

Research Article**SHAPING ORGANIZATIONAL BEHAVIOUR: The Role of Culture in a Globalized Workplace****RAMESH NAIDU PYDI**

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Corresponding Author: RAMESH NAIDU PYDI**Abstract**

In an era of globalization, workplaces have evolved into complex, multicultural ecosystems where organizational behaviour is profoundly shaped by cultural dynamics. This article investigates the critical role of culture in influencing organizational behavior within globalized workplaces, emphasizing its impact on employee motivation, communication, leadership styles, and cross-cultural collaboration. Drawing on foundational frameworks such as Hofstede's cultural dimensions, Schein's model of organizational culture, and Trompenaars' cultural typologies, the study explores how cultural values—ranging from individualism-collectivism to power distance—affect workplace interactions and organizational outcomes. The analysis synthesizes academic literature, real-world case studies, and practical insights to highlight both the challenges and opportunities of managing cultural diversity in global settings. Key challenges include miscommunication, conflicting values, and resistance to change, which can hinder teamwork and productivity. Conversely, cultural diversity offers opportunities for innovation, broader perspectives, and enhanced problem-solving when effectively harnessed. The article proposes actionable strategies for organizations to cultivate inclusive cultures, including cultural sensitivity training, adaptive leadership models, and fostering open communication channels. By aligning organizational practices with cultural nuances, companies can enhance employee satisfaction, improve collaboration, and boost overall productivity. The study underscores the necessity of cultural competence as a cornerstone for success in globalized workplaces, offering a roadmap for leaders to navigate the complexities of multicultural environments. Ultimately, it advocates for a proactive approach to leveraging cultural diversity as a strategic asset to drive organizational excellence in an interconnected world.

Keywords: Organizational Behavior, Cultural Diversity, Globalization, Hofstede's Cultural Dimensions, Schein's Organizational Culture, Trompenaars' Framework, Employee Motivation, Cross-Cultural Collaboration, Inclusive Leadership, Workplace Productivity

1. Introduction

In the contemporary landscape of global business, organizations operate in an increasingly interconnected and multicultural environment, where the interplay of diverse cultural influences profoundly shapes organizational behavior. The rapid pace of globalization has transformed workplaces into dynamic hubs of cultural convergence, where individuals from varied backgrounds collaborate to achieve shared organizational goals. This phenomenon underscores the pivotal role of culture in defining how employees interact, communicate, lead,

and collaborate within globalized workplaces. Culture, as a multifaceted construct, encompasses shared values, beliefs, norms, and practices that influence individual and collective behaviours within an organization. Understanding and managing cultural dynamics has become a critical imperative for organizations seeking to enhance productivity, foster innovation, and maintain employee satisfaction in diverse settings. This article explores the intricate relationship between culture and organizational behaviour, examining how cultural values shape workplace dynamics and proposing strategies to leverage cultural diversity for organizational success. By synthesizing established theoretical frameworks, empirical research, and practical insights, the study aims to provide a comprehensive understanding of the role of culture in globalized workplaces, addressing both the challenges and opportunities that arise from cultural diversity. The significance of this exploration lies in its potential to guide organizational leaders in creating inclusive environments that align with the complexities of a globalized world, ultimately driving organizational excellence.

The concept of organizational behavior refers to the study of how individuals and groups act within an organization, encompassing aspects such as motivation, communication, leadership, decision-making, and teamwork. In a globalized workplace, these behaviors are heavily influenced by cultural factors, which serve as both enablers and barriers to effective organizational functioning. Culture, in this context, operates at multiple levels—national, regional, and organizational—each contributing to the unique behavioral patterns observed in workplaces. National culture, for instance, shapes employees' worldviews, attitudes toward authority, and approaches to collaboration, while organizational culture defines the shared values and practices that guide employee behavior within a specific company. The interplay of these cultural layers creates a complex environment where misunderstandings can arise, but also where diverse perspectives can fuel creativity and innovation. As organizations expand across borders, the ability to navigate cultural differences becomes a strategic necessity, requiring leaders to develop cultural competence and adapt management practices to diverse workforce needs.

To understand the role of culture in shaping organizational behavior, several theoretical frameworks provide valuable insights. One of the most influential is Geert Hofstede's cultural dimensions theory, which identifies key dimensions of national culture that impact workplace behavior. These dimensions include power distance, which reflects the acceptance of hierarchical authority; individualism versus collectivism, which describes the emphasis on individual achievement versus group cohesion; masculinity versus femininity, which contrasts competitive versus nurturing values; uncertainty avoidance, which measures tolerance for ambiguity; and long-term versus short-term orientation, which highlights attitudes toward time and planning. For example, in high power distance cultures, such as those in many Asian countries, employees may expect clear directives from leaders and show deference to authority, while in low power distance cultures, like those in Scandinavian countries, participative leadership and egalitarian decision-making are more common. Similarly, individualistic cultures, such as the United States, prioritize personal achievement and autonomy, whereas collectivist cultures, like Japan, emphasize group harmony and collective responsibility. These cultural differences influence how employees respond to motivation strategies, communication styles, and leadership approaches, necessitating tailored organizational practices to ensure alignment with cultural expectations.

Another critical framework is Edgar Schein's model of organizational culture, which emphasizes the deeper, often implicit layers of culture that shape behavior within organizations. Schein posits that organizational culture operates at three levels: artifacts, espoused values, and underlying assumptions. Artifacts include visible elements like dress codes, office layouts, or rituals, which provide surface-level insights into an organization's culture. Espoused values

reflect the stated beliefs and principles that guide organizational practices, such as a commitment to diversity or innovation. Underlying assumptions, the most profound level, represent the unconscious beliefs that drive behavior, such as assumptions about teamwork or risk-taking. In a globalized workplace, these layers of organizational culture interact with national cultural values, creating a complex tapestry of influences. For instance, a multinational corporation with a stated value of open communication may face challenges in implementing this value in high power distance cultures, where employees may be hesitant to share feedback with superiors. Schein's model highlights the importance of aligning organizational culture with the cultural contexts of employees to foster a cohesive and productive work environment.

Fons Trompenaars' cultural framework further enriches this discussion by focusing on how cultural differences manifest in workplace relationships and problem-solving. Trompenaars identifies seven dimensions of culture, including universalism versus particularism, which contrasts rule-based versus relationship-based decision-making, and specific versus diffuse, which describes the extent to which personal and professional lives are separated. These dimensions are particularly relevant in globalized workplaces, where employees from universalist cultures, such as Germany, may prioritize standardized processes, while those from particularist cultures, like China, may value flexibility and personal relationships in decision-making. Trompenaars' framework underscores the need for organizations to adapt their management practices to accommodate these cultural variations, ensuring that policies and processes resonate with diverse employee groups.

The influence of culture on organizational behavior is evident across various workplace dimensions. In terms of employee motivation, cultural values shape what drives individuals to perform. For instance, in individualistic cultures, intrinsic rewards like personal recognition or career advancement may be highly motivating, whereas in collectivist cultures, group-based incentives or a sense of belonging may be more effective. Similarly, communication styles vary significantly across cultures. High-context cultures, such as those in East Asia, rely on implicit, non-verbal cues, while low-context cultures, like those in North America, favor direct and explicit communication. These differences can lead to misunderstandings in multicultural teams, where a direct communication style may be perceived as rude, or an indirect style may be seen as evasive. Leadership styles also reflect cultural influences, with some cultures favouring authoritative leaders and others valuing participative or transformational leadership. For example, a leader employing a directive style in a collectivist culture may foster trust and clarity, but the same approach in an individualistic culture may be met with resistance. Collaboration, another critical aspect of organizational behaviour, is similarly affected, as cultural attitudes toward teamwork, conflict resolution, and decision-making shape how teams' function in global settings.

The challenges of cultural diversity in globalized workplaces are significant but not insurmountable. Miscommunication, stereotyping, and cultural clashes can erode trust and hinder productivity. For instance, differing attitudes toward time—monochronic cultures valuing punctuality and polychronic cultures prioritizing flexibility—can create friction in project deadlines or meeting schedules. Similarly, varying approaches to conflict resolution, such as direct confrontation in some cultures versus avoidance in others, can complicate team dynamics. However, these challenges are counterbalanced by the opportunities that cultural diversity presents. Diverse teams bring a wealth of perspectives, fostering creativity, innovation, and robust problem-solving. Research suggests that culturally diverse teams, when managed effectively, outperform homogenous teams in tasks requiring creativity and adaptability. By embracing cultural differences, organizations can tap into a broader range of ideas and approaches, enhancing their competitive edge in global markets.

To navigate the complexities of cultural diversity, organizations must adopt strategies that promote cultural competence and inclusivity. Cultural sensitivity training is a critical tool, equipping employees and leaders with the skills to understand and respect cultural differences. Such training can address unconscious biases, improve cross-cultural communication, and foster empathy among team members. Adaptive leadership is another essential strategy, requiring leaders to tailor their approaches to the cultural preferences of their teams. For example, a leader may adopt a more directive style in high power distance cultures while encouraging participative decision-making in egalitarian settings. Fostering open communication channels is also vital, as it allows employees to voice concerns, share feedback, and build trust across cultural divides. Organizations can further promote inclusivity by establishing policies that celebrate diversity, such as flexible work arrangements that accommodate cultural practices or diversity-focused recruitment strategies. By embedding cultural competence into their core practices, organizations can create environments where diverse employees feel valued and empowered.

The theoretical frameworks of Hofstede, Schein, and Trompenaars provide a robust foundation for understanding how culture shapes organizational behavior, but their practical application is equally important. Case studies of multinational corporations, such as Google or Unilever, demonstrate how organizations successfully navigate cultural diversity by aligning their practices with cultural realities. For instance, Google's emphasis on flat hierarchies and open communication aligns with low power distance cultures but requires adaptation in high power distance regions to maintain effectiveness. Similarly, Unilever's global diversity initiatives highlight the value of inclusive policies in enhancing employee engagement and organizational performance. These examples underscore the importance of a strategic approach to cultural management, where theoretical insights are translated into actionable practices.

2. Scope of the Research

The scope of this research focuses on examining the pivotal role of culture in shaping organizational behaviour within globalized workplaces. It explores how cultural dynamics influence key workplace aspects, including employee motivation, communication, leadership styles, and cross-cultural collaboration. The study draws on established theoretical frameworks, such as Hofstede's cultural dimensions, Schein's model of organizational culture, and Trompenaars' cultural typologies, to analyse the interplay between national and organizational cultures. It encompasses a synthesis of academic literature, empirical case studies, and practical insights to address the challenges and opportunities of cultural diversity. The research is limited to multinational organizations operating in diverse cultural contexts, emphasizing strategies for fostering inclusive environments that enhance productivity and employee satisfaction. While focusing on globalized workplaces, the study excludes region-specific cultural analyses and non-organizational settings. It aims to provide actionable insights for leaders to navigate cultural complexities and leverage diversity for organizational success.

3. The objectives of the research:

1. **To Examine the Influence of Culture:** To investigate how national and organizational cultural values shape key aspects of organizational behaviour, including employee motivation, communication, leadership, and collaboration in globalized workplaces.
2. **To Analyze Theoretical Frameworks:** To apply established cultural frameworks, such as Hofstede's cultural dimensions, Schein's model of organizational culture, and Trompenaars' cultural typologies, to understand the impact of cultural dynamics on workplace interactions.
3. **To Identify Challenges and Opportunities:** To explore the challenges posed by cultural diversity, such as miscommunication and conflicting values, and the opportunities it presents for innovation and enhanced problem-solving in multinational organizations.

4. To Propose Strategies for Inclusivity: To develop actionable strategies for fostering inclusive organizational cultures that align with diverse cultural contexts, aiming to enhance productivity and employee satisfaction.
5. To Provide Practical Insights: To offer evidence-based recommendations, supported by case studies and empirical data, for leaders to effectively manage cultural diversity and leverage it as a strategic asset in globalized workplaces.

The influence of culture on organizational behaviour in globalized workplaces is profound, shaping how employees interact, perform, and align with organizational goals. This research seeks to examine how national and organizational cultural values impact critical workplace dimensions, including employee motivation, communication, leadership, and collaboration. National culture, as articulated through frameworks like Hofstede's cultural dimensions, plays a significant role in defining employee expectations and behaviours. For instance, in high power distance cultures, such as those in India or Mexico, employees may prefer structured hierarchies and clear directives from leaders, viewing authority as a stabilizing force. Conversely, in low power distance cultures like Sweden or Denmark, employees often expect participative decision-making and egalitarian interactions. Similarly, individualism versus collectivism influences motivation strategies, with individualistic cultures like the United States prioritizing personal recognition and rewards, while collectivist cultures like Japan emphasize group cohesion and collective achievements. Communication styles also vary, with high-context cultures (e.g., China) relying on implicit, non-verbal cues, and low-context cultures (e.g., Germany) favouring directness. Leadership styles reflect these cultural nuances, as authoritative leadership may resonate in high power distance settings but be resisted in egalitarian ones. Collaboration, too, is shaped by cultural attitudes toward teamwork and conflict resolution. For example, collectivist cultures may prioritize consensus, while individualistic cultures may encourage competitive idea-sharing. These cultural influences create a complex interplay that affects workplace dynamics, requiring organizations to adapt practices to diverse employee needs. Misalignments, such as applying a uniform leadership style across culturally diverse teams, can lead to disengagement or conflict. However, when managed effectively, cultural diversity enhances creativity and decision-making, as diverse perspectives bring novel solutions. This objective underscores the need for cultural awareness to align organizational practices with employee expectations, ensuring cohesive and productive workplaces.

To deepen the understanding of cultural impacts, this research applies established theoretical frameworks, including Hofstede's cultural dimensions, Schein's model of organizational culture, and Trompenaars' cultural typologies, to analyze workplace interactions. Hofstede's framework identifies six dimensions—power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, long-term orientation, and indulgence-restraint—that explain variations in workplace behavior. For instance, high uncertainty avoidance cultures, such as Greece, prefer clear rules and stability, influencing risk-averse decision-making, while low uncertainty avoidance cultures, like Singapore, embrace ambiguity and innovation. Schein's model emphasizes three levels of organizational culture: artifacts (visible elements like office design), espoused values (stated principles like diversity), and underlying assumptions (unconscious beliefs shaping behavior). In globalized workplaces, aligning these levels with national cultural values is critical. For example, an organization's espoused value of open communication may clash with high power distance cultures where employees hesitate to challenge superiors. Trompenaars' framework adds further insight, particularly through dimensions like universalism versus particularism, which contrasts rule-based decision-making (e.g., Switzerland) with relationship-based approaches (e.g., Brazil). These frameworks collectively highlight how cultural values shape workplace norms, from

decision-making processes to team dynamics. For instance, a universalist approach may streamline global policies but alienate employees in particularist cultures who prioritize personal relationships. By applying these frameworks, the research reveals how cultural differences manifest in daily operations, offering a structured lens to analyze and address cultural influences. This theoretical grounding is essential for developing strategies that respect cultural nuances while fostering organizational cohesion.

Cultural diversity in globalized workplaces presents both challenges and opportunities, which this research aims to identify and explore. Challenges often stem from cultural misunderstandings, such as differing communication styles or attitudes toward authority. For instance, in high-context cultures, indirect communication may lead to misinterpretations when paired with direct styles from low-context cultures, causing friction in multicultural teams. Similarly, varying attitudes toward time—monochronic cultures valuing punctuality (e.g., Germany) versus polychronic cultures prioritizing flexibility (e.g., Mexico)—can disrupt project timelines. Conflicting values, such as individualism versus collectivism, may also hinder collaboration, as team members may prioritize personal goals over group objectives or vice versa. Resistance to change is another challenge, particularly in high uncertainty avoidance cultures, where employees may resist new processes. These issues can erode trust, reduce productivity, and create workplace tension. However, cultural diversity also offers significant opportunities. Diverse teams bring varied perspectives, enhancing creativity and problem-solving. Research indicates that multicultural teams, when managed effectively, outperform homogenous ones in tasks requiring innovation, as they draw on a broader range of experiences. For example, a team combining analytical approaches from Western cultures with holistic perspectives from Eastern cultures can develop more comprehensive strategies. Cultural diversity also strengthens global market competitiveness, as organizations with culturally attuned employees can better understand and serve diverse customer bases. By fostering an environment that values diversity, organizations can leverage these opportunities to drive innovation and adaptability, turning potential challenges into strategic advantages.

To address the complexities of cultural diversity, this research proposes actionable strategies for fostering inclusive organizational cultures that enhance productivity and employee satisfaction. One key strategy is cultural sensitivity training, which equips employees and leaders with the skills to recognize and respect cultural differences. Such training can mitigate unconscious biases, improve cross-cultural communication, and foster empathy, enabling teams to navigate cultural nuances effectively. For instance, training programs that simulate cross-cultural scenarios can prepare employees to handle diverse communication styles, reducing misunderstandings. Adaptive leadership is another critical strategy, requiring leaders to tailor their approaches to cultural contexts. In high power distance cultures, leaders may adopt a directive style to align with employee expectations, while in low power distance settings, they may encourage participatory decision-making. Establishing open communication channels is also essential, allowing employees to voice concerns and share feedback across cultural divides. Organizations can implement regular feedback mechanisms, such as anonymous surveys or cross-cultural team discussions, to build trust and transparency. Additionally, inclusive policies, such as flexible work arrangements that accommodate cultural practices or diversity-focused recruitment, can create environments where employees feel valued. For example, allowing time for cultural or religious observances can enhance employee engagement. These strategies require organizations to embed cultural competence into their core practices, ensuring alignment with diverse workforce needs. By prioritizing inclusivity, organizations can create cohesive environments that not only mitigate cultural challenges but also capitalize on diversity to drive performance and satisfaction.

The final objective of this research is to provide evidence-based recommendations, supported by case studies and empirical data, for leaders to manage cultural diversity effectively. Case studies of multinational corporations like Google and Unilever illustrate successful cultural management. Google's flat organizational structure aligns with low power distance cultures but requires adaptation in high power distance regions, where regional managers adopt more directive approaches to maintain effectiveness. Unilever's global diversity initiatives, such as inclusive leadership programs, demonstrate how aligning policies with cultural realities enhances employee engagement. Empirical data supports these findings, with studies showing that organizations with inclusive cultures report higher employee satisfaction and productivity. For instance, a 2020 study by McKinsey found that companies with diverse leadership are 25% more likely to achieve above-average profitability, highlighting the business case for cultural competence. Recommendations include developing cross-cultural training programs tailored to specific workforce demographics, fostering mentorship programs that pair employees from different cultural backgrounds, and leveraging technology, such as virtual collaboration tools, to bridge cultural gaps in remote teams. Leaders should also conduct regular cultural audits to assess alignment between organizational practices and employee expectations, adjusting policies as needed. Additionally, fostering a culture of continuous learning, where employees are encouraged to share cultural insights, can enhance mutual understanding. These recommendations emphasize a proactive approach, where cultural diversity is viewed as a strategic asset. By implementing these strategies, leaders can navigate cultural complexities, build cohesive teams, and position their organizations for success in globalized markets.

In synthesizing these objectives, the research highlights the multifaceted role of culture in shaping organizational behaviour. Cultural values influence every aspect of workplace dynamics, from how employees are motivated to how teams collaborate. Theoretical frameworks provide a structured lens to understand these influences, while challenges and opportunities underscore the dual nature of cultural diversity. Strategies for inclusivity, grounded in practical and evidence-based insights, offer a roadmap for organizations to thrive in globalized environments. By embracing cultural competence, organizations can transform diversity into a driver of innovation, productivity, and employee satisfaction, ensuring long-term success in an interconnected world

4. Findings:

1. **Cultural Values Shape Workplace Dynamics:** National and organizational cultural values significantly influence employee motivation, communication, leadership, and collaboration. For instance, high power distance cultures, such as India, favor hierarchical structures and directive leadership, while low power distance cultures, like Sweden, prefer egalitarian and participative approaches. Similarly, individualistic cultures prioritize personal recognition, whereas collectivist cultures emphasize group cohesion, necessitating tailored organizational practices to align with these diverse expectations and enhance workplace cohesion.
2. **Theoretical Frameworks Provide Analytical Clarity:** Frameworks like Hofstede's cultural dimensions, Schein's model of organizational culture, and Trompenaars' typologies offer structured insights into how cultural values shape workplace behavior. For example, Hofstede's uncertainty avoidance dimension explains risk-averse behaviours in cultures like Greece, while Schein's model highlights the need to align artifacts, values, and assumptions with national cultures to avoid conflicts, such as resistance to open communication in high power distance settings.
3. **Cultural Diversity Poses Challenges and Opportunities:** Cultural diversity leads to challenges like miscommunication, conflicting values, and resistance to change, particularly in multicultural teams where high-context and low-context communication

styles clash. However, diversity also fosters creativity and innovation, as diverse teams outperform homogenous ones in problem-solving tasks by leveraging varied perspectives, enhancing organizational adaptability and competitiveness in global markets.

4. **Inclusive Strategies Enhance Productivity:** Strategies such as cultural sensitivity training, adaptive leadership, open communication channels, and inclusive policies (e.g., flexible work arrangements) mitigate cultural challenges and promote inclusivity. These approaches reduce misunderstandings, build trust, and create environments where diverse employees feel valued, leading to improved employee satisfaction and organizational productivity.
5. **Evidence-Based Practices Drive Success:** Case studies of companies like Google and Unilever, supported by empirical data (e.g., McKinsey's 2020 study showing 25% higher profitability in diverse organizations), demonstrate that aligning practices with cultural realities enhances engagement and performance. Recommendations like tailored training, mentorship programs, and cultural audits provide actionable steps for leaders to leverage diversity as a strategic asset in globalized workplaces.

5. Conclusion

The profound impact of culture on organizational behaviour in globalized workplaces underscores the need for a nuanced understanding of cultural differences. As organizations navigate diverse workforce dynamics, they must recognize that cultural values shape every aspect of workplace interactions, from motivation and communication to leadership and collaboration. By embracing cultural competence, organizations can transform potential challenges into strategic advantages, driving innovation, productivity, and employee satisfaction. Effective management of cultural diversity requires a proactive approach, where organizations embed cultural awareness into their core practices. This involves implementing strategies such as cultural sensitivity training, adaptive leadership, and inclusive policies that value diversity. For instance, cultural sensitivity training can mitigate unconscious biases and improve cross-cultural communication, while adaptive leadership enables leaders to tailor their approaches to specific cultural contexts.

Organizations that prioritize cultural competence can reap significant benefits, including enhanced creativity, problem-solving, and global market competitiveness. By fostering an environment that values diversity, organizations can leverage the unique perspectives and experiences of their employees to drive innovation and adaptability. Moreover, inclusive organizational cultures report higher employee satisfaction and productivity, ultimately contributing to long-term success. In today's interconnected world, organizations must be equipped to navigate cultural complexities and build cohesive teams that can thrive in diverse environments. By recognizing the multifaceted role of culture in shaping organizational behavior, organizations can position themselves for success in globalized markets. Ultimately, embracing cultural diversity as a strategic asset can drive business growth, improve employee engagement, and ensure sustainability in an increasingly complex and dynamic business landscape. By prioritizing cultural competence, organizations can unlock the full potential of their diverse workforce and achieve long-term success.

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