

Managing People

Student Name : Anto Mathew
Student ID : 2237339
Module code : LCMB7011
Lecturer : Rexon Nting
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Introduction

Managing human resources across international borders presents a unique set of challenges and opportunities, requiring a nuanced understanding of the complex interplay between different regulatory environments, cultural norms and workplace practices (Ashiq, 2022). This report has explored contemporary and ethical issues in international human resource management, focusing on the contrasting established arrangements and their influence on key HR functions within two distinct countries. It has delved into the intricacies of training and development, recruitment and selection, employee welfare, and the role of trade unions, highlighting the variances attributable to the developmental stages and cultural contexts of these nations. Furthermore, the report has critically analysed the differences in workplace culture, offering strategies to manage human relationships effectively across these diverse settings.

Countries covered in this report

Developed country: The United Kingdom

Human Resource Management (HRM) in the UK is shaped by a comprehensive legal framework, ensuring fairness and safety in the workplace (Brewster et al., 2023). This framework encompasses employment rights, discrimination, health and safety, and data protection laws. Recruitment and selection processes in the UK are structured and inclusive, designed to prevent discrimination and promote equal opportunities across all protected characteristics (Dowling et al., 2023).

Employee relations in the UK are characterised by formal mechanisms for representation, such as trade unions, playing a crucial role in workplace negotiations and dispute resolution. Compensation packages in the UK are competitive, often accompanied by comprehensive benefits packages, and there's a growing trend towards flexible benefits (Brewster et al., 2023). Furthermore, in recent years, work-life balance has been increasingly prioritised, with flexible working options becoming more prevalent. This reflects a commitment to accommodating the diverse needs of the workforce and enhancing employee well-being (Ashiq, 2022).

Developing country: India

The developing country selected for this report is India. It is one of the fastest growing economies in the world and has strong political and economic ties with the UK (Khatri, 2021). People management practices in India are marked by a unique blend of traditional values and modern

practices, shaped by the diverse and dynamic cultural, economic, and legal landscapes in the country (Lakshman, 2015). With a young and rapidly growing workforce, Indian companies invest in training and development to enhance skills and retain talent, just like in any developed country (Singh & Budhwar, 2009). The efforts to promote diversity and inclusion are gaining momentum in recent years, with a focus on gender diversity and inclusion of different social and cultural groups (Khatri, 2021).

The various contemporary and ethical issues in the field of international human resource management

International Human Resource Management (IHRM) refers to the process of managing and guiding the human resources of an organisation at an international level (Dowling et al., 2023). IHRM is distinguished from domestic HRM by its complexity due to factors like multiple national environments and operations, varying employment laws and cultural dynamics, diverse workforce comprising of different nationalities, and the need to balance global corporate strategies with local practices and norms (Kramar, 2013).

Recruitment and selection

Recruitment and selection is the process of recruiting and hiring employees into the organisation to fill the vacant positions (Lavelle, 2013). In international HRM, recruitment and selection decisions can be even more critical (Reiche et al., 2023). The different approaches that the management may consider when hiring for their foreign or international operations are ethnocentric, polycentric, regiocentric and geocentric (Lavelle, 2013).

Ethnocentric approach involves filling key positions in overseas operations with personnel from the home country (Stavrou et al., 2021). It is often used when the company wants to maintain a consistent corporate culture and business practice across its global operations. However, this approach can lead to cultural insensitivity and may overlook the benefits of local expertise (Reiche et al., 2023). Polycentric approach involves companies hiring local employees to manage operations in the host country. This benefits in understanding and adapting to the local market and culture (Williams et al., 2012). However, it may create a divide between the home office and international subsidiaries, leading to a lack of coordination or a feeling of detachment from the parent company's vision and strategies. Regiocentric approach involves hiring management that is

native to the region, encompassing several countries. It can be effective in regions with similar cultural and economic profiles. However, it can lead to regional silos within the organisation, potentially impacting global integration (Stavrou et al., 2021). Geocentric approach will involve the company recruiting the best individuals for key positions regardless of nationality. This approach supports building a strong global presence by leveraging talent from around the world. However, it can be costly and complex to implement due to varying immigration laws and the challenges of managing a diverse workforce (Williams et al., 2012). Thus, it is evident that deciding which approach to follow can be a challenging task for an organisation that is operating internationally.

Examining the practices of different companies operating in the UK and India reveals some best practices in this context. Unilever, a leading global FMCG brand, employs a polycentric approach to recruitment and selection in India, tailoring its HR strategies to local needs and expertise. On the other hand, BP adopts a geocentric recruitment approach in their Indian operations, seeking the best talent regardless of nationality (Reiche et al., 2023). The reason behind the varying approaches of different companies is closely linked to the nature of their operations, their corporate governance structures, and their objectives in international business. Each approach is selected to align with and support the company's overarching strategic and operational goals (Lakshman, 2015).

The contemporary issues affecting the recruitment and selection process in companies include the significant unemployment rates in both countries and the skill shortage for different positions. In the UK, the unemployment rate is 4.2% (Buchanan, 2023) while, in India, the unemployment rate is 7.33% (CEIC Data, 2023). As for the skills shortage issue, The UK has been facing ongoing challenges due to skill shortages in numerous sectors, presenting substantial difficulties for both businesses and the broader economy. Research indicates that approximately 40% of the current workforce possesses qualifications that do not align with their job requirements, with individuals being either underqualified or overqualified (Buchanan, 2023). On the other hand, the International Labour Organisation (ILO) reports that by 2030, India is expected to face a shortfall of 29 million skilled workers. This skill gap led to a situation in 2019 where 53% of businesses in India were unable to hire due to a lack of qualified candidates (CEIC Data, 2023). These factors complicate

the recruitment process, making it difficult for companies to find candidates with the right skill sets, thereby affecting the efficiency and effectiveness of their workforce (McDonnell, 2012).

Employee retention

In today's competitive labour market, retaining the right skills is as important as hiring them (Dowling et al., 2023). Studies suggest that effective retention is crucial for maintaining organisational stability, preserving knowledge and experience and reducing the costs associated with recruiting and training new staff (Johnson, 2020). Given that skills shortage is a contemporary issue that affects many sectors these days, companies must focus on retaining their employees. Factors linked to employee retention are fostering positive work environment, offering attractive compensation and benefits, career development opportunities, assisting work-life balance, recognising efforts, job security, employee engagement, and workplace relationships (Lavelle, 2013).

In the labour context in the UK, employee relations in businesses have been influenced by various contemporary factors. For instance, there has been an increasing demand for better work-life balance in the UK, especially post-pandemic, which is now a key issue (Stavrou et al., 2021). Employers struggle to offer flexible working arrangements that meet employee expectations, impacting retention. Larger companies with more resources are usually better at offering slightly better work-life balance, whereas, employees in retail, hospitality and logistics sectors have been experiencing worse work-life balance in recent years (Khatri, 2021). There has also been a growing emphasis on mental health at work. 1 in 4 employees reportedly experience mental health issues at work these days in British workforces. Failure to address these concerns ethically has become a prime reason for high turnover rates (Freeman, 2023).

Brexit was also a critical issue that introduced uncertainty in British workforce, especially for EU nationals working in the UK, affecting their long-term employment considerations. Some sectors, such as nursing, hospitality and retail have seen a labour shortage due to Brexit, which became difficult to fill in, due to mismatches in skills and incentive expectations in British workforce. Brexit had also indirectly affected employee retention in the UK as wages in various sectors in the UK started to increase due to EU workers leaving those posts (Khatri, 2021). This wage increase affected the ability of companies to retain employees at the previous wage scales.

In India, employee retention is affected by various factors as well. Some of these matches the factors in the UK, and some are unique to the Indian labour market (Freeman, 2023). First of all, long working hours and high-pressure environments are more common in India as the economy is growing fast and industries are competing with their counterparts in other countries (Lakshman, 2015). The downside of this is that in many Indian industries employees are experiencing burnout and stressful work environment, leading to high turnover (Business Standard, 2019). However, since attractive work opportunities are fewer in India than in developed countries, therefore, a majority of employees would refuse to leave their companies, and would sustain stress and pressure, leading to increased mental health issues in the workplace (Business Standard, 2019).

Another issue that is more common in India is the lack of career development opportunities. Employees often leave organisations due to a lack of growth and learning opportunities, pushing companies to focus more on career development (Lakshman, 2015). The lack of career development opportunities has been identified as a key reason for younger workforce to leave their companies in search for better work opportunities. This trend of employees, especially the younger workforce, leaving companies due to insufficient career development opportunities, underscores a critical challenge for businesses. Young and skilled professionals increasingly seek roles that offer not just a job, but a pathway for continuous learning and advancement (Business Standard, 2019). The evolving job market, with its emphasis on skill development and career progression, are now compelling companies to innovate in their training and development strategies (Dowling et al., 2023).

Low levels of employee engagement in some sectors are another issue that Indian companies are likely to face. This leads to disinterest and detachment, impacting retention rates. According to ETHR World (2023) survey, a critical 23% of employees in India are not actively engaged. This affects productivity levels and organisational performance as well. Poor engagement also risks high staff turnover. The exact reason for this poor engagement rate is unclear. However, some common reasons can be the lack of job progression opportunities and poor salaries (Dowling et al., 2023).

Compensations and employee motivation

Important tasks for an HR manager are to manage the payrolls and help motivate staff. However, some of the challenging contemporary issues in business management also include satisfying

employees with the existing salary plans and keeping employee motivated (Howell, 2019). A survey revealed that only 39% of employees in the UK felt that their salaries were fair, whereas, 41% felt that their salaries were below fair. In India, a similar survey revealed that 45% of employees stated that they were satisfied with their salaries (CEIC Data, 2023). As for employee motivation, a survey done by TeamStage (2023) revealed that only 8% of the employees stated that they were motivated at work.

However, what makes this issue more critical is that due to the cultural differences and the differences in labour laws, a company operating in these countries will have to adopt distinct strategies for compensation and employee motivation in these countries (Kramar, 2013). This may affect the company's own HR policies and practices, forcing it to be more flexible and diverse (Howell, 2019). This necessity to adapt to varying cultural norms and labour laws in different countries, like the UK and India, would compel a company to re-evaluate and diversify its HR policies and practices, particularly concerning compensation and employee motivation. In the UK, where labour laws are more stringent and the cultural context may favour transparency and equity in pay, companies are pushed to adopt clear and fair compensation structures (Brewster et al., 2023). On the other hand, in India, where cultural dynamics and regulatory frameworks differ, businesses might need to focus more on hierarchical recognition and tailor benefits to local needs and expectations (Kramar, 2013). This scenario requires organisations to adopt a more global yet localised approach to HR management, ensuring that their policies are not only legally compliant but also culturally resonant and motivational for employees in each specific market. The challenge lies in maintaining a cohesive global HR strategy while allowing for the flexibility and diversity needed to effectively operate across varied cultural and legal landscapes (Ashiq, 2022).

Other ethical issues when doing business between two countries

Differing labour standards can present ethical dilemmas, particularly when practices accepted in one country are considered unethical in another. For instance, what constitutes acceptable working hours, labour costs, and working conditions can vary greatly between the UK and India (Ashiq, 2022). A British company with localised operations in India, is likely to be managed by Indian management body, who may expect the workforce to work longer hours since it is acceptable in India for employees to work longer hours to gain recognition in the office (Dowling et al., 2023). On the other hand, the domestic operations of the company in the UK, will have a completely

different approach to how work hours are handled and they would be required to comply with the relevant legislation. In hindsight, the differences in practice in the developed and the developing country operations can be considered unethical for such inconsistency (Ashiq, 2022). Therefore, companies must strive to uphold high ethical standards in all locations, which can sometimes mean going beyond local legal requirements to ensure fair and humane treatment of workers.

Another area where ethical concerns may arise is data protection. With the UK adhering to strict data protection laws like GDPR and India developing its own data protection framework, businesses must ensure they handle customer and employee data ethically and in compliance with each country's regulations (Ashiq, 2022). This is particularly challenging when data is transferred across borders. It is further complicated considering the fact that unlike in the UK, data protection issues are not taken as strictly in India (Khatri, 2021). As a result, there can be differences in how employee data are collected and managed in the geographic operations of a same company.

The institutional arrangements in the two different countries

Legal frameworks

In the UK, Human Resource Management (HRM) practices and policies in organisation are shaped by several key laws and regulations. The Employment Rights Act 1996 governs various aspects of employment, including unfair dismissal and redundancy rights (Ashiq, 2022). The Equality Act 2010 is crucial, prohibiting discrimination based on protected characteristics like age, gender, and ethnicity. Health and Safety at Work Act 1974 ensures workplace safety standards. The Data Protection Act 2018, aligned with the GDPR, regulates the handling of personal data. Additionally, the Working Time Regulations 1998 set limits on working hours and mandate rest breaks, while the National Minimum Wage Act 1998 establishes minimum pay standards. These laws collectively ensure fair, safe and equitable HRM practices (Khatri, 2021).

In India, HRM practices are shaped by a comprehensive legal framework that ensures employee rights and fair employment practices. Key legislations include the Industrial Disputes Act, which governs employee-employer disputes; the Factories Act, ensuring worker safety and health standards; and the Minimum Wages Act, setting the baseline for compensation (Ashiq, 2022). The Maternity Benefit Act provides maternity leave benefits, while the Employees' Provident Fund Act focuses on retirement savings. Additionally, the Shops and Establishment Act regulates conditions

of work and employment in shops and commercial establishments (Khatri, 2021). These laws collectively create a structured environment for HRM, balancing employee welfare with organisational requirements.

Employee welfare

Due to the differences in laws and legislation in these countries, employee welfare is actually managed differently in India and in the UK (Khatri, 2021). These differences lie in the areas of welfare focused in these countries and how these are approached. First of all, the UK has strict health and safety laws, like the Health and Safety at Work Act, ensuring high standards of workplace safety (Ashiq, 2022). Companies are required to conduct regular risk assessments and provide safe working conditions. In the UK, nowadays, employee mental health is also included in the wellness policies and practices (Khatri, 2021). On the other hand, while in India, physical health and safety are covered by law, there are many industries where employers loosely arrange for the health and safety of their employees. Furthermore, in India, mental health issues are seen as taboo factors (Khatri, 2021). Therefore, the employee wellness policies do not usually cover employee mental health concerns.

Employee benefits

The UK being a developed country, is expected to offer a broader range of employee benefits compared to India. Comprehensive benefits packages in British companies including pensions, healthcare insurance, and other perks (Khatri, 2021). British workers also receive sick pays, company car, parental leaves, holiday pay, flexible work arrangement etc. In India, companies do offer many of the same benefits. However, the scope of employee benefits in India is limited compared to the UK (Ashiq, 2022).

The Indian legislation does enforce the statutory benefits like provident fund contributions, gratuity, and health insurance (ESI) for eligible employees (Ashiq, 2022). However, enforcement can vary, especially in smaller businesses and informal sectors. As for health insurance for employees in India, it is not as universally available as in the UK (Khatri, 2021). The quality of state-provided healthcare also varies, impacting how businesses approach employee health benefits. In case of parental leave and other benefits, India has made strides in improving maternity

benefits in recent years, with the Maternity Benefit (Amendment) Act 2017 providing for extended maternity leave, which is among the longest in the world (Khatri, 2021).

Educational system

Educational institutions in India and the UK follow different types of curriculum and educational systems. Some of these elements are not exactly comparable between these two countries (Ashiq, 2022). The strong emphasis on higher education and professional qualifications in the UK shapes recruitment strategies, with a focus on academic credentials and continuous professional development (Khatri, 2021). In India, there is now a vast pool of graduates, who seek out competitive job opportunities. HR practices in India revolve around leveraging this talent pool, with an increasing emphasis on upskilling and retraining (Ashiq, 2022).

Another significant difference in this context is the fact that a significant percentage of students in India immigrate to the UK and other developed countries for higher education, due to the less job opportunities in India (Khatri, 2021). Thus, the educational system in the UK has been successful in attracting talents from different countries and then turn them into skilled labour force who would contribute to the country's economy through the process of naturalisation (Ashiq, 2022). One of the areas in which this affects the HR practices is that it puts more pressure on the Indian operations of a British company to recruit skilled talents, whereas, in the UK, the skilled talents are more easily available (Ashiq, 2022).

Training and development

The training and development of employees in the UK and India are significantly influenced by their respective institutional arrangements, which include economic structures, educational systems, cultural values, and legal frameworks. The UK economy is service-oriented, with a strong emphasis on knowledge-based industries (Ashiq, 2022). This necessitates continuous skill development, especially in areas like technology, finance and management. On the other hand, India has a diverse economy, ranging from agriculture to IT, which requires varied training approaches (Khatri, 2021). There is a significant focus on technical and vocational training to meet the needs of its rapidly growing industrial and service sectors. Another area where training and development investments vary between the UK and India is that in the UK, companies now consider arranging training for personal development needs along with group training programs

(Khatri, 2021). Thus, in the UK, training and development involve more different practices and target helping employees to develop a range of soft and hard skills, compared to training and development arrangements in India, which usually focus on helping employees develop skills specifically related to their jobs (Ashiq, 2022).

In the UK, with a robust educational infrastructure, there is a focus on lifelong learning and professional development. Employers often collaborate with educational institutions for specialised training programs (Ashiq, 2022). While India produces a large number of graduates, there is often a gap between educational outcomes and industry requirements, leading companies to invest heavily in training programs to bridge this gap (Khatri, 2021).

Trade union membership and influence

The UK has a long history of trade unionism dating back to the industrial revolution. This historical legacy influences current trade union membership and activities (Ashiq, 2022). On the other hand, the diverse economy of India, from agriculture to high-tech, supports a variety of trade unions across different sectors. These unions vary greatly in terms of their size, influence, and agendas (Khatri, 2021).

The legal framework also influences trade union membership and influence in these countries. The legal environment in the UK, including the Trade Union Act 2016, shapes how unions operate (Ashiq, 2022). These laws regulate strike actions, union funding, and membership rules, impacting the influence unions wield (Khatri, 2021). In India, on the other hand, laws like the Trade Unions Act 1926 provide a basis for union activities. However, the effectiveness of trade unions in this country has been often contingent on local political and socio-economic conditions, since some sectors in India do not allow forming trade unions (Ashiq, 2022).

When operating in two countries, a multinational company also has to take account of these issues and make necessary adjustments based on their area of operations (Ashiq, 2022). Considering these differences, it can be argued that a polycentric approach to managing people is more suitable for a company operating in India and the UK, due to the differences in these HR areas (Khatri, 2021).

The differences in workplace culture across the different countries

It is also important to understand the cultural dimensions that shape people management practices and employer- employee relations in the UK. With a low power distance index, there is a preference for flatter organisational structures, promoting open communication and less hierarchical workplace dynamics (Hofstede Insights, 2023). High individualism reflects in HRM practices that emphasise personal achievements and individual career progression. The masculinity score, being moderate, suggests a balance between competitive success and quality of life, influencing work-life balance policies. The moderate uncertainty avoidance impacts flexible working arrangements and innovation-friendly environments. Lastly, a short-term orientation in the British culture influences a focus on immediate results in performance management and business strategies (Hofstede Insights, 2023).

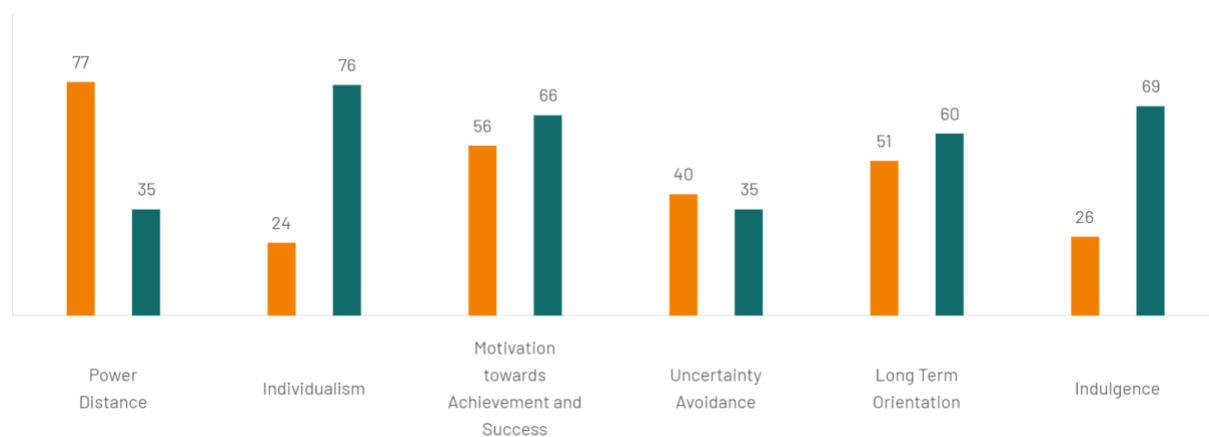


Figure: Cultural dimension in India and the UK (Hofstede Insights, 2023)

As for the cultural dimensions that shape workforce culture and employer-employee relations in India, references can be drawn from Hofstede's cultural framework. High power distance is evident in hierarchical organisational structures, with respect for authority and top-down decision-making prevalent (Hofstede Insights, 2023). The collectivism dimension reflects a strong group orientation in the workplace, emphasising team cohesion and loyalty. Masculinity, with a moderate score, suggests a balance between assertiveness and nurturing qualities, impacting leadership and conflict resolution styles. High uncertainty avoidance in India leads to a preference for structured environments and clear guidelines. Long-term orientation is prominent, focusing on perseverance and future rewards in strategic planning (Hofstede Insights, 2023). These cultural elements are

integral in shaping HRM approaches in India, reflecting a blend of traditional values and modern business practices (Hofstede Insights, 2023).

How a company can manage human relationships across the different cultures

Managing human relationships across the culturally diverse landscapes of India and the UK requires an adaptive approach (Dowling et al., 2023). A company looking to successfully navigate these differences should consider relevant human relationship management strategies. For instance, the company should implement comprehensive training programs for employees and management to foster cultural awareness (Kramar, 2013). Understanding the nuances of both Indian and British cultures, from communication styles to business etiquette, it is crucial for the management of a company to minimise misunderstandings and building mutual respect.

The companies should also foster adaptive communication styles. They should recognise and adapt to different communication preferences. The UK workplace may favour direct and succinct communication, while in India, a more indirect and relational approach might be appreciated (Kramar, 2013). Encouraging open and respectful dialogue across cultures would be essential. For the organisational leaders, the application of communication accommodation theory can be suggested- an approach that involves accommodating communication styles upon considering the cultural elements (Lavelle, 2013).

A company should implement HR policies that respect and accommodate cultural differences, especially in areas like holidays, work-life balance, and hierarchical structures (Ashiq, 2022). For example, acknowledging national and religious holidays of both countries in company calendars can show respect for cultural diversity (Kramar, 2013). When managing employees from other countries or cultures, the same should be done to foster inclusivity and diversity. Studies suggest that acknowledging and accommodating cultural differences can foster an inclusive culture and build a strong relationship between the host country and the home country workforce (Ashiq, 2022) (Waddington & Lister, 2013).

The role of leadership cannot be overlooked either. A company should promote inclusive leadership that values diverse perspectives (Dowling et al., 2023). Leaders should be trained to recognise and leverage the strengths that different cultural backgrounds bring to the team. Furthermore, to establish connection with the workforce on a more individual level, leadership

styles such as transformational leadership can be suggested which will help foster strong human relationship in the organisation (Kramar, 2013). These are employee-oriented leadership styles that have been proven to be more effective in multinational companies to foster positive workplace environment. The leaders should further tailor employee engagement strategies to fit the cultural context of each country (Reiche et al., 2023). Furthermore, considering that in India, a focus on team-building activities and familial culture might be more effective, while in the UK, individual recognition and career development opportunities might be prioritised, leadership approaches such as contingency theory of leadership can be suggested, where leaders can adopt their styles based on contingencies (Dowling et al., 2023).

In a multinational company, the management should maintain consistent ethical standards and compliance across all operations, while being mindful of local norms and practices (Dowling et al., 2023). This involves upholding principles like integrity, honesty, fairness, and respect for all individuals. These universal standards align with Kantian ethics, which emphasise the importance of moral duty and treating individuals as ends in themselves, not merely as means to an end (Lavelle, 2013). While adhering to universal ethics, companies must also be aware and compliant with local laws and cultural practices. This dual focus resonates with the concept of ‘Legal Rights’ under the Rights theory of ethics, which advocates for respecting the legal rights of individuals in different jurisdictions (Waddington & Lister, 2013).

Ethical business practices necessitate fair treatment of all employees, regardless of their cultural, racial, or ethnic backgrounds (Stavrou et al., 2021). This principle is grounded in the Rights theory, which stresses the importance of respecting the fundamental rights of individuals, including the right to be treated equally (Reiche et al., 2023). Providing equal opportunities for growth, development, and advancement to all employees, irrespective of their cultural context, maximise overall happiness and well-being. It supports the idea that diverse and inclusive practices lead to more positive outcomes for both individuals and the organisation (Stavrou et al., 2021).

Conclusion

Understanding the cultural dimensions and laws of a country provides invaluable insights into how people are managed in organisations. Cultural dimensions, like power distance and individualism, reveal underlying values that shape workplace interactions, leadership styles, and employee

expectations. At the same time, knowledge of local laws and regulations ensures that HR practices comply with legal standards regarding wages, working conditions, and employee rights. This dual understanding fosters a holistic approach to HRM, aligning organisational practices with cultural norms and legal requirements, thereby creating a harmonious and efficient workplace environment.

Recommendations

As an HR manager in an international company operating in both the UK and India, a strategic and culturally sensitive approach is essential to bridge the gap in HR practices. First and foremost, developing cross-cultural competence is crucial (McDonnell, 2012). This involves investing in training programs that enhance understanding of both British and Indian cultures, with a focus on communication styles, business etiquette, and social norms. Such knowledge is vital for formulating policies and practices that are both respectful and effective in each country's context (Reiche et al., 2023).

It is also important to implement localised HR policies that align with a consistent global HR strategy (Waddington & Lister, 2013). This means tailoring specific policies to fit the cultural and legal nuances of each country, such as adapting benefit schemes and work-life balance initiatives to meet local expectations and legal requirements (Reiche et al., 2023). Alongside this, fostering inclusive leadership is key. Encouraging leaders to embrace inclusivity, understanding, and respect for diverse perspectives is crucial, which can be achieved through leadership development programs that emphasize empathy, cultural sensitivity, and adaptability (Kramar, 2013).

Another significant step is establishing transparent communication channels. Clear and open lines of communication should be ensured, allowing employees from both countries to voice their concerns and provide feedback (Kramar, 2013). This helps in understanding and addressing any culture-specific issues. Additionally, promoting collaborative work environments is beneficial. Creating opportunities for cross-border teams and projects facilitates interaction and collaboration between employees from the UK and India, aiding mutual understanding and leveraging diverse perspectives for innovation (Johnson, 2020).

Finally, regularly reviewing and adapting practices is essential. HR practices in both countries should be continuously assessed and evolved in response to changing cultural dynamics, employee

feedback, and business needs (Johnson, 2020). Moreover, maintaining the highest standards of ethical and legal compliance in both regions is paramount. Understanding and respecting the differences in legal environments ensures that all practices are not only legally compliant but also ethically sound (Dowling et al., 2023). By following these recommendations, an HR manager can effectively manage the diverse needs of employees in both the UK and India, contributing significantly to the success of the international business.

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