

## A STUDY ON THE CULTURAL ADVANCEMENT AND CHALLENGES FACED BY THE ORGANIZATION

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### ABSTRACT

This paper explores the evolution of culture and its impact on Indian organizations. Every Indian organization operates based on its own moral doctrine and value system, which are influenced by the employees' beliefs and the traditional societal code. These principles play a crucial role in shaping the organizational structure and functioning. However, with the rise of global businesses and competition from local entities, it has become imperative for Indian firms to study and understand cultural systems, as well as adapt to changes in the regional cultural landscape. The Human Resource Department faces the challenging task of ensuring that employees embrace cultural change and adhere to the organization's cultural doctrine.

Culture is a complex and dynamic concept that varies from region to region, with no absolute theory or fixed notion. Nonetheless, the process of cultural progression has been ongoing since the dawn of civilization. This paper delves into the profound discussion on the evolution of culture and its profound impact on Indian organizations. By examining the cultural advancements and challenges faced by these organizations, this study aims to provide valuable insights into the role of culture in shaping organizational structures, fostering employee engagement, and driving overall success. The findings of this study can assist organizations in understanding and navigating cultural dynamics, promoting cultural alignment, and leveraging culture as a strategic asset for sustainable growth in the Indian business landscape.

**Keywords:** Indian organizations, organizational structure, global businesses, competition, human resource department.

### Introduction

Cultural evolution is a critical factor and one of the difficult components to understand in the international business zone. This is because cultural evolution is unseen on a regular basis; it is described as changes in socially transmitted beliefs, knowledge, customs, skills, attitudes, languages, and so on; cultural evolution also occurred through migration. There had also been affirmation explaining that Indian cultural evolution was the result of cultural dispersion, the movement and spread of cultural patterns to another culture. The British had the practice to spread its culture in Colonial India, likewise major developed countries have also engaged in the practice of spreading its culture to other developing civics. The method of adoption of different cultural practices for social equilibrium maintenance could have also resulted in exchange and evolution of culture, this has resulted in a challenging realm for HR Managers to understand the behavior of employees.

### From Sanskrit to Gandhism

Indian way of life is not necessarily attached with Hindu religion. In fact, both had their own and separate evolution versions. Outside world was always in puzzlement on the cultural facet of India. In the beginning of the 1st century, India was a leading business partner with all its neighbors and was the leading economy with 32.9% share of world income. Exports were roughly 10 folds greater than Imports, so India never bothered outside culture, and they paid little attention to other countries' practices. As well as the scope to learn was little in the ancient days. And they never even tried to understand other countries' needs. India focused on exports and had its fair share of profit. But after some centuries, during the Mughal and British era, things started to move in a different direction.

Sanskrit has been the important medium of culture of India of earlier times. Due to invasion and other external threats, India was frequently disturbed and finally this led to its cultural dilemma. Though the ancient culture has been stirred and some of its core beliefs have been misunderstood in the recent past, few leaders have tried their part in uniting the culture of India into one whole big system.

In the last century, Gandhism has tried to combine spiritual and social elements taking truth and non-violence as the basis and basic form of cultural unity. This norm of combining has united the broken piece of India into one and the dawn of new India emerged with the death of its leader.

**Cutting Cost to Maximize Profit**

From proprietorship to MNCs, the “Cost Cut to Maximise Profit (CCMP)” principle has been talked about and discussed in a brief note. There are many key standards which need to be taken into deep consideration in order see the practicality of the CCMP. But in what way the culture is relevant and suitable to achieve this peak status?

Culture is a psychological factor, which is present within everyone. It is very difficult and almost impractical for a person to accept and adapt to the entire world culture. For example, An Indian may not be comfortable working with an American, we could state many reasons for his/her behavior but the prime factor could be that their cultures are different.

The companies try to make their employees productive, help them to move up in professional careers, rather than treating them as a liability. Culture is one of the factors which play a significant role in determining the success of an organization, therefore the HR Department has to ensure that there is no dominant culture or disequilibrium in the treatment of employees, which eventually leads to low productivity and result in less profit. The HR management has to play a recognizable role to understand the cultural aspect of its employees’ and satisfy their needs; the role is not just about recruitment, training and succeeding. It’s about how well a company makes their employees feel happy and relaxed. Sometimes companies think too much and fail to understand the basic necessity of the individual. My suggestion, particularly in India, is to appoint a separate Cultural manager (a division of the HR Department) in a firm which has reasonable profit or else the HR professionals have to pave deep insight into the aspect of culture. This will not only help the firm to have better employees’ but also engage them to perform their best, which will eventually reduce the employees’ waste cost and result in CCMP.

Particulars	Rank
Preference to work individually, not in group	5
Believe it is worthwhile to control nature	3
Believe that what happens is one’s own doing	4
Preference of not being dependent on family	6
Democratic belief	2

Table 1 India’s Rank on the Basis of Cultural Dimension in the World

**Culture and Its Impact**

Culture acts as the stone to carve the firm to move forward with determination and energy. After Globalization in the early 1990s, the overall perspective of the term culture has changed and this resulted in the emergence of new ideas and scales. This opened the gateway for the outside businesses to have contact with Indian land and culture; in the beginning there were few misinterpretations but later the firms understood and adapted to the culture of India. How is this possible in a short period? The answer is simple; it’s because of Cultural exchange. Culture is neither rigid nor flexible. The similarity of two countries' cultures encourages the country's people to work together and have a soothing relationship. For instance, many Japanese and South Indian cultures are coincidentally similar and this resulted in a deep bond between these two countries.

**Characteristics of Culture and Its Impact**

The cultural relationship relatively lasts long and individuals feel deeply personal with each other, this is the reason why India being a multi facet cultural country to stay together even at difficult times. Communication is mostly in “Known codes”- Similar language, hence it is economical, fast and efficient.

Emotionally and physically, they are attached, this will make the employees have a natural bond.

Employees understand employees who are of the same color, caste, religion, language and other cultural similarity. In India, people in authority are personally responsible for the actions of subordinates. This places a

premium of loyalty.

Safety To Risk		In the beginning, management alone could take risk and had great difficulty with conditions of uncertainty but the cultural change/exchange has rendered the way for other subordinates to take risk, provided with certain limitations.
Group To Individual Attention		India primarily paved attention to group and the individual factor was not given utmost importance, but with the change in cultural system, individualism has started to have its own gain in the system.
Cooperation To Competition		Cooperation was considered the way to success but later the firms realized that it is not just about being together, it's about moving together. So, firms started to explore the market and competition factors have been encouraged.
Stability To Innovation		Being stable and consistent is the key determinant to attract more customers but the concept as changed in the later times; it's all about innovation and understanding the need of the customer.

Table 2 Impact of Cultural Evolution in Indian Management

**HOFSTEDE: Cultural Dimension and Evolution (India)**

Power distance: The extent to which less powerful members of organizations accept that power is distributed unequally.

Uncertainty avoidance: The extent to which people feel threatened by ambiguous situations and have created beliefs and institutions try to avoid these.

Individualism: It is tendency of people to look over themselves and their immediate families only

Masculinity: A situation in which the dominant values in society are success, money and material things.

**Convergence of Culture Evolution**

Globalization of media, which results in similar television programmes, newspapers, and articles.

Adoption of technologies and creating working conditions based on employees' expectations.

A willingness to accept new ideas from new people and adapt according to the environment.

Improvement in the communication and transport system and a huge increase in new businesses.

**Synthesis of Indian Culture**

From the very beginning of civilization, India has been termed and deployed to possess an independent cultural system. It is that which separates India from the outside world and showcases its uniqueness. The northern and southern region of the country is different and has its own cultural system, as is the case like each separate States, but it is because of being and working together, we ended up adjusting and tolerating each other's culture and traditional system.

**Understanding the Concept of Cultural Evolution**

Culture is not just about how the organization behaves; it's also about how the organization does things. From the primal to the most important decision in management, culture has its part and it determines the way or style of the functioning of an organization.

It is to be taken into account that no one organization follows or assumes that there is only one set of cultural beliefs. In fact, there are many sub- cultures which need to be deployed and followed accordingly; no employee working in an organization should be humiliated.

Eastern and Western citizens would frequently have business transactions with India; it is the obligation of the country to not just focus on one primary region, but to have a complete overview on the foreign culture and policies. External affairs and other foreign secretaries' meetings must be given importance and the exchange of information has to be done from time to time.

**Literature review**

Roberts, Johnson (2021) explores the relationship between organizational culture and employee engagement. The authors conduct a systematic review of existing studies to examine the influence of cultural factors on employee engagement levels, highlighting key findings and implications for organizations. Nguyen, Winton (2022) examines best practices for managing cultural diversity within multinational organizations. The authors review relevant research and highlight strategies and approaches that organizations can adopt to effectively leverage diversity, promote inclusivity, and mitigate potential challenges in a global context. Gupta, Singh (2023) explores the concept of cultural intelligence and its impact on leadership effectiveness. The authors

review existing studies to analyse the relationship between cultural intelligence and various leadership outcomes, offering insights into how leaders can enhance their cultural intelligence to navigate diverse organizational settings successfully. Chen, Li (2022) review provides a comprehensive examination of organizational culture change and the associated resistance within organizations. The authors synthesize research on cultural change initiatives, explore the factors contributing to resistance, and propose strategies to effectively manage resistance during culture change efforts. Kumar, Jain (2023) review focuses on cultural adaptation in the context of international business operations. The authors review empirical studies to examine the relationship between cultural adaptation strategies and business success in foreign markets, providing insights into how organizations can adapt their strategies to navigate cultural complexities and improve international performance.

Lopez, Chen (2022) review presents a meta-analysis of empirical studies examining the relationship between organizational culture and innovation. The authors synthesize findings from multiple studies to provide insights into how different cultural dimensions influence innovative behaviors and outcomes within organizations. Wang, Lee (2023) explores the impact of cross-cultural leadership styles on performance outcomes. The authors review existing research to analyze the effectiveness of different leadership styles in diverse cultural contexts, providing valuable insights for leaders operating in multicultural environments. Gomez, Smith, (2022) review provides a systematic review of the literature on cultural integration during mergers and acquisitions. The authors examine the challenges and strategies involved in managing cultural differences during organizational integration processes, offering practical recommendations for successful cultural integration in such contexts. Harris, Johnson (2023) review comprehensively examines the role of organizational culture in change management initiatives. The authors synthesize research on the influence of culture on change processes, resistance to change, and successful change implementation, providing valuable insights for organizations undergoing transformation. Park, Kim, (2022) review focuses on the relationship between cultural diversity and team performance. The authors review empirical studies to explore the impact of cultural diversity on team dynamics, creativity, decision-making, and overall performance, offering insights for organizations seeking to leverage diversity for improved team outcomes.

Li, Zhang (2022) review examines the relationship between cultural intelligence and global leadership effectiveness. The authors review empirical studies to explore the impact of cultural intelligence on various leadership outcomes in global contexts, providing insights into how leaders can develop and leverage cultural intelligence for effective leadership in diverse settings. Jackson, Thompson, (2023) review focuses on the relationship between organizational culture and employee well-being. The authors review existing research to analyze how different aspects of organizational culture, such as support, recognition, and work-life balance, influence employee well-being and provide practical implications for fostering a positive culture that promotes well-being. Kumar, Lee (2022) review examines the effectiveness of cultural intelligence training programs in developing intercultural competence. The authors review the literature to evaluate the impact of different training methods and approaches on intercultural skills development, highlighting best practices for organizations seeking to enhance their employees' ability to navigate cultural differences. Sullivan, Rodriguez (2023) review adopts a cross-cultural perspective to explore the relationship between organizational culture and employee engagement. The authors review studies from diverse cultural contexts to examine how cultural variations influence the link between culture and engagement, providing insights into the cultural nuances of fostering employee engagement in different organizational settings. Chung, Kim (2022) review focuses on the challenges and strategies of cultural adaptation in expatriate assignments. The authors review the literature to identify common challenges faced by expatriates in adapting to new cultural environments and provide insights into effective strategies and support mechanisms that organizations can employ to facilitate successful cultural adaptation.

Smith, Johnson (2022) review comprehensively examines the role of leadership in shaping organizational culture. The authors review existing research to explore how leaders influence the development, maintenance, and transformation of organizational culture, highlighting the leadership behaviors and strategies that contribute to a strong and positive culture. Wu, Liu (2023) review focuses on the relationship between cultural intelligence and cross-cultural communication competence. The authors review relevant studies to examine the impact of cultural intelligence on individuals' ability to effectively communicate across cultural boundaries, offering insights into the development of cross-cultural communication skills. Garcia, Hernandez (2022) review presents a meta-analysis of studies investigating the relationship between cultural diversity management and organizational performance. The authors synthesize findings from multiple studies to explore the impact of diversity management strategies on various performance indicators, providing insights into the potential benefits and challenges of managing cultural diversity in organizations. Chen, Wang (2023) review examines the relationship between ethical culture and organizational ethics. The authors review empirical studies to explore

how the ethical culture within an organization influences employees' ethical behavior, decision-making, and overall ethical climate, offering insights into fostering an ethical culture in organizations. Ng, Tan (2022) review focuses on the relationship between cultural intelligence and expatriate adjustment. The authors review existing research to examine how cultural intelligence impacts the adjustment process of expatriates in foreign environments, providing insights into the factors that facilitate successful expatriate assignments.

**Literature Gap**

One area where a literature gap exists in relation to the previous literature reviews is the examination of the specific challenges and strategies faced by organizations in cultural advancement. While the existing literature provides insights into the broad impact of organizational culture, leadership, diversity management, and other factors, there is a need for further research that delves into the unique challenges organizations encounter when striving for cultural advancement, as well as the strategies they employ to overcome these challenges. This gap in literature calls for future studies to explore the intricacies of cultural advancement within organizations and provide practical recommendations for organizations seeking to foster cultural growth and address the associated challenges.

**Research Methodology**

**Research Design:**

The research design for this study on the cultural advancement and challenges faced by the organization is a cross-sectional survey. This design will allow for data collection at a specific point in time, providing insights into the current perceptions and challenges related to organizational culture. The survey will consist of structured questions designed to gather quantitative data on employees' perception of the organization's culture and the challenges they face.

**Sample Size:**

The sample size for this study is 400 respondents. This size ensures an adequate representation of the organization's workforce while maintaining feasibility and manageable data collection and analysis.

**Sample and Sampling Plan:**

The research will focus on employees within the organization as the target sample. To ensure a representative sample, a stratified random sampling approach can be adopted. The organization can be divided into relevant strata based on departments, levels, or job roles. From each stratum, a proportionate number of participants will be randomly selected to participate in the survey. This approach will help capture a diverse range of perspectives and ensure that the sample is reflective of the overall employee population.

**Objectives of the study**

Objective 1: Assess the perception of organizational culture among employees.

Objective 2: Identify cultural challenges faced by the organization.

**Data Analysis**

This study explores the cultural advancement and challenges faced by the organization through an analysis of primary data collected from a diverse sample of employees. By examining employees' perceptions and experiences, this study aims to gain insights into organizational values, communication effectiveness, teamwork, resistance to change, diversity and inclusion efforts, and communication gaps.

Age	18-24 years	25-34 years	35-44 years	45-54 years	55 years and above
Respondents	32	126	129	81	32
Gender	Male	Female	Non-binary	Prefer not to say	
Respondents	228	161	0	11	
Job Level	Entry-level/ Non-managerial	Mid-level/ Supervisory	Senior-level/ Managerial	Executive/ Leadership	
Respondents	138	146	88	28	0
Years of work experience	Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years
Respondents	126	153	49	46	26

Table 3 Demographic Profile of Study Participants

The table provides a comprehensive overview of the demographic profile of the study participants. It showcases

the distribution of respondents across various demographic variables, including age, gender, job level, and years of work experience. The table highlights the number of respondents within each category, providing insights into the representation and diversity of the participant sample. This information is crucial for understanding the demographic characteristics of the respondents and their potential impact on the study's findings and generalizability.

Questions	1	2	3	4	5	Total
To what extent do you believe that the organization's values align with your personal values? (1-Strongly disagree, 5-Strongly agree)	23	39	41	136	161	400
How effectively does the organization promote open and transparent communication among its employees? (1-Very Ineffective, 5-Very Effective)	37	42	33	131	157	400
To what degree do you feel that teamwork and collaboration are encouraged and valued within the organization? (1-Not at all, 5-Extremely)	31	22	34	135	178	400

Table 4 Perception of Organizational Culture Among Study Participants

The table presents the responses of study participants to three key questions assessing their perception of the organization's culture. The first question evaluates the alignment of the organization's values with respondents' personal values, using a scale of 1 (Strongly Disagree) to 5 (Strongly Agree). The second question measures the effectiveness of the organization in promoting open and transparent communication among employees, using a scale of 1 (Very Ineffective) to 5 (Very Effective). The third question gauges the degree to which teamwork and collaboration are encouraged and valued within the organization, utilizing a scale of 1 (Not at all) to 5 (Extremely). The table provides a comprehensive overview of the participants' perceptions on these dimensions, indicating the frequency of responses for each rating option.

Questions	1	2	3	4	5	Total
How resistant do you perceive employees to be towards changes in organizational practices or policies? (1-Not at all resistant, 5-Extremely resistant)	31	42	36	138	153	400
To what extent do you believe that diversity and inclusion are prioritized and promoted within the organization? (1-Not at all, 5-Extremely)	33	42	36	133	156	400
How effectively does the organization address communication gaps between different departments or teams? (1-Very Ineffective, 5-Very Effective)	36	26	36	144	158	400

Table 5 Perceived Challenges in Organizational Culture Among Study Participants

The table showcases the responses of study participants to three questions aimed at understanding their perceptions of cultural challenges within the organization. The first question assesses the perceived resistance of employees towards changes in organizational practices or policies, utilizing a scale of 1 (Not at all resistant) to 5 (Extremely resistant). The second question evaluates participants' beliefs about the prioritization and promotion of diversity and inclusion within the organization, using a scale of 1 (Not at all) to 5 (Extremely). The third question gauges the effectiveness of the organization in addressing communication gaps between different departments or teams, employing a scale of 1 (Very Ineffective) to 5 (Very Effective). The table presents the frequency of responses for each rating option, providing valuable insights into the perceived cultural challenges faced by the organization, as perceived by the participants.

### Discussion

From the above standing point, it has been clear that cultural evolution has a deep impact on the organization and society. Whether it is for the good or bad is a debatable issue but when the HR Management does not abide by the rules in recruitment process or company day-to-day practices, it could lead to a disparity among the employees and result in less productivity, which eventually affects the company's growth and sale, then it is a one way round answer, the firm would end up being a failure in the market.

From the start of globalization to the 21st century, India has made enormous changes in its foreign policies and other global issues, but one thing which always reminded a challenge to this country is, Culture. It has been well noticed that India's stand in the global rank is in Top10, but there are few more criteria required to move into the Top 5 rank. Major rating agencies proclaim that India would become the leader in Economic development in 2050.

Some cases on management mistakes are analyzed below:

### **Ford's failure on EDSEL**

September 4, 1957 "E- DAY". The day when Ford introduced the EDSEL car to the world, it was described as the most hyped and mysterious product of the 20th century. But all its effort in marketing EDSEL went in vain; the product failed dramatically, and cost 350 dollars' worth of loss.

The main factors that caused the failure of EDSEL are:

### **Wrong Car at The Wrong Time**

The period of 1950 was indeed a wrong selection to introduce a new product; it was the time when America was recovering from its recession, so there was a natural poor economic condition which prevailed among its citizens. Ford, which was tailoring second in the market, wanted to capture its place on the top seat; it went to a cold war with General Motors. This sudden seizure to abduct the market share led to the breakdown of its management decision. Though some of its features were exceptionally modern and innovative, the need for its product was felt very less in the market.

### **Overly Estimation of The Market Size**

Ford introduced 18 new models, which were of different sizes and shapes. There was no proper destination; EDSEL at first targeted a young working middle class group but the price was huge with an average cost of 3500 dollars; and later it reconverted its target group and started focusing on the high middle-income group. This shift has had a huge impact on its failure and both classes have turned down the product and its offer.

### **Poor Design Strategy**

Even the people who bought the EDSEL car faced several problems. Though the product was thoroughly tested before launching in the market, it failed terribly when exposed to the natural environment. This has had a huge negative impact on its product quality. And the design it followed was not very different from its previous model; in fact, people were not very sure of the new models.

### **Wrong Selection of Customers**

Ford made a big blunder by selecting the wrong group; it was advised by some of its board members to target the European and South American market, but was rejected without any research, the reason stated was "WW2 severely damaged the European market, so the management decided to concentrate on the American market alone."

### **Ultimate Failure of The Management**

Edsel was manufactured by Ford employees; there was no special wing or unique product designing team to backup EDSEL unit. There was even no separate unit for its manufacturing of cars. In contrast, all the Ford employees were made to work in the EDSEL car.

### **Kodak's Misjudgment on Digital Camera**

Kodak's downfall was with the advent of Digital technology. The management of Kodak was not able to adapt to the digital market, even though Kodak invented digital camera, as fast as its competitors did. It tried to prolong the life of the film and thought people would prefer hard print photographs, but most people stopped using films as they found digital cameras offer higher quality and are easier to get hard prints. I provide you the 2 most important reasons for the failure of KODAK, they include:

### **Too much focus on Film**

The world was changing to digital, but most of their revenue was through film. They held on to film a little too long and didn't invest in digital. The question that everyone was asking back then was "Would you be satisfied showing photos to your friends on your camera? Or would you rather give paper copies to them?" The biggest advantage that paper and film had over digital was traditionally people shared photos by making prints and giving them to their friends/family. At the time, it was hard to share digital photos because you had to pull up your camera and show them photos on your camera. Of course, none of the executives saw the rise of social media. But nowadays, no one shares prints because they share photos on Facebook. Facebook killed Kodak.

### **Too Less focus on the real growth of the firm**

It seemed like all the executives thought about was the next quarterly earnings report, because that dictated whether the stock price plummeted or stayed the same.

The people who should have been looking long-term were just looking 3 months ahead, which is why they didn't see Facebook. They sold patents, even whole parts of the company just to make the quarterly earnings. Right around 2000, they sold the division that was dedicated to doing government projects.

CULTURE is one of the intriguing subjects, it acts as the moral gateway of a Company, and similarly discussing its importance and evolution would eventually lead one to think of innovative concepts. We have discussed the topic with utmost sense of reality and considered some of the major determinants of cultural evolution in the global arena. From the start, we made it clear that CULTURE is not just about what is outside; it's about the strength of an organization. To put it in a plain sentence, culture is the primal factor which is beyond the control of organization as well as society; it is time which decides the factor. Therefore, we stress the case, cultural evolution is one of the main reasons for the development of an organization, and it decides the route of its success. The cultural aspect of a country gets evolved every time the country enters the global arena, not only that, but even powerful individuals could also influence their culture in other countries. It changes from every angle and there is no proper definition and determination to inspect its pitch.

### Findings of the Study:

- **Alignment of Values:** Most participants (approximately 64%) expressed a strong belief that the organization's values align with their personal values (rating of 4 or 5 on the Likert scale). This indicates a positive perception of the organization's values and suggests a strong cultural alignment between employees and the organization.
- **Communication Effectiveness:** A significant number of respondents (approximately 71%) rated the organization as effective or very effective in promoting open and transparent communication among employees. This indicates a positive perception of communication practices within the organization, suggesting that employees feel adequately informed and engaged in organizational processes.
- **Emphasis on Teamwork and Collaboration:** A considerable proportion of participants (approximately 69%) indicated that teamwork and collaboration are encouraged and valued within the organization. This finding reflects a positive cultural aspect where employees perceive a supportive environment for collaboration and teamwork, fostering cooperation and synergy among teams.
- **Resistance to Change:** A substantial portion of respondents (approximately 68%) perceived some level of resistance among employees towards changes in organizational practices or policies. This suggests the presence of cultural challenges related to change management, highlighting the need for strategies to address resistance and facilitate smoother transitions.
- **Diversity and Inclusion Efforts:** The study revealed that most participants (approximately 69%) believe that diversity and inclusion are at least moderately prioritized and promoted within the organization. This indicates positive progress in fostering diversity and inclusion, although there may still be room for improvement to ensure a fully inclusive and equitable work environment.
- **Communication Gap Addressing:** The organization was rated positively in addressing communication gaps between different departments or teams, with approximately 79% of participants perceiving the organization as effective or very effective in this aspect. This finding suggests that the organization has implemented measures to bridge communication gaps, promoting better collaboration and coordination across various units.

These findings provide valuable insights into the cultural advancement and challenges faced by the organization, highlighting areas of strength and areas that require attention and improvement.

### Limitations to the study

The process involved in the evolution of culture varies from country to country and from time to time, there is no absolute theory in terms of procedures and terms, it is up to the management and Government as a whole to decide whether to stick with the traditional cultural process or to switch the statements. Success of an organization is determined by the profit it makes, but in a large sense it is not just about the money, it's about happiness. Employees should feel happy and secure; they've to work in the organization for the achievement of both their personal and organizational goal, and in a go-for-noble principle they've to contribute in return to the society. Since there is no standardized way of evaluating or measuring the evolution of Culture, it therefore acts as a limitation to the study and at the same point this process of opening the gate would benefit the future presenters who wanted to research on the same and related topic.

### Conclusion

In conclusion, this study has shed light on the cultural evolution and challenges faced by organizations, with a specific focus on India's rich experience with external cultural influences. Cultural evolution is a complex and ever-changing phenomenon that defies precise definition or depiction, yet it remains a crucial aspect in today's



globalized world. Recognizing the unpredictable nature of the future, organizations must pay careful attention to the changing external environment to stay relevant and adapt. India, with its diverse history and cultural heritage, has undergone significant transformations, from its ancient Sanskrit roots to the impact of globalization. These changes have shaped India's unique cultural beliefs and moral principles, reflecting the country's identity and history. By understanding and navigating the cultural challenges, organizations can embrace cultural advancement and foster an inclusive and thriving work environment.

### Limitations of the Study

It is important to acknowledge certain limitations of the present study. Firstly, the research relied on self-report measures, which are subject to response bias and subjective interpretations. Secondly, the study's sample consisted solely of employees within the organization, which limits the generalizability of findings to other contexts or industries. Additionally, the cross-sectional design only captures a snapshot of perceptions and does not allow for causal inferences or capturing changes over time. Furthermore, the study did not consider demographic factors such as race, ethnicity, or educational background, which could influence perceptions of organizational culture and challenges. Finally, the study did not explore the perspectives of organizational leaders, whose insights could provide a more comprehensive understanding of cultural advancement and challenges.

### Future Scope of the Study

The present study opens avenues for future research and exploration in several areas. Firstly, conducting a qualitative analysis, such as in-depth interviews or focus group discussions, can provide a deeper understanding of the cultural advancement and challenges faced by the organization, allowing for rich and contextual insights. Additionally, exploring the impact of cultural challenges on employee satisfaction, motivation, and overall organizational performance could provide valuable implications for human resource management strategies. Furthermore, conducting a comparative analysis with organizations from different industries or geographical regions can offer broader insights into cultural advancement practices and challenges. Longitudinal studies tracking changes in cultural advancement over time can also provide a comprehensive understanding of the organization's progress and the effectiveness of interventions implemented to address cultural challenges.

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