cultural sensitivity and emotional intelligence on conflict resolution in cross cultural teams.
- To evaluate the effectiveness in enhancing communication within cross cultural environment.
- To understand the effects of cross culture diversity on HR.

NEED OF THE STUDY

This study examines that the Organizations are becoming more culturally diverse, making it essential for Human Resources (HR) to effectively manage cross-cultural diversity. This study is crucial as it addresses several key challenges and opportunities. To analyze the impact of cross-cultural diversity on team dynamics, communication, and collaboration in the workplace. To identify the skills and competencies required by HR professionals to effectively manage cross-cultural diversity. Diverse workforces bring a variety of perspectives and ideas, fostering innovation and creativity. Equitable practices in recruitment, training, performance management, and conflict resolution are essential for building an inclusive work environment where all employees feel valued.

SCOPE OF THE STUDY

The study on the HR role in managing cross-culture diversity is vast and critical in today's globalized workplace. It encompasses understanding cultural differences and their impact on employee behavior, beliefs, cultural awareness, sensitivity, emotional intelligence, communication and management styles. HR professionals must develop strategies for acquiring and retaining talent from diverse backgrounds while ensuring inclusivity in workplace policies. Effective integration of diverse employees fosters a collaborative and productive environment, requiring structured diversity training and intercultural communication initiatives.

RESEARCH METHODOLOGY

This study examines the descriptive research design for HR managing cross-culture diversity within the organization. The methodology was structured to provide a random selecting approach to data collection and analyzing, ensuring that the findings are relevant and reliable.

SAMPLE DESIGN

The Delphi-TVS Technologies Limited employee serves as the study's model. There are 1438 people in the Mannur branch of the organization. To guarantee that the sample is representative of the subset from the larger population, 206 respondents were chosen from this demographic.

Every unit of the population in the sample has an equal probability of being included when using simple random sampling. This methodology is frequently called a method of

chance because the entire selection of objects is dependent on chance or probability. We refer to this technique as "simple random sampling." It is a sample approach that uses a fair sampling mechanism.

The Descriptive Research Design is the research methodology which has been used in this study. The project has opted to collect data through questionnaires.

DATA ANALYSIS:

The data collected through the questionnaires was analyzed using a combination of statistical techniques to provide the comprehensive understanding of HR managing cross-culture diversity at Delphi-TVS Technologies Limited.

- Regression Analysis
- Correlation Analysis
- Chi-square Analysis

ANALYSIS 1: CORRELATION BETWEEN IMPACT OF EMOTIONAL INTELLIGENCE AND CONFLICT RESOLUTION MEASURES

NULL HYPOTHESIS (H0):

There is no significance relationship between impact of emotional intelligence and effectiveness of conflict resolution measures.

ALTERNATIVE HYPOTHESIS (H1):

There is significance relationship between impact of emotional intelligence and effectiveness of conflict resolution measures.

STATISTICAL TEST:

Correlation was used in the above hypothesis.

Table showing correlation analysis

CORRELATION:

Descriptive Statistics			
	Mean	Std. Deviation	N
Impact of cultural sensitivity and emotional intelligence	2.55	1.278	206
Effectiveness of the company's conflict resolution measures	2.42	1.311	206

CORRELATIONS			Impact of cultural sensitivity and emotional intelligence	Effectiveness of the company's conflict resolution measures
Impact of cultural sensitivity and emotional intelligence		Pearson Correlation	1	.115
		Sig. (2-tailed)		.100
		Sum of Squares and Cross-products	334.913	39.408
		Covariance	1.634	.192
		N	206	206
Effectiveness of the company's conflict resolution measures		Pearson Correlation	.115	1
		Sig. (2-tailed)	.100	
		Sum of Squares and Cross-products	39.408	352.097
		Covariance	.192	1.718
		N	206	206

INTERPRETATION:

As the above table shows 0.100 is> than 0.05, hence the null hypothesis is accepted and alternative hypothesis is rejected, hence it is concluded that there is no significance relationship between impact of emotional intelligence and effectiveness of conflict resolution measures.

RESULT:

In the above table there is a person correlation value is 1 so it is perfect positive correlation.

ANALYSIS 2: REGRESSION BETWEEN GENDER AND PROMOTING CULTURAL AWARENESS AMONG EMPLOYEES IMPROVE OVERALL PERFORMANCE

NULL HYPOTHESIS (HO):

There is no effect of gender in promoting cultural awareness among employees improve overall performance.

ALTERNATIVE HYPOTHESIS (H1):

There is effect of gender in promoting cultural awareness among employees improve overall performance.

STATISTICAL TEST:

Regression was used in the above hypothesis.

Table showing Regression analysis

REGRESSION:

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Gender	.	Enter
a. Dependent Variable: promoting cultural awareness among employees improve overall performance			
b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.021	.000	-.004	1.316
a. Predictors: (Constant), Gender				
b. Dependent Variable: promoting cultural awareness among employees improve overall performance				

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.151	1	.151	.087	.768
	Residual	353.039	204	1.731		
	Total	353.189	205			
a. Dependent Variable: promoting cultural awareness among employees improve overall performance						
b. Predictors: (Constant), Gender						

CHARTS:

Histogram
Dependent Variable: promoting cultural awareness among employees improve overall performance

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: promoting cultural awareness among employees improve overall performance
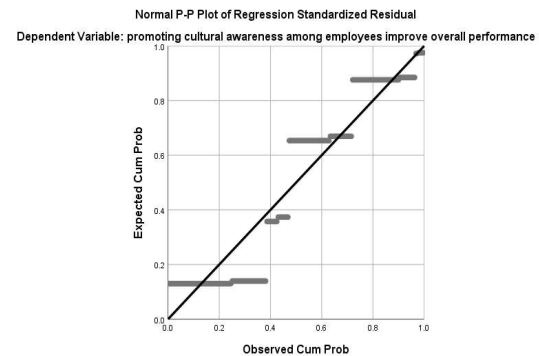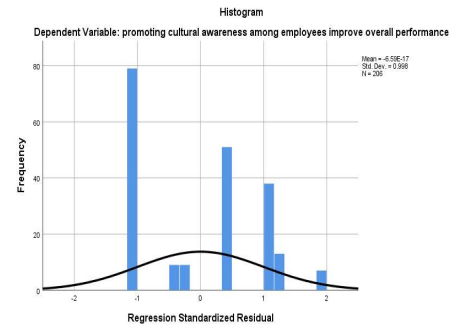
INTERPRETATION:

As the above table shows that 0.768 is > than 0.05, hence the null hypothesis is accepted and alternative hypothesis is rejected, hence it is concluded that there is no effect of gender in promoting cultural awareness among employees improve overall performance.

RESULT:
Hence it is concluded that there is no effect of gender in promoting cultural awareness among employees improve overall performance.

ANALYSIS 3: CHI-SQUARE BETWEEN EXPEREINCE AND EFFECTIVENESS OF ENHANCING COMMUNICATION WITHIN CROSS-CULTURAL NULL HYPOTHESIS(H0):

There is no association between experience of the respondents and effectiveness of enhancing communication within cross-cultural.

ALTERNATIVE HYPOTHESIS(H1):

There is an association between experience of the respondents and effectiveness of enhancing communication within cross-cultural.

STATISTICAL TEST

Chi-square was used the above hypothesis.

Table showing chi-square analysis

CHI-SQUARE:

N Par Tests

Descriptive Statistics								
						Percentiles		
	N	Mean	Std. Deviation	Minimum	Maximum	25th	50th (Median)	75th
Experience	206	3.29	1.429	1	5	2.00	3.00	5.00
Effectiveness in enhancing communication within cross cultural environment	206	2.44	1.274	1	5	1.00	3.00	4.00

CHI-SQUARE TEST

Frequencies

Experience			
	Observed N	Expected N	Residual
10 – 15 years	16	41.2	-25.2
2 – 5 years	67	41.2	25.8
5 – 10 years	37	41.2	-4.2
Above 15 years	13	41.2	-28.2
Below 2 years	73	41.2	31.8
Total	206		

Effectiveness in enhancing communication within cross cultural environment			
	Observed N	Expected N	Residual
Agree	83	41.2	41.8
Disagree	6	41.2	-35.2
Neutral	61	41.2	19.8
Strongly Agree	55	41.2	13.8
Strongly Disagree	1	41.2	-40.2
Total	206		

Test Statistics		
	Experience	Effectiveness in enhancing communication within cross cultural environment
Chi-Square	75.845[a]	125.845[a]
df	4	4
Asymp. Sig.	.000	.000
a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 41.2.		

INTERPRETATION:

Since the significance level was met with the p-value of 0.000 (which is less than 0.05) the null hypothesis (H0) is rejected and alternate hypothesis (H1) is accepted, hence it is concluded that there is an association between experience of the respondents and effectiveness of enhancing communication within cross-cultural.

RESULT:

Hence it is concluded that there is an association between experience of the respondents and effectiveness of enhancing communication within cross-cultural.

FINDINGS

The study reveals several key findings regarding the HR managing cross-culture diversity at Delphi-TVS Technologies Limited:

Demographic

It is found out that majority of respondents are between the 20 – 30 years of age (63.10%), 64.60% are male, 57.30% are married, 45.60% of the respondents are Under Graduate and 33.50% of the respondents are from Tamil Nadu, 35.40% are below 2 years' experience. The majority 18.90% of the respondents are from the HR department.

Cultural awareness

- Hence, it is found out that majority 40.80% of the respondents are agreed that they are confidently interacting with different cultural backgrounds.

- Therefore, it is concluded that majority 38.30% of the respondents are Agreed that they are promoting cultural awareness.
- It is found out that majority 40.30% of the respondents are rated Good that there is an awareness in cross-cultural diversity.

HR Support

- As a result, it is found out that majority 36.90% of the respondents are saying that there is an Effective cultural competency in training program.

Conflict Resolution

- Accordingly, it is found out that majority 32.50% of the respondents are Agreed that there is a perspective of others during conflict.
- Hence, it is found out that majority 76.20% of the respondents are saying Yes that they have witnessed or experienced the discrimination based on cultural difference.
- Majority 36.40% of the respondents are Agreed that they have adopted to the cultural diversity.
- It is concluded that majority 79.10% of the respondents are saying that they are facing the cultural misunderstanding.
- Therefore, it is concluded that majority 32% of the respondents are Agreed that they empathize with the emotions and feelings of others.
- As a result, it is found out that majority 36.90% of the respondent emotional intelligence are Effective.
- Accordingly, it is found out that majority 38.30% of the respondent interpersonal relationship are Effective at workplace.
- Hence, it is found out that majority 40.30% of the respondents are Effectively measuring the conflict resolution.

Effective Communication

- It is concluded that majority 33.50% of the respondents are Agreed that cross-culture is enhancing team performance.
- Therefore, it is concluded that majority 39.30% of the respondents are saying that they are good at understanding their colleague in their native language.
- Accordingly, it is found out that majority 31.10% of the respondents are to some extent in understanding their colleague perspective.
- As a result, it is found out that majority 40.30% of the respondents are Agreed that there is an demonstrate of active listening in non-verbal communication among colleague.

CONCLUSION

This study examines employees at Delphi-TVS Technologies Ltd in terms of their cross-cultural diversity. The employees provided the information for this study. Primary and secondary sources are used to gather the data. HR professionals play a crucial role in putting procedures into practice that encourage cooperation, respect, and communication between team members from various cultural backgrounds. By giving cultural sensitivity and understanding top priority through training initiatives and HR specialists foster an inclusive workplace where diversity is embraced as a strength rather than a problem by fostering cultural competence. All team members will feel appreciated and heard if there is inclusive leadership that supports a range of viewpoints and clear and open communication procedures. By prioritizing emotional intelligence, adaptability, and diversity awareness, HR can help cultivate a harmonious work environment where collaboration thrives. A well-structured diversity management approach not only enhances organizational productivity but also strengthens employee engagement, ultimately contributing to the long-term success of the company.

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