



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

MBA- Master of Business Administration

Module: Managing People

Module Code: LCMB7011

Name: Aashlesha Dipakkumar Dube

Student ID: 2242046

Title: Managing People

Date: 19/12/2023

Lecturer name: Rexon Nting

Contents

1. Abstract	3
2. Introduction	4
3. Discussion	5
3.1 Contemporary and Ethical Issues in International Human Resource Management for Cross-Border Business (UK-India).	5
3.2 Institutional Arrangements and Their Impact on HR Issues: A Comparative Analysis of the United Kingdom and India:	8
3.3 Cross-Cultural Workplace Analysis: Unraveling Differences in Workplace Culture	13
4. Recommendations	18
5. Conclusion	20
6. References.....	21
7. Appendix	29

1. Abstract

This research explores the contemporary and ethical challenges in International Human Resource Management (IHRM) for cross-border businesses between the United Kingdom (UK) and India. Concentrating on cultural diversity, talent management, ethical problems such as labor exploitation, as well as the influence of institutional arrangements, the study delivers a comprehensive examination. Notably, cultural disparities in communication styles and work practices between the UK and India are determined, emphasizing the requirement for cross-cultural training programs. Talent management complexities, involving visa procedures and skill mismatches, underscore the importance of strategic approaches in aligning workforce abilities with market demands.

Ethical concerns, like labor exploitation as well as accommodation of religious practices, pose challenges in encouraging fair as well as inclusive workplaces. A comparative analysis of institutional frameworks in the UK and India showcases distinctive political systems and economic orientations, affecting human resource (HR) practices. The study also delves into cross-cultural workplace dynamics, resolving variations in work-life balance, hierarchy, communication styles, individualism, as well as gender roles.

The research concludes with a set of recommendations, emphasizing the significance of strategic cultural alignment, ethical HR practices, as well as continuous adaptation to the evolving international business landscape. By implementing these recommendations, organizations could navigate the intricate terrain of IHRM, considering harmonious and effective cross-border collaboration between the UK and India.

2. Introduction

The globalization of business operations has driven International Human Resource Management (IHRM) into a critical domain, demanding a nuanced knowledge of the diverse cultural, ethical, as well as institutional landscapes shaping cross-border interactions (Scullion & Collings, 2011). This study explores the contemporary as well as ethical challenges inherent in IHRM for businesses involved in cross-border activities between the United Kingdom (UK) and India. The intricate tapestry of this transnational employment relationship involves navigating cultural diversities, talent management intricacies, and ethical considerations, which collaboratively shape the dynamics of human resources in this cross-cultural context (Bratton & Gold, 2007).

The UK and India, two nations with rich histories and distinct cultural identities, deliver unique challenges for organizations aspiring to set up collaborative as well as productive work environments (Arikan & Shenkar, 2021). Acknowledging the cultural nuances in communication styles, work practices, as well as prospects is very important for encouraging effective cross-cultural partnership. Additionally, the essay explores the ethical dimensions of labor exploitation, accommodation of religious practices, and the overall welfare of employees, emphasizing the need for organizations to maintain a balance between business interests and ethical treatment (Cabral & Dhar, 2019).

In addition to cultural and ethical considerations, the research delves into the institutional arrangements of the UK and India, offering a comparative analysis of their political systems and economic structures. These institutional frameworks majorly influence HR practices, influencing areas such as training and development, recruitment, as well as employee welfare. By unraveling these complexities, this study aspires to provide insights and suggestions that participate to the development of effective tactics for navigating the multifaceted landscape of IHRM in the context of UK-India cross-border business relations.

3. Discussion

3.1 Contemporary and Ethical Issues in International Human Resource Management for Cross-Border Business (UK-India).

International Human Resource Management (IHRM) between the UK and India involves navigating a complex landscape marked by various contemporary and ethical challenges.

Contemporary Issues:

1). Cultural Diversity and Cross- Cultural management:

As per the view of Brett et al. (2020) the UK and India possess distinct cultural identities, which majorly influence work practices, communication styles, as well as expectations. Navigating these differences is important for firms to set up a harmonious as well as productive work environment. For instance, a British firm establishing a manufacturing plant in India might experience cultural differences in communication styles. Indian staff members generally prefer more indirect as well as respectful communication, while British staff members might be more direct as well as assertive (Brett et al., 2020).

A study by Hofstede's Insights discovered that India has a greater **power distance** score (77), showcasing a powerful acceptance of hierarchical structures, while the UK has a lower score (35), recommending a more egalitarian approach (Hofstede Insights, 2023). (Figure: 1).

As per the view of Mariyadas and Saravanakumar (2023), Indians usually choose **indirect and respectful communication**, appreciating politeness as well as avoiding confrontation. British communication styles, on the other hand, tend to be more direct as well as assertive, aspiring for clarity and efficiency. This difference could lead to misinterpretations and needless offense (Mariyadas & Saravanakumar, 2023). A study by a cross-cultural communication company discovered that Indians might perceive British direct communication as rude or aggressive, while British staff members might find Indian indirect communication as elusive or unclear. This might result in misunderstandings and hinder partnership (Culturalatlas, 2018).

2). Talent Management

As per the view of King and Vaiman (2019), effectively managing talent is important for organizations operating between the UK and India, since both nations present exclusive talent management challenges. Navigating visa as well as work permit needs could be complex as well as time-consuming for firms relocating employees between the UK and India. Acknowledging eligibility criteria, processing times, as well as linked costs is important for talent mobility (King & Vaiman, 2019). A study by the UK-India Business Council discovered that (62%) of Indian expatriates in the United Kingdom had faced obstacles obtaining or renewing their visas. This could result in stress, uncertainty, as well as potential disruptions to their work and personal lives (UKIBC, 2022).

Additionally, an Indian IT firm diversifying to the UK could experience challenges in attracting British talent because of the variances in compensation desires as well as career aspirations. Organizations must perform deep market research and design competitive compensation and benefits packages to attract as well as retain qualified British staff members (Mabena, 2023).

Furthermore, the UK might have particular skill demand driven by industry standards as well as technological advancements. India's talent pool might possess specific skills but could experience challenges in fulfilling the rapidly changing demands of the UK market (Creutzig et al., 2022). Organizations require examining skill needs, determining gaps, and establishing targeted training and development programs. A strategic approach includes partnering with educational institutions as well as investing in continuous learning initiatives to make sure a skilled and adaptable workforce (Li, 2022).

Ethical Issues:

1). Labor Exploitation and Working Conditions

As per the view of Cooke and Wood (2023), one significant ethical problem in IHRM when doing business between the UK and India is the potential for labor exploitation as well as issues related to working conditions. This problem encompasses fair wages, working hours, occupational health as well as safety, and overall staff member's well-being. Maintaining a

balance between business interests as well as ethical treatment of workers is important (Cooke & Wood, 2023).

The UK has implemented wage standards, as well as firms are probable to deliver fair compensation for staff members. On the other hand, In India, wage disparities and problems related to minimum wage adherence could arise, resulting in concerns regarding fair compensation (Narula, 2020). Moreover, the UK recognizes anti-discrimination laws to make sure a diverse as well as inclusive workplace. On the other hand, challenges related to discrimination and harassment might present, needing a proactive approach to encourage an inclusive work environment (Strine et al., 2020).

Overall, in the UK-India business context, firm's experiences challenges related to differing labor standards, regulatory frameworks, as well as cultural expectations. The UK, with its well-established legal framework and stress on workers' rights, contrasts with India's regulatory landscape, where challenges related to enforcement as well as oversight might arise (Strine et al., 2020).

2). Accommodation of religious practices in the workplaces:

As per the view of Santiago (2023), one pertinent and nuanced ethical problem includes the accommodation of religious practices in the workplace. India is famous for its rich tapestry of religions, involving Hinduism, Islam, Christianity, Sikhism, Buddhism, as well as several others. On the other hand, in the UK, mainly Christian has a diverse religious landscape because of the immigration and multiculturalism. Tacking religious diversity in the workplace includes navigating the details of different religious practices, beliefs, as well as customs (Santiago, 2023).

One ethical issue revolves around managing religious practices with work responsibilities. For instance, staff members might request time off for religious festivals, prayer breaks, or observances. Managing these requests ethically needs organizations to understand the significance of these practices in staff members lives while considering that organizational goals are fulfilled (Gaillard, 2022).

Moreover, the legal landscape about religious discrimination varies between the UK and India. Organizations should be well-versed in the anti-discrimination laws of both nations to make sure compliance. Ethical concerns arise when firms fail to deliver reasonable accommodations for religious practices or when there is a lack of alertness regarding legal protections for religious diversity (Mallampalli, 2023).

3.2 Institutional Arrangements and Their Impact on HR Issues: A Comparative Analysis of the United Kingdom and India:

Institutional arrangements in the UK:

As per the view of UK Parliament (2023), the United Kingdom has a complex as well as well-developed institutional framework, displaying its long history of democracy as well as parliamentary government. The nation's **political system** is featured by a fusion of powers between the executive, legislative, as well as judicial branches. The executive branch is headed by the Prime Minister, who is the leader of the majority party in the House of Commons, the lower chamber of Parliament. The Prime Minister and the Cabinet are accountable for performing out the regular business of government (UK Parliament, 2023).

Moreover, the **legislative branch** is bicameral, involving of the House of Commons as well as the House of Lords. The House of Commons is the elected chamber, with 650 members representing constituencies across the nation. Also, the judicial branch is sovereign of the executive as well as legislative branches. The highest court in the land is the (Supreme Court), which has the authority to strike down laws that are mismatched with the Human Rights Act (UK Supreme Court, 2023).

In addition to these core institutions, the United Kingdom has a wide range of other institutions, involving local government agencies, public services, as well as regulatory bodies. These institutions play an important role in providing services to citizens as well as regulating the economy (Norton, 2019).

Furthermore, the UK has a **market-oriented economy** with a powerful importance on free-market fundamentals. Key economic institutions involve the Bank of England, which is

accountable for monetary policy, as well as regulatory bodies like the Financial Conduct Authority (FCA) as well as the Prudential Regulation Authority (PRA) overseeing financial markets (UK Parliament, 2023). (Fig: 2).

Institutional arrangements in the India:

As per the view of Legislative Department (2021), India has a **federal system of government**, with a central government as well as 28 states and 8 union territories. The central government is accountable for matters such as defense, foreign affairs, and currency. The states are accountable for matters like education, healthcare, and law and order (Legislative Department, 2021).

The Indian Parliament is bicameral, involving of the Rajya Sabha (Council of States) as well as the Lok Sabha (House of the People). The Rajya Sabha is a permanent chamber, with (245 members) chosen by the state legislatures. The Lok Sabha is the designated chamber, with (545 members) representing constituencies across the nation (Dogra & Khan, 2021).

The President of India is the head of state, but the executive power lies with the Prime Minister, who is the leader of the majority party in the (Lok Sabha). The President assigned the Prime Minister on the recommendation of the Lok Sabha. The Supreme Court of India is the greatest court in the land, it t has the authority to understand the Constitution as well as strike down laws that are conflicting with it (Legalaffairs, 2023).

India has been transforming to a market-oriented **economy** with a mix of public as well as private sectors. Major economic institutions involve the Reserve Bank of India (RBI), accountable for monetary policy, as well as regulatory bodies such as Securities and Exchange Board of India (SEBI) overseeing financial markets (Subramanian & Felman, 2022). (Fig: 3).

Potential influence on HR issues:

1). Investment in training and development:

United Kingdom (UK)-

In the view of Burhan Ismael et al. (2021), the UK's *market-oriented economy* motivates businesses to stay competitive by investing in staff member's skill development. HR departments, acknowledging the value of a skilled workforce, are possibly to allocate major resources to training as well as development programs to make sure staff members are equipped to fulfill market demands (Burhan Ismael et al., 2021).

Additionally, government initiatives and tax incentives further incentivize firms to invest in training as well as development. HR departments might leverage these opportunities to establish comprehensive programs, encouraging a culture of continuous learning as well as adaptability among staff members (Graf & Powell, 2017).

India-

In the view of Sulin and Tiwari (2020), government-led skill development initiatives, like Skill India, deliver a structured framework for HR to connect training programs with national skill development objectives. HR is possibly to capitalize on these initiatives to increase the employability of the workforce as well as participate to the broader socio-economic development agenda (Sulin & Tiwari, 2020).

Moreover, HR in the UK incorporates training as well as development into strategic workforce planning. This makes sure that the investment in employee skills connects with the organization's long-term goals, encouraging innovation as well as adaptability (Storey et al., 2019).

2). Recruitment and Selection:

UK-

The UK has an inclusive set of employment laws that regulate recruitment as well as selection practices. These laws, like the Equality Act 2010, prohibit discrimination on the basis of race, gender, disability, religion, sexual orientation, as well as age (Sánchez-Monedero et al., 2020). Employers should also comply with data protection laws when gathering as well as processing personal data from job applicants. Also, the competitive nature of the job market in the United

Kingdom might influence recruitment tactics. In sectors with greater demand for skilled workers, firms might require to adopt innovative as well as attractive recruitment practices to attract top talent (Raghavan et al., 2020).

For example, in the UK, the Skills Funding Agency (SFA) delivers funding for further education as well as skills training. This could assist employers to find candidates with the skills and qualifications they require (Lambert et al., 2021).

India-

In the view of Amrutha and Geetha (2020), India has a set of labor laws that regulate recruitment as well as selection practices. These laws, like the Equal Opportunities Act 1995, prohibit discrimination on the basis of caste, religion, gender, as well as disability. Employers should also comply with data protection laws when gathering and processing personal information from job applicants (Amrutha & Geetha, 2020).

Also, India has a large and diverse education and skills system. However, there are also bigger disparities in access to quality education, mainly in rural areas. This could make it challenging for employers to discover qualified candidates for their vacancies (Sheikh, 2017).

For instance, In India, the government's Skill Development as well as Entrepreneurship Act, 2015 delivers tax breaks to employers who invest in training their staff members. This could motivate employers to concentrate on internal candidates when filling vacancies (Cabral & Dhar, 2019).

3). Trade union membership:

UK-

In the UK, labor laws and regulations play an important role in shaping trade union activities. The Trade Union as well as Labour Relations (Consolidation) Act 1992 sets out the legal framework for trade unions. The legal environment mainly assists the right to join and contribute in trade unions (Waddington, 2020). The UK has faced a decline in trade union

membership over the years, somewhat because of the transitions in the economy, industry structure, as well as legal reforms (Waddington, 2020).

HR professionals in the UK might concentrate on tactics to adapt to a changing industrial relations landscape, considering the fall in trade union membership. Therefore, employee engagement as well as communication becomes significant in the absence of trade union (Simms et al., 2019).

India-

India has a comprehensive legal framework for labor relations, involving the Trade Unions Act, 1926. This act identifies the right of workers to form as well as join trade unions. Also, the Industrial Disputes Act, 1947, governs the resolution of industrial disputes and delivers a mechanism for collective bargaining (Gumbrell-McCormick & Hyman, 2019).

4). Welfare of employees:

UK-

The UK has a comprehensive set of labor laws that secure employee rights, set minimum wages as well as working conditions, and deliver advantages like sick pay as well as parental leave. These laws assist to make sure that staff members are treated fairly as well as have access to basic necessities (Reeves et al., 2017). Also, the UK has a universal healthcare system, the National Health Service (NHS), which delivers free or low-cost healthcare to all residents. This system makes sure that staff members have access to quality healthcare regardless of their income or employment status (Dwyer et al., 2020).

India-

India has a number of labor laws that secure employee rights, but enforcement could be weak. In some instances, staff's members might be pressurized to work long hours for low wages as well as may not have access to basic advantages like sick pay as well as parental leave (Nair & Bhattacharyya. 2019).

Also, India's social security system is less established than the UK's and is mainly concentrated on government staff members. Private sector staff members might have limited or no access to social security advantages. Moreover, Work-life balance is generally a challenge in India, where long working hours as well as cultural desires could make it challenging for employees to find time for personal as well as family life (Bhagat et al., 2020).

The institutional arrangements in place in a country could have a major influence on the welfare of its staff members. In general, the UK's institutional arrangements deliver a more comprehensive and assistive framework for employee welfare than those in India. This is demonstrated in the UK's greater levels of staff member's satisfaction, lower levels of stress as well as burnout, and better overall health outcomes (Azfar et al., 2018).

3.3 Cross-Cultural Workplace Analysis: Unraveling Differences in Workplace Culture

1). Work-Life Balance:

UK: Work-life balance is increasingly valued in the United Kingdom, with many firms delivering flexible working arrangements as well as generous holiday allowances. A study by the OECD discovered that the average number of working hours per year in the UK is (1,608) compared to (1,817) in India (OECD, 2018). For example, UK giant Unilever values work-life balance with flexible work alternatives, generous leave policies, well-being programs, as well as a culture encouraging after-hours disconnection (Srimulyani & Hermanto, 2022).

India: Work-life balance is less of a priority in India, where long working hours are generally seen as a symbol of honor. A study by Randstad discovered that Indian workers average (50) working hours per week, compared to (37) in the United Kingdom (Randstad, 2023). One example of a firm in India where long working hours have been observed is the IT giant Tata Consultancy Services (TCS). In the competitive IT industry, staff members at TCS generally experience demanding work schedules, with extended hours as well as weekend work being common, showcasing a cultural norm that connections dedication with professional honor (Monteiro & Joseph, 2022).

2. Hierarchy and Decision-Making:

UK: Workplaces in the United Kingdom be inclined to be more egalitarian, with a flatter organizational structure as well as a concentration on teamwork. Decisions are generally made via consensus, with staff members motivated to share their ideas (Bratton & Gold, 2012). For example, Unilever, a multinational firm in the UK, demonstrates egalitarianism with its flat organizational structure and concentration on teamwork. Staff members collaborate across levels, encouraging a culture of inclusivity as well as shared responsibility (Srimulyani & Hermanto, 2022).

India: Workplaces in India are more hierarchical, with an understandable difference between managers and employees. Decisions are mainly made from the top down, with managers having an immense deal of authority. For example, Tata Group, a successful Indian conglomerate, showcases the hierarchical nature of many Indian workplaces. The firm maintains a clear organizational structure, emphasizing traditional hierarchies with distinct managerial levels as well as roles (Garg et al., 2018).

3. Communication Style:

UK: Communication in the United Kingdom is direct as well as to the point. Staff members are motivated to speak their minds as well as challenge authority (Brett et al., 2020).

India: Communication in India is more indirect as well as formal. Staff members are generally uncertain to disagree with superiors, as well as communication could be more subtle and nuanced (Scullion & Collings, 2011).

4.Individualism vs. Collectivism:

UK: The UK is a more individualistic society, where individuals' worth personal independence as well as self-reliance. Also, the concept of self-reliance is extremely ingrained. Individuals are likely to take responsibility for their own lives, perform independent decisions, as well as solve issues autonomously. This encourages a sense of individual accountability (Armstrong, 2012).

India: India is a more collectivist society, where individuals appreciate group harmony as well as cooperation. Interdependence is a major aspect of collectivism in India. Individuals rely on each

other for assistance, whether it's within the family, community, or workplace. Cooperation is appreciated, and decisions generally include consultation with the group (Zulkefli et al., 2018).

5. Personal Relationships:

UK: Personal relationships are kept separate from work in the United Kingdom. Peers might meet people outside of work, but it is not expected or promoted. Also, communication in professional settings is mainly formal and concentrated on work-related matters. Personal discussions are mainly kept to a minimum, and peers might not be attentive of each other's personal lives unless openly shared (Pop-Flanja, 2020).

India: Personal connections are more significant in the workplace in India. Peers generally socialize collaboratively as well as might even consider each other to be extended family. The workplace is sometimes seen as an extended family, and peers might actually care regarding each other's well-being. This could result in an assistive as well as nurturing work environment where people feel a sense of belonging (Garg, 2017).

6. Gender Roles:

UK: Gender equality is more common in the UK, with women holding many senior positions in business as well as government. Women in the UK have gained notable success in occupying senior positions in business, government, academia, as well as other fields. Gender diversity is generally seen as a positive factor participating to organizational success. For example, In the UK, Rishi Sunak appointed as Chancellor and Liz Truss as Foreign Secretary showcase strides in gender equality (Baruah, 2017).

India: Gender inequality is more widespread in India, with women being underrepresented in the workforce as well as in leadership positions. Traditional gender roles and expectations could influence career choices as well as opportunities. Cultural norms regarding women's roles in the family could influence decisions related to education, employment, as well as career advancement. For example, in India, gender inequality is evident in companies like Infosys, where women are underrepresented in leadership roles. (Datta & Agarwal, 2017).

Strategies for managing human relationships across the different cultures (UK and India):

As per the view of Azizi et al. (2021), in the United Kingdom, where work-life balance is increasingly appreciated, organizations could implement tactics that connect with this cultural priority. This includes delivering as well as encouraging flexible working arrangements, understanding the significance of personal time, as well as delivering generous holiday allowances (Azizi et al., 2021). On the other hand, in India, where long working hours are generally seen as a symbol of honor, companies must be cognizant of as well as respectful towards this cultural norm. Tactics could include delivering flexibility when possible, emphasizing as well as rewarding hard work, and establishing initiatives that increase employee well-being within the local context. Furthermore, encouraging a workplace culture that values the commitment of employees while also appreciating their personal lives could participate to a positive as well as assistive environment (Pattanayak, 2020).

Regarding hierarchy as well as decision-making, the flatter organizational structures and consensus-driven methods in the UK recommend a requirement for tactics that motivate teamwork as well as open communication. Managers must develop an atmosphere where staff members feel motivated to express their ideas, encouraging a sense of ownership as well as partnership (Xiao, 2021). In contrast, in India's more hierarchical workplaces, tactics must include recognizing as well as respecting this structure. Decision-making processes might include seeking input from staff members at various levels, delivering avenues for feedback, as well as considering that communication channels are open even within the set hierarchy (Salin et al., 2020).

Communication styles play a significant role in cross-cultural workplaces. In the United Kingdom, where direct as well as to-the-point communication is the norm, companies must motivate an environment where staff members feel comfortable sharing their opinions and challenging authority beneficially (Brett et al., 2020). Training programs concentrated on intercultural communication could increase knowledge and bridge communication gaps (Hung, 2023). In India, where communication is more indirect and formal, tactics must include developing

spaces for subtle as well as nuanced communication, considering that staff members feel heard and appreciated even if their communication style differs from the norm (Sulin & Tiwari, 2020).

Resolving individualism versus collectivism needs recognizing and appreciating diverse perspectives. In the UK, strategies must concentrate on recognizing and appreciating individual participations, emphasizing personal independence within a collaborative framework (Meerow et al., 2019). In India, efforts must be directed towards encouraging teamwork, group harmony, as well as collaborative achievements. Team-building activities that recognize partnership and the value of collective success can participate to a positive work culture (Yaduvanshi & Singh, 2019).

Personal relationships at the workplace need nuanced tactics. In the UK, where personal as well as professional spheres are typically kept separate, organizations can promote team-building activities within the workplace while respecting individual boundaries (Tripathy, 2020). In India, where personal connections are more important, fostering a sense of camaraderie as well as considering peers as extended family can participate to an assistive work environment. Encouraging social activities outside of work, like team lunches or celebrations, could assist develop powerful interpersonal relationships (Grant & Kinman, 2018).

Finally, resolving gender roles includes particular tactics customized to each cultural context. In the UK, where gender equality is more common, organizations must continue to strengthen as well as encourage equal opportunities for all genders (Kabeer, 2021). In India, where gender inequality is more widespread, efforts should concentrate on challenging existing norms, promoting diversity and inclusion, and establishing support mechanisms to resolve gender disparities. This might involve mentorship programs, gender sensitivity training, as well as developing a workplace culture that actively encourages diversity and equality (Heise et al., 2019).

4. Recommendations

1). Cultural Diversity and Cross-Cultural Management: Addressing the cultural differences between the UK and India needs a strategic approach. Organizations must establish cross-cultural training programs for employees, recognizing communication styles, cultural expectations, as well as work practices (Hunt et al., 2018).

2). Talent Management: To navigate talent management challenges, organizations must perform thorough market research to acknowledge compensation wants, career aspirations, as well as skill demands in both the UK and India. Strategic collaborations with educational institutions could assist in building targeted training programs to make sure a skilled as well as adaptable workforce (Boussebaa, 2021).

3). Labor Exploitation and Working Conditions: To resolve ethical concerns related to labor exploitation, companies must establish fair wage practices, adhere to working hour regulations, as well as prioritize occupational health and safety. A proactive approach to anti-discrimination policies and harassment prevention is important, considering the differing legal landscapes in the UK as well as India (Monshipouri et al., 2017).

4). Accommodation of Religious Practices in the Workplace: To navigate religious diversity, organizations must encourage an environment that respects as well as accommodates various religious practices. This includes understanding the importance of religious observances in employees' lives and considering reasonable accommodations are delivered. Comprehensive alertness and training programs on anti-discrimination laws in both the UK and India could assist develop an inclusive workplace where religious diversity is celebrated (Deng & Cheng, 2019).

5). Welfare of Employees: Organizations in the UK must continue to uphold comprehensive labor laws that secure employee rights, considering fair treatment as well as access to advantages. In India, enforcement of current labor laws must be strengthened to prevent exploitation. Efforts to enhance India's social security system as well as encourage a healthier work-life balance would participate to overall employee welfare (Guest, 2017).

6). Investment in Training and Development: In the UK, HR departments must leverage government initiatives as well as tax incentives to invest in comprehensive training as well as development programs. In India, aligning training initiatives with national skill development goals, as represented in programs like Skill India, would increase the employability of the workforce. Both nations must incorporate training into strategic workforce planning to make sure a skilled as well as adaptable workforce (Sarwar et al., 2020).

7). Hierarchy and Decision-Making: In the UK, encouraging teamwork as well as open communication within a flatter organizational structure is important. In India, understanding and valuing hierarchical structures while seeking input from staff members at various levels would encourage inclusivity and effective decision-making (Govender et al., 2018).

5. Conclusion

In conclusion, the complex landscape of International Human Resource Management (IHRM) between the UK and India presents various contemporary as well as ethical challenges. The literature review has delved into the degrees of cultural diversity, talent management, and ethical problems such as labor exploitation as well as accommodation of religious practices, institutional arrangements, and cross-cultural workplace examination. The disparities in cultural dimensions, regulatory frameworks, and institutional structures require a nuanced as well as strategic approach.

Acknowledging and resolving these challenges is important for organizations involving in cross-border business activities between the UK and India. It needs a multifaceted tactics including cross-cultural training programs, talent management tactics customized to individual market, ethical considerations in labor practices, as well as accommodation of religious diversity. Moreover, the institutional arrangements in individual nation play a major role in shaping human resource problems, from investment in training to recruitment practices as well as welfare initiatives.

To navigate these challenges effectively, organizations are suggested to adopt a strategic as well as culturally sensitive approach. This includes proactive measures like comprehensive training programs, market research for talent management, adherence to ethical labor practices, as well as encouraging an inclusive workplace. By aligning HR practices with the cultural and institutional contexts of both nations, organizations could develop harmonious and productive work environments that participate to long-term success in the cross-border business landscape between the UK and India.

6. References

1. Amrutha, V.N. and Geetha, S.N. (2020) A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner production*, 247, p.119131.
2. Arikan, I. and Shenkar, O. (2021) Neglected elements: What we should cover more of in international business research. *Journal of International Business Studies*, pp.1-24.
3. Armstrong M. (2012) *Armstrong's Handbook of Human Resource Management Practice* 12th Ed. Kogan Page.
4. Azfar, O., Kahkonen, S., Lanyi, A., Meagher, P. and Rutherford, D. (2018) Decentralization, governance and public services: The impact of institutional arrangements. In *Devolution and development* (pp. 45-88). Routledge.
5. Azizi, M.R., Atlasi, R., Ziapour, A., Abbas, J. and Naemi, R. (2021) Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. *Heliyon*, 7(6).
6. Baruah, B. (2017 February) Renewable inequity? Women's employment in clean energy in industrialized, emerging and developing economies. In *Natural Resources Forum* (Vol. 41, No. 1, pp. 18-29). Oxford, UK: Blackwell Publishing Ltd.
7. Beardwell, I. and Holden, L. (2007) *Human Resource Management: A Contemporary Approach*, Harlow: FT Prentice Hall.
8. Bhagat, R.B., Reshmi, R.S., Sahoo, H., Roy, A.K. and Govil, D. (2020) The COVID-19, migration and livelihood in India: challenges and policy issues. *Migration Letters*, 17(5), pp.705-718.
9. Boussebaa, M. (2021) From cultural differences to cultural globalization: towards a new research agenda in cross-cultural management studies. *critical perspectives on international business*, 17(3), pp.381-398.

10. Bratton J and Gold J (2012) Human Resource Management Theory and Practice 5th Ed Palgrave.
11. Brett, J., Behfar, K. and Kern, M. (2020) Managing multicultural teams. In *Organizational Collaboration* (pp. 155-164). Routledge.
12. Brett, J., Behfar, K. and Kern, M. (2020) Managing multicultural teams. In *Organizational Collaboration* (pp. 155-164). Routledge.
13. Burhan Ismael, N., Jabbar Othman, B., Gardi, B., Abdalla Hamza, P., Sorguli, S., Mahmood Aziz, H., Ali Ahmed, S., Sabir, B.Y., Ali, B.J. and Anwar, G. (2021) The role of training and development on organizational effectiveness. *Ismael, NB, Othman, BJ, Gardi, B., Hamza, PA, Sorguli, S., Aziz, HM, Ahmed, SA, Sabir, BY, Ali, BJ, Anwar, G.(2021). The Role of Training and Development on Organizational effectiveness. International Journal of Engineering, Business and Management, 5(3), pp.15-24.*
14. Cabral, C. and Dhar, R.L. (2019) Skill development research in India: a systematic literature review and future research agenda. *Benchmarking: An International Journal, 26(7), pp.2242-2266.*
15. Cooke, F.L. and Wood, G. (2023) Closer, stronger, and brighter: bringing IB and IHRM together through the lens of Sustainable Development Goals. *The International Journal of Human Resource Management, pp.1-27.*
16. Creutzig, F., Niamir, L., Bai, X., Callaghan, M., Cullen, J., Díaz-José, J., Figueroa, M., Grubler, A., Lamb, W.F., Leip, A. and Masanet, E. (2022) Demand-side solutions to climate change mitigation consistent with high levels of well-being. *Nature Climate Change, 12(1), pp.36-46.*
17. Culturalatlas. (2018) Indian Culture- Communication. [Online]. Available at: <https://culturalatlas.sbs.com.au/indian-culture/indian-culture-communication> [Accessed 21st November 2023].

18. Datta, S. and Agarwal, U.A. (2017) Factors effecting career advancement of Indian women managers. *South Asian Journal of Business Studies*, 6(3), pp.314-336.
19. Deng, X., An, S. and Cheng, C. (2019) Cultural differences in the implicit and explicit attitudes toward emotion regulation. *Personality and Individual Differences*, 149, pp.220-222.
20. Dogra, N.K. and Khan, M.H. (2021) RAJYA SABHA: INDIA'S EXPERIENCE WITH SECOND CHAMBER. *International Journal Of All Research Writings*, 3(8), pp.46-49.
21. Dwyer, P., Scullion, L., Jones, K., McNeill, J. and Stewart, A.B. (2020) Work, welfare, and wellbeing: The impacts of welfare conditionality on people with mental health impairments in the UK. *Social Policy & Administration*, 54(2), pp.311-326.
22. Gaillard, H. (2022) Managing religion at work: a necessary distinction between words and deeds. A multiple case study of the postures facing religious expression in French organizations. *Employee Relations: The International Journal*, 44(4), pp.744-763.
23. Garg, K., Dar, I.A. and Mishra, M. (2018) Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources*, 20(1), pp.58-71.
24. Garg, N. (2017) Workplace spirituality and employee well-being: An empirical exploration. *Journal of Human Values*, 23(2), pp.129-147.
25. Govender, L.N., Perumal, R. and Perumal, S. (2018) Knowledge management as a strategic tool for human resource management at higher education institutions. *South African Journal of Information Management*, 20(1), pp.1-10.
26. Graf, L. and Powell, J.J. (2017) How employer interests and investments shape advanced skill formation. *PS: Political Science & Politics*, 50(2), pp.418-422.

27. Grant, L. and Kinman, G. eds. (2018) *Developing resilience for social work practice*. Bloomsbury Publishing.
28. Guest, D.E. (2017) Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), pp.22-38.
29. Gumbrell-McCormick, R. and Hyman, R. (2019) Democracy in trade unions, democracy through trade unions?. *Economic and Industrial Democracy*, 40(1), pp.91-110.
30. Heise, L., Greene, M.E., Oppen, N., Stavropoulou, M., Harper, C., Nascimento, M., Zewdie, D., Darmstadt, G.L., Greene, M.E., Hawkes, S. and Henry, S. (2019) Gender inequality and restrictive gender norms: framing the challenges to health. *The Lancet*, 393(10189), pp.2440-2454.
31. Hofstede Insights. (2023) Country comparison tool. [Online]. Available at: <https://www.hofstede-insights.com/country-comparison-tool> [Accessed 21st November 2023].
32. Hung, P.H. (2023) The Influence of Cultural, Legal and Institutional Factors on Auditors' Roles, Responsibilities and Perceptions of Audit Quality. *European Journal of Theoretical and Applied Sciences*, 1(5), pp.1131-1145.
33. Hunt, V., Prince, S., Dixon-Fyle, S. and Yee, L. (2018) Delivering through diversity. *McKinsey & Company*, 231, pp.1-39.
34. Kabeer, N. (2021) Gender equality, inclusive growth, and labour markets. *Women's Economic Empowerment: Insights from Africa and South Asia*, pp.13-48.
35. King, K.A. and Vaiman, V. (2019) Enabling effective talent management through a macro-contingent approach: A framework for research and practice. *BRQ Business Research Quarterly*, 22(3), pp.194-206.
36. Lambert, S., Dimitriadis, N., Taylor, M. and Venerucci, M. (2021) Higher Education, Skills and Work-Based Learning. *Learning*, 6(4), pp.324-328.

37. Legalaffairs. (2023) Department of Legal Affairs. [Online]. Available at: <https://legalaffairs.gov.in/About-us/About-the-department> [Accessed 21st November 2023].
38. Legislative Department. (2021) The Constitution of India. [Online]. Available at: <https://liddashboard.legislative.gov.in/sites/default/files/COI...pdf> [Accessed 21st November 2023].
39. Li, L. (2022) Reskilling and upskilling the future-ready workforce for industry 4.0 and beyond. *Information Systems Frontiers*, pp.1-16.
40. Mabena, N.Q. (2023) *A human capital management framework for attracting and retaining post-millennial employees within selected financial service institutions in Gauteng* (Doctoral dissertation, University of the Western Cape).
41. Mallampalli, C. (2023) *South Asia's Christians: Between Hindu and Muslim*. Oxford University Press.
42. Mariyadas, M.S. and Saravanakumar, A.R. (2023) CROSS CULTURAL CONFLICT RESOLUTION STYLES: AN EXTENSIVE.
43. Meerow, S., Pajouhesh, P. and Miller, T.R. (2019) Social equity in urban resilience planning. *Local Environment*, 24(9), pp.793-808.
44. Monshipouri, M., Welch, C.E. and Kennedy, E.T. (2017) Multinational corporations and the ethics of global responsibility: Problems and possibilities. In *Human Rights and Corporations* (pp. 123-147). Routledge.
45. Monteiro, E. and Joseph, J. (2022) Preventing Stress, Improving Productivity: A Case Study on Stress Management Policies of TCS and Infosys. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 6(1), pp.401-413.
46. Nair, A.K. and Bhattacharyya, S.S. (2019) Mandatory corporate social responsibility in India and its effect on corporate financial performance: perspectives from institutional theory and resource-based view. *Business Strategy & Development*, 2(2), pp.106-116.

47. Narula, R. (2020) Policy opportunities and challenges from the COVID-19 pandemic for economies with large informal sectors. *Journal of international business policy*, 3, pp.302-310.
48. Norton, P. (2019) Post-legislative scrutiny in the UK Parliament: adding value. *The Journal of Legislative Studies*, 25(3), pp.340-357.
49. OECD. (2018) Statistical Insights: Are international productivity gaps as large as we thought?. [Online]. Available at: <https://www.oecd.org/sdd/productivity-stats/statistical-insights-are-international-productivity-gaps-as-large-as-we-thought.htm> [Accessed 21st November 2023].
50. Pattanayak, B. (2020) *Human resource management*. PHI Learning Pvt. Ltd..
51. Pop-Flanja, D. (2020) Cross-cultural differences in risk perception and risk communication. A case study on the COVID-19 outbreak. *Redefining Community In Intercultural Context*, 9(1), pp.68-74.
52. Raghavan, M., Barocas, S., Kleinberg, J. and Levy, K. (2020, January) Mitigating bias in algorithmic hiring: Evaluating claims and practices. In *Proceedings of the 2020 conference on fairness, accountability, and transparency* (pp. 469-481).
53. Randstad. (2023) Workmonitor 2023- Workforce insights. [Online]. Available at: https://workforceinsights.randstad.com/hubfs/Workmonitor/2023/Randstad_Workmonitor_2023.pdf?hsLang=nl [Accessed 21st November 2023].
54. Reeves, A., McKee, M., Mackenbach, J., Whitehead, M. and Stuckler, D. (2017) Introduction of a national minimum wage reduced depressive symptoms in low-wage workers: a quasi-natural experiment in the UK. *Health economics*, 26(5), pp.639-655.
55. Salin, D., Cowan, R.L., Adewumi, O., Apospori, E., Bochantin, J., D'Cruz, P., Djurkovic, N., Durniat, K., Escartín, J., Guo, J. and Işik, I. (2020) Prevention of and interventions in workplace bullying: A global study of human resource professionals' reflections on

- preferred action. *The International Journal of Human Resource Management*, 31(20), pp.2622-2644.
56. Sánchez-Monedero, J., Dencik, L. and Edwards, L. (2020, January) What does it mean to 'solve' the problem of discrimination in hiring? Social, technical and legal perspectives from the UK on automated hiring systems. In *Proceedings of the 2020 conference on fairness, accountability, and transparency* (pp. 458-468).
57. Santiago, J. (2023) The Impact of Religious Rituals on Cultural Identity: Review of the Relationship between Religious Practices and Cultural Belonging. *International Journal of Culture and Religious Studies*, 4(2), pp.13-22.
58. Sarwar, H., Ishaq, M.I., Amin, A. and Ahmed, R. (2020) Ethical leadership, work engagement, employees' well-being, and performance: a cross-cultural comparison. *Journal of Sustainable Tourism*, 28(12), pp.2008-2026.
59. Scullion H and Collings D G - Editors (2011) *Global Talent Management* Routledge.
60. Sheikh, Y.A. (2017) Higher education in India: Challenges and opportunities. *Journal of Education and Practice*, 8(1), pp.39-42.
61. Simms, M., Holgate, J. and Roper, C. (2019) The Trades Union Congress 150 years on: A review of the organising challenges and responses to the changing nature of work. *Employee Relations: The International Journal*, 41(2), pp.331-343.
62. Srimulyani, V.A. and Hermanto, Y.B. (2022) Work-Life balance before and during work from home in a Covid-19 pandemic situation. *Jurnal Manajemen Indonesia*, 22(1), pp.31-46.
63. Storey, J., Ulrich, D. and Wright, P.M. (2019) *Strategic human resource management: A research overview*. Routledge.

64. Strine Jr, L.E., Smith, K.M. and Steel, R.S. (2020) Caremark and ESG, Perfect Together: A Practical Approach to Implementing an Integrated, Efficient, and Effective Caremark and EESG Strategy. *Iowa L. Rev.*, 106, p.1885.
65. Subramanian, A. and Felman, J. (2022) India's Stalled Rise: How the State Has Stifled Growth. *Foreign Aff.*, 101, p.139.
66. Sulin, C. and Tiwari, A. (2020) The Development of Entrepreneurship in India—Central Government-led Initiatives. *International Journal of Economics and Business Administration*, 6(1), pp.18-22.
67. Tripathy, M. (2020) Relevance of soft skills in career success. *MIER Journal of Educational Studies Trends and Practices*, pp.91-102.
68. UK Parliament. (2023) The Separation of Powers. [Online]. Available at: <https://researchbriefings.files.parliament.uk/documents/SN06053/SN06053.pdf> [Accessed 21st November 2023].
69. UK Supreme Court. (2023) Separation of powers. [Online]. Available at: <https://www.supremecourt.uk/docs/separation-of-powers-worksheets-for-teachers.pdf> [Accessed 21st November 2023].
70. UKIBC. (2022) DOING BUSINESS IN INDIA: THE UK PERSPECTIVE (2022 EDITION). [Online]. Available at: <https://www.ukibc.com/reports/doing-business-in-india-the-uk-perspective-2022-edition/> [Accessed 21st November 2023].
71. Waddington, J. (2020) Employment relations in the United Kingdom. In *International and Comparative Employment Relations* (pp. 20-48). Routledge.
72. Xiao, J. (2021) *Coordination & Control in Contemporary Organizations* (No. EPS-2021-531-LIS).
73. Yaduvanshi, S. and Singh, S. (2019) Fostering achievement of low-, average-, and high-achievers students in Biology through structured cooperative learning (STAD method). *Education Research International*, 2019.

74. Zulkefli, M.I.I., Endut, M.N.A.A., Abdullah, M.R.T.L. and Baharuddin, A. (2018) Towards ensuring inter-religious harmony in a multi-religious society of Perak. In *SHS Web of Conferences* (Vol. 53, p. 04006). EDP Sciences.

6. Appendix

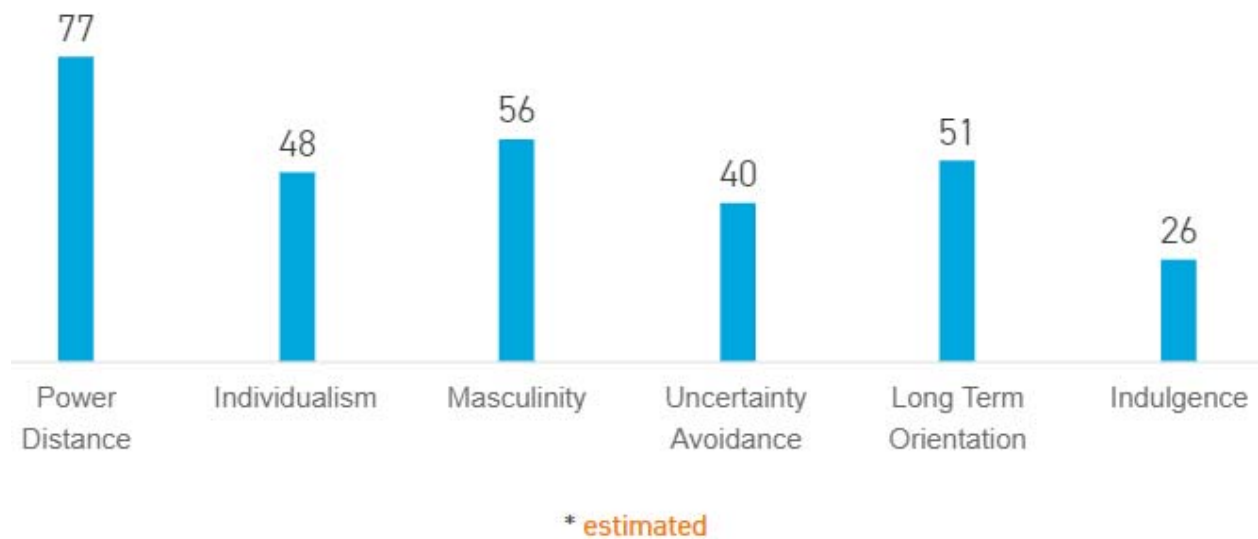


Figure 1: Dimensions of Indian culture'

Source: (Hofstede Insights, 2023).

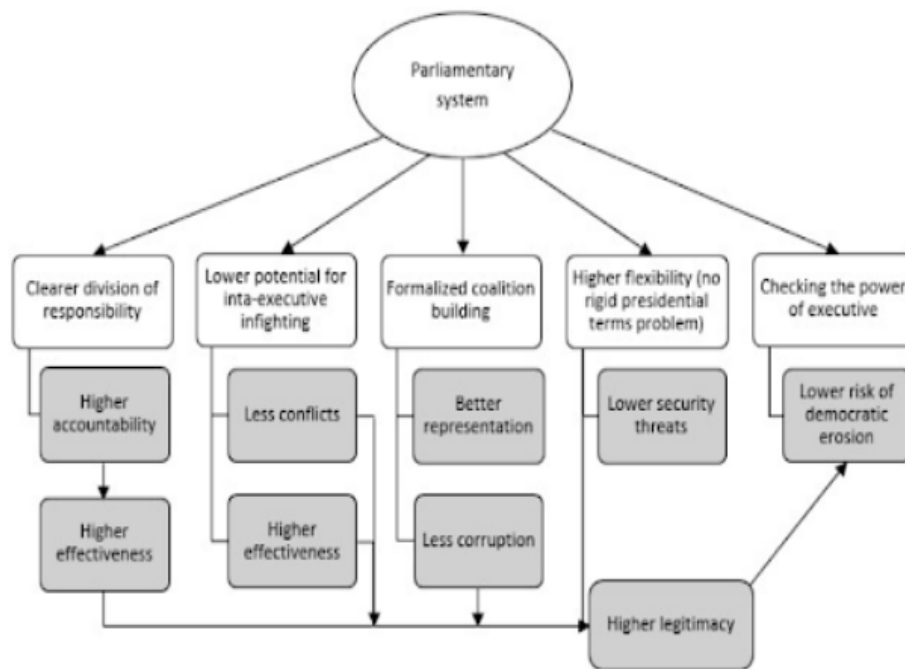


Figure 2: Parliamentary System UK

Source: (UK Parliament, 2023).

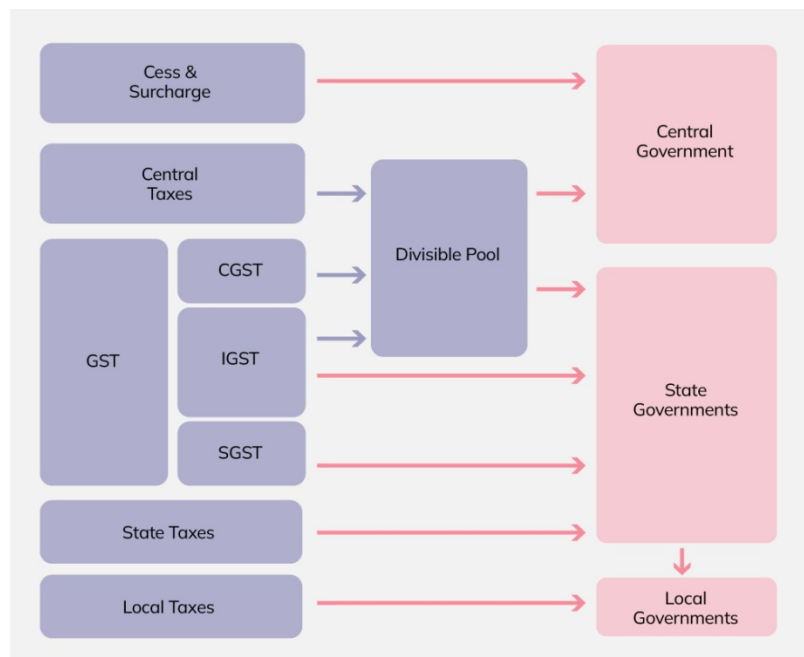


Figure 3: Federal Structure of India

Source: (Legislative Department, 2021).

Key differences between the institutional arrangements of the UK and India:

Feature	UK	India
System of government	Parliamentary system with fusion of powers	Parliamentary system with separation of powers
Legislature	Bicameral, with the House of Commons and the House of Lords	Bicameral, with the Rajya Sabha and the Lok Sabha
Head of state	Monarch	President
Head of government	Prime Minister	Prime Minister
Judiciary	Independent	Independent