



The Cultural Impact on Time Management in IT Organizations

A study between India and Finland

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ABSTRACT

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Organization X commissioned the master's thesis. Today's rapidly growing cross-continent cooperation between organizations has created many challenges regarding time management. Different countries have different ways of time management and that is reflected in the organization's working pattern and employ's working style. This thesis is a study between India and Finland in terms of time management. By taking into consideration of well-known and time-tasting cultural model of Geert Hofstede and Erin Mayer, this research explores how cultural impact on time management in IT companies differs and how it affects working culture.

This research will revolve around Organization X's work culture and time management. The main aim is to find a solution for the existing problem of time management and its impact on work culture. Organization X is based in India with an Indian workforce and has business with multiple countries. Still, the main focus here will be on the cultural impact on time management when working with Finnish organizations.

This research includes a literature review of cultural models and time management. Also, data was collected by brainstorming, interviews, and analysis. The author has done the work by considering the cultural differences between India and Finland and its impact on time management.

This thesis provides actionable insight and recommendations to Organization X to mitigate the risk of cultural impact on time management. It will help them to have success in the Finnish market. Also, it can be helpful to other organizations to help them make policies to mitigate the same risks.

Key words: culture, time management, organization x, mitigate, action

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1 INTRODUCTION

In an increasingly intercontinental cooperation, work culture is no longer limited to the local market. Almost all organizations are going global to access new business, opportunities, and growth.

However, going global comes with lots of Problems. One important aspect that affects the success and sustainability of an organization while working intercontinental is cultural effects. This involves shared beliefs, values, customs, rituals, and growth opportunities. These cultural differences shape how an organization works, sustains, is profitable, and creates partnerships.

The impact of culture on time management in IT companies is a talking point of growing importance in the global business environment. Any organization that fails to understand the cultural impact of a recent time often faces many challenges and struggles to survive or to achieve good growth in this competitive market.

In other cases where organizations that successfully asses cultural impact on time management can leverage them as a strategic advantage, gain an edge in a competitive market and achieve sustainable and long-term growth.

This research aims to find a solution to an existing problem in organization X which arises from people from different cultures working together. This study will examine the influence of culture on time management and how to mitigate its risk. Examining case studies and data from interviews will give us valuable insight into the complicated partnership between successes and the cultural impact of time management.

This factor is very important for several reasons. First, it allows organizations to empower work culture, optimize the workforce, and enhance new business

opportunities. Second, it will motivate people, reduce costs, and help them understand the significance of punctuality when it comes to comparison with Finland. Finally, the understanding of time management is not an option but an art to find a solution to big/hidden problems to mitigate the risk of culture.

To achieve research objectives, this research will contain a case study analysis and interviews of people who work in Organization X in India and Finland. By examining of experience of employees at many levels. This research will identify cultural factors on time management that influence the successes and profitability of organization X. It will provide them with actionable insight and suggestions. Also, in recent times using of different technologies has played a pivotal role in time management.

To recapitulate, the impact of different cultures on time management in any organization should not be underestimated. Cultural nuances greatly impact how a company navigates overseas markets, builds lasting relationships, and achieves long-term success. This study aims to add to current information by giving importance to the cultural elements that affect time management and the intercontinental expansion of organization X. Finally, the study's result will help many managers make new decisions and act on that employ cultural differences as a catalyst for success in Finland.

1.1 Context of Study

Culture comprises many diverse components, such as values, beliefs, conventions, communication patterns, social norms, and business practices. These cultural features vary greatly across nations and regions, influencing how transactions are conducted, judgments are made, and connections are formed. Ignoring or misinterpreting cultural differences can lead to miscommunication, misunderstandings, and, ultimately, disastrous foreign company operations.

Several case studies and anecdotal evidence highlight the significance of culture in an organization's success or failure. Organizations transitioning to collectivist cultures, which prioritize social balance and consensus over

individual success may face obstacles. Similarly, diverse organizations in different cultural contexts may confront approaches to hierarchy, decision-making processes, and building relationships.

Although there is more research in this area of cultural impact and time management, the need for more research cannot be ruled out. As time by time, new challenges arise and new research is always helpful to mitigate them. how different cultures and their beliefs affect time management for any organization's initiatives regarding time management in the IT sector is the main part of this research. This research target to give a bright understanding of the cultural dynamics affecting Organization X's operation and success by examining different cases and collecting information from various cultural factors. These findings can serve as a road map for organization X's policymaker, and Manager as they develop strategies to capitalize on the potential of cultural differences and prosper in the Finnish working culture by mitigating time management-related challenges.

1.2 Research Problem and Objectives

The author has worked as a Business Development Manager for more than four years in India with the same organization, and then recently as a student and part-time worker in Finland. My connection is to work with different companies in India and 1 company in Finland with different cultural backgrounds. Dealing with different people and observing their behavior differ in different cultures. This allows me to find the solution to existing problems.

The effects of multiple cultures on a cross-cultural working team present numerous difficult obstacles and unresolved issues with time management. Although it has come to the author's notice during work life that cultural factors influence time management, the same is true for successful business activity. A scarcity of studies that systematically investigate the specific routes in which culture influences time management, growth, and sustainability of companies in a range of cultural settings. As a result, the study problem addressed in this work

is how different cultures have a significant impact on time management, particularly in an IT organization where diverse workers from different cultures are more likely to work together remotely.

Several critical factors of this study issue are required to be examined.

Understanding Cultural Dynamics: The study aims to discover distinct cultural influences on time management. This includes identifying the cultural features, beliefs, and norms, that significantly affect operations, market entry, customer satisfaction, and company success in a variety of cultural factors.

Uncovering Cultural Obstacles: The goal is to identify and analyze the challenges Organization X faces when attempting to work in Finnish marketplaces with varied cultural backgrounds. These challenges could take the shape of hurdles to time management, communication, differences in customer behavior and preferences, and cultural disputes within global teams.

Evaluate Cultural aspects: This study will examine key cultural features, values, norms, and behaviors that have a major impact on organization X's operations and decision-making processes in the Finnish market to assess the effects of varied cultures on IT companies.

Culture analysis – This study will examine the cultural challenges that Organization X faces when functioning in Finnish marketplaces with varied cultures. This includes investigating communication barriers, variances in consumer behavior within foreign teams, preferences, administrative challenges, and potential cultural problems.

Investigate Cultural Adaption Techniques: To overcome cultural hurdles, Organization X must develop effective cultural acceptance procedures. This study will evaluate how businesses can bridge cultural differences, form strong intercontinental alliances, and tailor their work strategies to the Finnish market and its cultural beliefs.

Analyze Cultural Benefits: Cultural diversity is not always a negative thing. it can turn into a positive and benefit for Organization X if used properly. To find opportunities for better cultural time management, the study will look into how stakeholders can benefit from cultural diversity, such as access to the Finnish market, creative ideas, and a variety of perspectives.

Provide Practical Advice: The study's goal is to provide relevant guidance to organization X and policymakers who are striving to reduce the danger of cultural disparities in time management and the usage of various technologies. These proposals will be supported by case studies and theoretical data, with takeaways for Organization X to improve performance in a variety of cultural settings.

Information Contribution: This study intends to give extra information to the existing information on the cross-cultural impact on time management. The study's purpose is to expand understanding of the topic and support future studies on cultural factors in time management by giving a comprehensive assessment of the effects of various cultures.

The overarching purpose of this study is to acquire valuable experience about how cultural influences influence time management in India and Finland. By achieving these specific goals, the study seeks to aid Organization X in making decisions that encourage cross-cultural cooperation while also stimulating the profit and sustainability of Organization X in varied cultural contexts.

1.3 Research Questions:

1.3.1 Main Research Question

This thesis targets to get answers to the following questions for Organization X

How does cultural impact on time Management in cross-cultural IT companies differ in India and Finland?

1.3.2 Research Sub-Question

Here, it is necessary to get the answer to these four sub-questions to get the answer to the main question.

- A) How is the working style impacted by the use of different technologies in India and Finland?
- B) How do power dynamics impact time management and working style/life in India and Finland?
- C) How do people think and behave emotionally for time management in India and Finland?
- D) How punctuality and work-life balance can be defined based on culture in an IT company in India and Finland?

2 LITERATURE REVIEW

A literature review on the impact of different cultures on time management projects seeks to offer a breakdown of available research, concepts, and conclusions linked to how cultural influences influence time management, working style, and working culture in diverse cultural contexts. This review contains two different elements that are equally important in this modern time. Culture and time management are those aspects.

2.1 Introduction

In a modern era of an integrated global economy, Organization X seeks to establish business practices outside of its native markets. However, the effectiveness of this phase is frequently molded by cultural effects on business style, relationships, and, most crucially, time management. This literature study will investigate the impact of culture on time management by reviewing fundamental concepts, theories, and existing research.

2.2 Cultural Dimension

Culture has an important role in an organization's global success and expansion. Learning the way culture influences interactions in business is important. Geert Hofstede's concept of cultural dimensions offers a thorough knowledge for comprehending differences in culture. In this review of the literature, we examine how culture affects the success of enterprises in India and Finland. Hofstede's model serves as a framework for evaluating existing research and providing insights into the unique findings of India and Finland.

Hofstede's cultural dimension model includes six cultural dimensions which can be seen in Figure 1

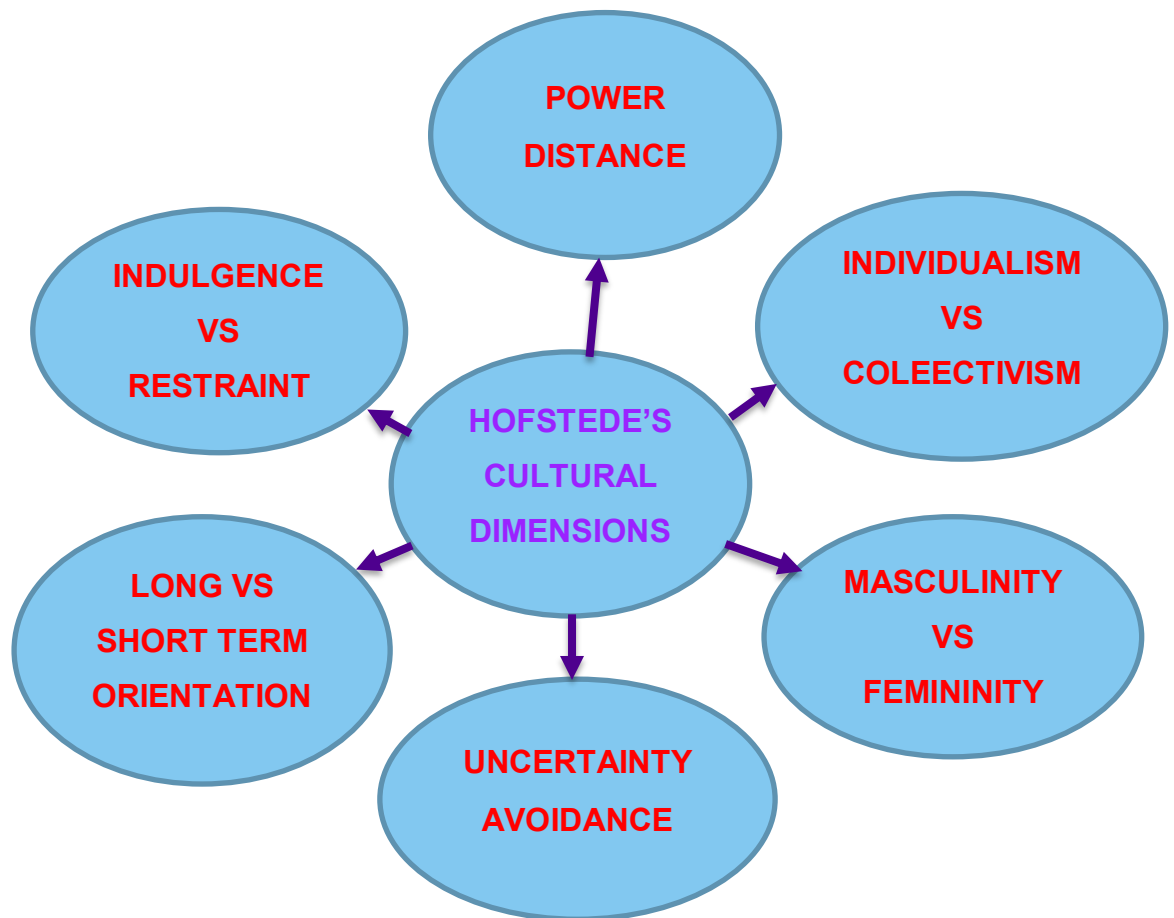


FIGURE 1. Hofstede's cultural dimension model (Hofstede, 2001).

Hofstede's theory of cultural dimension model includes six cultural dimensions which are listed below with a short definition of each dimension.

A Power Distance measures a society's acceptance of hierarchical institutions and unequal power distribution.

Individualism determines whether society values individuals where whereas collectivism determines group interests and identities.

A component that assesses the extent to which a society values confidence, accomplishment, and possessions is called masculinity whereas nurturing, cooperation, and quality of life can be identified as a feminist component.

An assessment of an ethnic group's capacity for inconsistency, unpredictability, and threats is called uncertainty avoidance.

Another dimension investigates the value of long-term goals and tenacity concerning short-term advantages.

Another dimension compares the level of personal freedom and indulgence in society to the emphasis on guidelines and restrictions.

2.3 Cultural Comparison

After the definition of each of the dimensions comparing them based on scores will help to assess the prevailing cultural conditions and how people behave differently in India and Finland.

TABLE 1. Score and rank comparison (Hofstede, 2001)

CULTURAL DIMENSIONS	INDIA	RANK	FINLAND	RANK
Power distance index (PDI)	77	17-18	33	68
Individualism vs. Collectivism (IDV)	48	33	63	22
Masculinity vs. Femininity (MAS)	56	28-29	26	68
Uncertainty avoidance index (UAI)	40	66	59	50-51
Long-term vs. Short term orientation (LTO)	51	40-41	38	51-54
Indulgence vs. Restraint (IVR)	26	73	57	27-29

India's culture, with its rich history and heritage, demonstrates different features that affect an organization's working style. Finland, with its different cultural characteristics, has a particular influence on an organization's working style, thus impacting time management skills too.

Power Distance: India scores (77) high on this dimension as shown in Table 1 above, showing a strong belief in hierarchical structures (Hofstede, 2001). This influences the perception of authority and commercial decision-making. This directly impacts working style and flexibility. Less flexibility will turn into a controlled work culture which will impact time management and personal skills. Now, comparing Finland, it scores (33) low on this dimension, indicating a value of independence in the workplace (Hofstede, 2001). This influences how authority is seen and how corporate decisions are made. This will impact the working style of people. More flexibility will create a free work culture, impacting time management and personal skills.

Uncertainty Avoidance: India's culture has a moderate level of uncertainty avoidance, which has an impact on risk tolerance and adaptation (Hofstede, 2001), whereas Finland performs lower on this factor, reflecting a strong tolerance for uncertainty and risk. This influences policymakers' perspectives.

Individualism vs. Collectivism – India scores 48 while Finland scores 63 (Hofstede, 2010). It shows the different approaches to this factor. Finland is known for its high individualism, emphasizing personal achievements and individual responsibility (Hofstede, 2001). This has an impact on managerial styles and decision-making within Finnish Organizations.

2.4 CQ and Acceptance

In a modern time where intercontinental work cultures are very common, people need to set themselves quickly into new environments in terms of culture. Effective strategies for selecting and training people on global perspectives are critical for managing businesses (Early & Ang, 2003).

The CQ framework by Early & Ang consists of four different parameters that will help to assess the condition of the organization. In Figure 2 the cultural intelligence framework is visible.

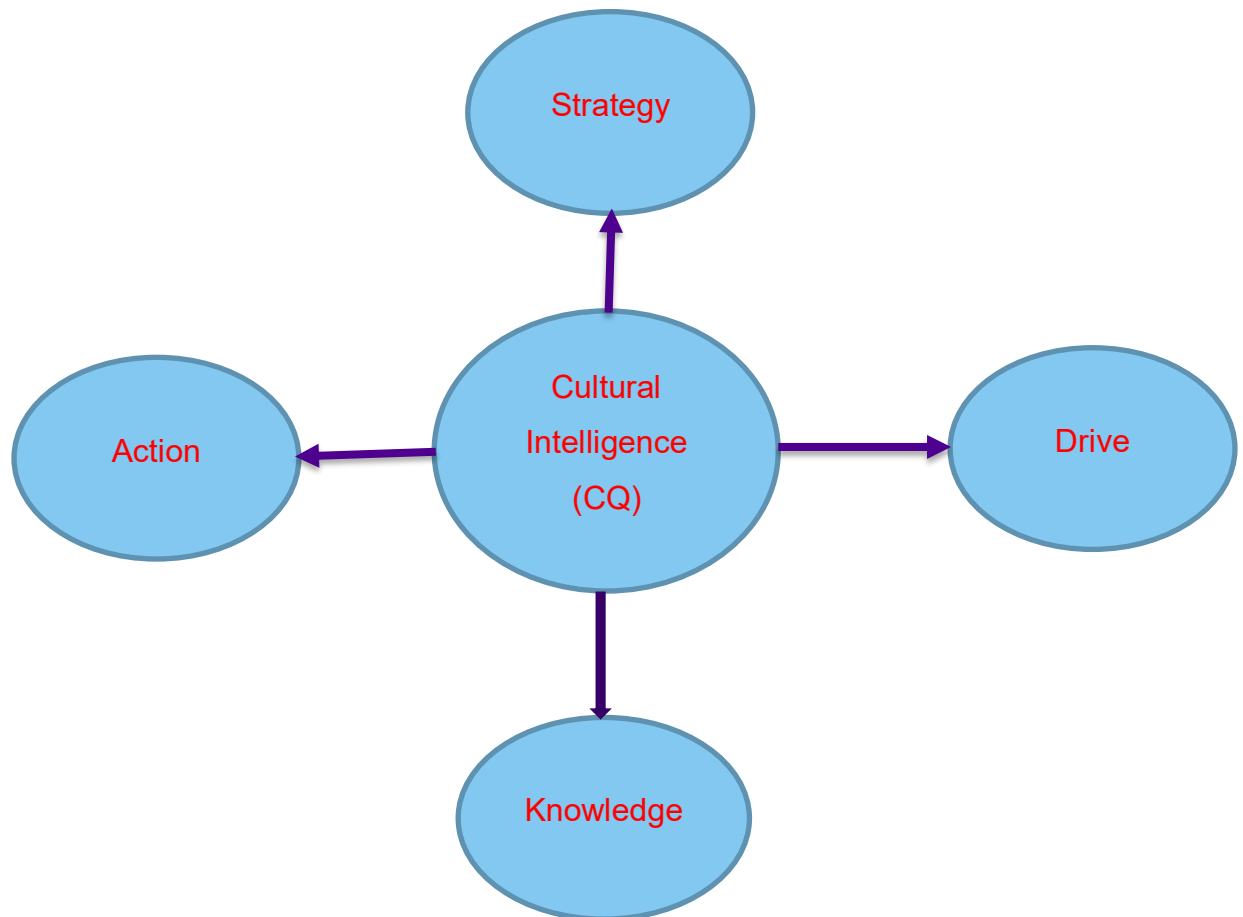


FIGURE 2. CQ Framework (Early and Ang, 2003)

Cultural intelligence (CQ) has developed as an important term for understanding how IT organizations and their staff adapt to foreign cultural situations. High CQ allows firms to successfully understand, interact with, and adapt to different cultures, which influences market entry, communication, and relationship-building tactics (Taras et al., 2018). All of these elements have an impact on time management. Organizations with a higher CQ are better equipped to deal with cultural variances.

2.5 Intercontinental Communication and Association

Efficient interaction between cultures is essential for IT firms operating in global markets. Communication styles, linguistic challenges, and nonverbal cues can all have a significant impact on business relationships and agreements. Intercultural communication skills are required for an organization to develop understanding and trust among stakeholders from different backgrounds of culture (Li & Shalley, 2015).

2.6 International Plans

According to research, cultural influences have an impact on how an organization operates. Some businesses, for example, are defined by quick success in the international market from the start and are more likely to arise in fields with a shorter cultural barrier between their own and international markets (Oviatt & McDougall, 1994). Cultural compatibility across marketplaces may motivate organizations to implement ambitious working plans. All factors have an impact on time management, whether directly or indirectly.

2.7 Cultural Obstacles

Cultural differences can impede an organization's success in the worldwide market. Cultural differences, according to Shenkar (2001), can lead to misinterpretations, misunderstandings, and ethical issues. Organizations can, however, resolve these problems by implementing cultural adaptation measures. Developing products, services, and operations to local preferences in culture increases market acceptance and promotes long-term growth.

2.8 Management and Culture in Organization

Leadership styles and organizational culture play a vital role in shaping an organization's global market success. Successful administrators in international business contexts demonstrate cultural understanding, flexibility, and a willingness to learn from others' perspectives. Cultures in organizations that value

inclusiveness and diversity can foster international collaboration and creativity (Luo, 2003).

2.9 Erin Mayer's Cultural Map

Culture has an important role in the global success and expansion of IT enterprises. Specifically, when working with a cross-cultural team. Understanding how culture shapes business relationships is critical. Erin Meyer's paradigm, as described in "The Culture Map," provides a thorough framework for understanding the intricacies of cultural diversity. In this literature study, we look at how culture influences working styles in India and Finland. Meyer's approach serves as an organizational framework for evaluating previous research and providing insights into the particular dynamics of India and Finland.



FIGURE 2. Erin Mayer's cultural map

These characteristics provide a framework for studying how culture influences global business contacts, and they are especially important for investigating an organization's growth and working style in various cultural contexts.

Culture and organizations: India and Finland

India's culture, which is strongly established in history and tradition, influences the organization's time management and working style. In another way, Finland's culture is completely different from that of India. Different factors affect and work here.

Research by Hofstede (1980) states that India's communication style is very high context. It shows the importance of body language, voice tone, and other non-verbal ways that are much more common. In Finland communication is very straightforward, low context and open and honest interaction is always appreciated.

India is a country with a hierarchical structure of the organization that gives authority to top managers to lead them and make decisions on their behalf while Finland's leadership style is completely different. The Finnish workplace is always for consensus amongst everyone. Mostly egalitarian style.

Building trust through individual interactions is essential in Indian business while in Finnish culture building trust takes time and is a very slow process. Building personal relationships at the workplace in India is very common but it is the other way around in Finland.

Finland's punctuality and devotion to timetables are indicative of its exact and time-conscious society whereas India's scheduling is always flexible. This cultural factor becomes more important when you are comparing with different cultures.

2.10 Efficient Management of Time

Time is a valuable resource since it is irreversible, constrained, and changing. It is irreversible because each minute spent is lost indefinitely, limitless since there are only 24 hours in a day, and changing. After all, it is never static. According to North (2004), time management is the organization of events or activities by first predicting how long a task will take to get done, when it must be finished, and then altering activities that would interfere with its completion in the allotted amount of time.

According to Hisrich and Peters (2002), "time is a unique quantity that cannot be stored, rented, or purchased." Everything requires it, and it moves at the same pace for everyone. Time management requires allocating time to determine what one wants from an activity. Effective time management is the allocation of time so that the best results are obtained from tasks that require a specific amount of time. Time management is founded on the premise that doing the right things is more essential than doing them correctly. The ability to discriminate between important and insignificant tasks, as well as to stay in the proper sequence, is critical to good time management.

Managers use time management to improve the effectiveness of their work (Claessens, Roe, Rutte 2009). Time management is probably not as straightforward as it is anticipated and assumed to be. As a result, the definitions of time management varied among authors. Claessens, Roe, and Rutte (2009) found in their study "Time Management Effectiveness, Logic, and Challenges" that the phrase time management meant different things to different individuals.

According to Lakein (1973), time management is the conscious use of specific strategies such as 'to-do' lists to organize tasks, or the participation in training to learn how to master and use such techniques. In general, Claessens et al. (2009) define time management as the types of behavior that distinguish those who accomplish matters on time, stick towards deadlines, and invest little time in their activities from people who are frequently late, miss deadlines, spend a lot of time on their tasks, and waste time on trivial matters.

Time management can be described as a strategy for completing duties and objectives that will allow you to be successful in your profession and career (Randall, 1979). According to Chales (1987), as cited in Frank (1994), one of the most influential figures on the subject of time management, time is defined as the "occurrence of events one after another" and management is the act of controlling. He says that as a result, time management comprises the act of regulating activities.

Study on how humans think and perceive time involves a psychophysical study that views time as an intellectual construct that compares how people think of time to "clock" time (Macan, 1996), a sociological study that perceives time as a social construct, an advantage that cultures acknowledge on (Lewis & Weigert, 1981; Marks, 1977), and behavioral analysis that tries to anticipate exactly what people are likely to do, based on their reasons for considering time in a particular manner and their behavior (Hirschman, 1987).

Allen (2001) defines time management as the strategies that people employ to better manage their time. It also refers to the concepts and procedures that people use to make deliberate judgments about how they spend their time. Time management is the control of our activities to ensure that they are completed under the allotted or assigned time, which is an unmanaged continuous resource.

2.11 Time Management Behaviour

Some research has focused on three forms of time management behaviours: time evaluation, scheduling, and monitoring (Claessens et al, 2007). Several authors have provided detailed descriptions of these behaviours. According to Kaufman et al. (1991), time evaluation behavior aims to increase understanding of what is happening now, the present, and the future, and also awareness of one's time use, and it covers or assists in accepting duties and obligations that are within one's capacities. Objectives, task planning, setting goals, creating lists of things to do, and arranging duties are examples of planning behaviors that try to make the best use of time (Macan, 1996). Watching practices are concerned

with observing one's use of time while executing activities, resulting in a cycle of feedback that limits one's effect of disruptions by people (Claessens et al. 2007).

2.12 Difference in Time Management

Here, from the author's own experience and many previous studies such as Claessens, Roe, and Rutte (2009) easy to prove the definition and meaning of time or punctuality in India and Finland are different. The author has worked with organization X in India and has seen the working culture of Finland from last more than one year. It gave the author enough experience in punctuality and time management. Being late appears to be usual during company engagements. India and the opposite in Finland. In India, people are not bothered because they believe that persons in haste are arrogant and unreliable whereas In Finland people start interacting on important matters at first instance. This personal cultural belief plays a pivotal role in time management in IT companies.

3 ORGANIZATION X

This research work is done specifically for Organization X. The author was associated with the same organization for more than Four years as a Business Development Manager. Organization X is working in the IT sector in India. It is a mid-size organization.

Organization X has two owners and its structure is well-designed. It has a total of 30 employees from different backgrounds. There is an HR manager and a Business Development Manager who directly report to owners. Next in line are 4 team leaders who all have multiple members working under them. It works on many international IT projects with different countries. Thus, all the employees are capable of working “in” a multicultural team as well as working “with” the same.

They had initiated a business-related activity and started to work on a project with Finnish clients. The project was successful but Organization X with their employees faced some challenges with time management while working with Finnish teams. Organization X wants to be prepared for the next project with a Finnish client by mitigating the challenges that arise in the last project.

4 METHODOLOGY

This is one of the most important steps in any research. This chapter describes the methodologies used to perform this research and data analysis. Justifications based on valid logic have also been examined. The main portion is further split into three pieces, each including the following details:

- A) Case study on Organization X.
- B) Data Collection: Principles and Method Used.
- C) Data Analysis Methods used

There are several data collection or research methods that can be used as shown in Figure 4.



FIGURE 4. Research methods (Bhattacharjee. 2012).

among many other methods of research (Sakyi et al. 2020, 296) (Bhattacharjee 2012). When any of the above methods is chosen, the aim is to collect data through brainstorming, interviews, group discussions, surveys, etc. (Sakyi et al. 2020, 296)(Greener 2008).

4.1 Case study method: Focused on Organization X

This study is specifically for Organization X. Follow the case research method, commonly known as the case study method. Though the research is centered on Organization X in terms of data, goals, and criteria, the conclusions will very certainly apply to any other company with a cross-cultural staff that works in workplaces or virtually. The nature of the study topic and chosen project necessitates the use of both quantitative and qualitative data, primary (with the emphasis on the study's research objectives) and secondary (which was previously gathered and is available in current practices). In such circumstances, the case study method is a natural choice. (Bhattacharjee 2012: 93).

A case study is a thorough examination of a particular topic, such as an individual, group, location, event, company, or phenomenon. Case studies are widely used in a variety of fields of study, and they are approved and acknowledged by numerous institutions. (McCombe, 2022). The case study approach allows you to see the problem as a real-life difficulty and event (Scholz & Tietje 2002).

In a company, a case study provides a more in-depth perspective because the case study flows can be tailored to the company area (Scholz & Tietje 2002) (Barnes et al. 1994). A case study is a method in which the emphasis is on a particular instance of a realistic situation that is investigated extensively to clarify the sequence of events and extract knowledge by using different conversations, trials, secondary data, interviews, and experiences. (Bhattacharjee 2012, 93).

In general, every single study ought to consult multiple sources of knowledge. Each method should use initial and ongoing feedback from participants, organized conversations, and questionnaires, as well as the design of experiments, concentrated assessments, flexible interviews, archival records, papers, and scientific information gathered from the field and facility. Case studies are appropriate for challenges in which knowledge is dependent, existence is believable, and organizational links are conditional. As a result, the fundamental purpose of case teaching is to improve comprehension, judgment, and intuition. Throughout a case study, the question of how to evaluate the outcomes of the methodology utilized and the data acquired arises. absolutely no doubt because valid techniques and outcomes are advantageous (Scholz & Tietje 2002).

4.2 Collection of Data: Principals and Methodologies

Here this part introduces the data-gathering methodologies employed in this research, as well as the underlying assumptions. The major purpose of this study is to identify all the cultural impacts on time management for Organization X. Three data-gathering strategies were selected for the research: discovering and examining existing information to obtain secondary data, brainstorming, and conducting interviews.

4.2.1 Research of Existing Information - Secondary Data

Secondary data are increasingly being used in managerial decisions. In basic terms, secondary information is any data previously gathered by another researcher (Boslaugh 2007) or (Martins et al. 2018). Secondary information may comprise previously acquired data being considered for repurposing for new queries (Martins et al. 2018, 1; Vartanian 2010, 5).

Secondary information is information that has already been acquired and collated previously in the past. Such data may come from a variety of surveys, public entities, other researchers, or other available sources. Primary information is new knowledge gathered during the present process. Secondary information can help you save time on your thesis study. It helps the primary process, but it can also impact the study, and the novelty may wane slightly. This makes the research process more efficient and cost-effective. Another major consideration is that secondary data may have had a different focus than primary data (Bhattacharjee 2012).

Secondary information is often characterized as opposed to the original information. Literature reviews examine various secondary data classification approaches, especially those that differentiate between basic and collected data. The former group (raw data) has experienced little if any, processing. In the latter case (compiled data), some type of filtering or summary transpired. Raw data can be found in several sources such as company databases, the internet, and publications. Compiled data comes from a variety of sources, including publications from the government, articles, books, business data, and assessments. There is also a third type of secondary data, which sits between raw and compiled. This third category includes data acquired through survey methods. This third category contains data gathered using survey tactics. Secondary data sources include readily accessible data from university libraries. Secondary data can also be retrieved via the Internet (Allen 2017).

Secondary data might be useful in primary data collecting and examinations. The alignment of secondary and primary information reflects the former's purity. Secondary data and information on cultural impact practices were gathered for this thesis research from various online publications and articles. Many independent sources have been evaluated to guarantee that the information is genuine and dependable. Secondary data from within the company, in this case, organization X, has also been collected, considered, and implemented when

possible, such as existing culture and time management rules, recommendations, tools used, checklists referred to, and execution methods.

In this case, the secondary data was collected partly from Management during the brainstorming and partly from their website about Organization X's policy, culture, and time management guidelines.

4.2.2 Brain Storming Method

Brainstorming is a creative idea-creation strategy. It's also a problem-solving method. This strategy allows you to share your views without fear of being criticized. Every created suggestion is documented and considered a solution to a problem. In addition to brainstorming, "I occasionally held a casual talk to generate fresh ideas." (Kumbhar 2018). Brainstorming is the unconstrained exchange of ideas or recommendations by all participants of a committee, conference, etc. to solve a problem, produce new ideas, etc. (Agnes n.d.). Alex Faickney Osborn created the word "brainstorming" in his 1953 book, *Applied Imagination*. In this book, Osborn described the brainstorming approach and useful principles for brainstorming sessions. (Kumbhar 2018).

The normal approach for traditional group discussion has several people (Osborn suggested six to ten) working in a single room to generate ideas for solving a specific problem or difficulty. The issue is given, and suggestions are documented one at a moment, typically on a chart or chalkboard, by either a group participant or an observer. Having a knowledgeable moderator present during a discussion is sometimes disregarded. The majority of meetings proceed without one, and rather someone from the group is chosen to record the ideas as well as their own (Byron 2012). Osborn (Osborn 1953) initially proposed four essential concepts to drive group brainstorming. These include 'deferment of judgment', 'quantity breeds quality', 'free-wheeling is encouraged', and 'combination and development are sought'.

There are two types of brainstorming: unstructured and structured. all members should sit in the circle for a structured discussion session. The person in charge stimulates brainstorming. The participant will write their suggestions on the board in a cyclic order. The process will be completed sequentially until everyone has made a recommendation. Unstructured brainstorming enables group members to sit in any arrangement, including a circle or a classroom. There is not a sequence to the answers. The facilitator will invite everyone to submit their ideas. Individuals and organizations can hold brainstorming sessions. Individual brainstorming generates a greater range of ideas than group brainstorming, but the ideas are not developed as successfully as when individuals work together. Group brainstorming deepens and successfully develops ideas because when one person encounters challenges in developing an idea, another person's ingenuity and expertise can be leveraged to break it down (Kumbhar 2018).

As previously stated, the brainstorming method was applied in both individual and group settings for this thesis research. Multiple brainstorming sessions were held with two other senior program managers (team leaders) who were in charge of developing policies and managing work efficiency within organization X's ethnic teams. This was done to improve the process and identify best practices that can be advised for future projects for time management. A few large group brainstorming sessions were also held with a larger audience in the program management team to discuss the cultural influence of time management in Organization X. An individual brainstorming session was organized with the team leaders of underlying projects and areas around time management and analysis which can impact work culture and response time taken by the team. Also, the brainstorming session was organized with a member who is part of the team in organization X. Collectively, everyone was involved in organization X to share thoughts, and suggestions and provide opinions on their working life and the challenges they face while working with a multicultural team. To address the issues of remote working in the COVID age, the sessions were held in-person in conference rooms as well as through Microsoft Teams meetings with/without

video. This brainstorming session took place in April 2024 at Organization X's office.

4.2.3 Interviews

According to Bhattacharjee (2012), interviews are the quickest way to collect data since 1:1 encounters and interviews, whether official or informal, enable one to acquire straight answers to questions. The list of questions prepared before the meeting can even be sent to ensure the other person arrives ready with responses and the discussion is more mature. Whenever the interviews as well as meetings are completed, the data collection process advances extremely quickly. People can feel uncomfortable at times, so breaking up the silence before diving into the interview questions is essential. (Bhattacharjee 2012).

Scholz (2012) recounts interviews in greater depth. Interviews can take a variety of shapes, including structured, targeted, and open-ended. An interview can be a private, spontaneous conversation directed completely by the interviewer's instincts, or it can be planned so that only required material is supplied and the queries are predetermined, similar to a questionnaire. An interview has the advantage of allowing the respondent to ask clarifying questions if anything is unclear to him or her. Interviews are typically too long for quantitative (statistical) analysis. Most interviews have to be examined thoroughly. Interviews are a fantastic way to educate the study team about the case. Therefore, interviews should be employed mostly at the start of the investigation (Scholz & Tietje 2002).

Interviews appear to be a fairly simple, quick, and straightforward method of data collection. This strategy helps to clear up any misunderstandings or confusion by speaking directly with the appropriate person with expertise on the subject. Interviews are unfavorable for people since they require them to speak and respond to questions from someone who may or may not be engaged in the

interviewee's daily activities. Furthermore, certain individuals have introverted characteristics and may find a one-on-one interview with someone else uncomfortable. Furthermore, in technical roles such as software and hardware technicians, they like and appreciate working at their desks, on their problems, and feeling satisfied with their solutions. They often dislike working together on projects. However, as technicians advance in their professions, they learn the value of collaboration and working together.

Several interviews on various themes were conducted as part of this thesis research. Interviews were conducted with the owner, team leaders, and team members of Organization X to examine the present state, expectations, and requirements, as well as to learn about their perspectives and devise a strategy to offset the cultural influence on time management. Here to take into consideration that every interview was taken with consent from participants. More details about consent and ethical consideration can be found in (chapter 4.5).

There were 16 interviews/1:1 discussions that were planned with the owner, team leaders, and team members of Organization X in India and 2 members from Organization Y in Finland. Here keep in mind that due to strong hierarchical factors interviews were taken at different times and in different groups. These all depend on their rank and status in Organization X. These interviews took place in a free and private environment at the office space of Organization X. Also, all interviews took place in April 2024. These interviews aimed to discuss the requirements, assess the need for time management, and identify the cultural factors and use of technology in IT companies of both the country.

Here notice that Respondent 1 is the Owner of Organization X. Respondents 2 and 3 are the team leaders. Respondents 4 to 14 are the team members working in Organization X. Respondents 15 and 16 are the employees of the Finnish organization who are working as software developers in Finland.

These interviews were taken in the form of written questions. The interview questions were not the same for all participants. Questions are different for participants depending on the nature of the designation and its impact. The most common set of questions across these interviews were:

- 1) Do you consider the significance of different cultural impacts?
- 2) Do you ever compare different cultures?
- 3) Is time management an important factor for you?
- 4) Is life balance being important factor for you?
- 5) Do personal relations and emotions work?
- 6) Are you ready to accept time management and punctuality from different cultures? To what extent?
- 7) Do you get enough freedom from the management team in your project to show personal skills?
- 8) Is technological knowledge required for time management?
- 9) What tools are you using in regular working life and how is it affecting cultural time management?

Apart from common questions, there are some different sets of questions that were asked during the interview. The detailed questions can be found in Appendix 1,2 and 3.

4.3 Data Analysis Methods

There are numerous methods for conducting data analysis and subsequent prioritization. Cultural effect analyses might be qualitative or quantitative. Before proceeding with data analysis approaches, these procedures should be well understood.

Qualitative research is an approach to developing skills to obtain data that represents people's ways of thinking. On the contrary, quantitative research is a mathematical approach to influencing numbers to have faith and understand logic (Ahmad et al. 2019). Understanding the characteristics and elements of both of these strategies is critical because of their cultural impact on time management.

According to Hameed, the Qualitative technique style depends on psychology, case studies, textual evaluation, and established frameworks. (Hameed, 2020). The quantitative approach style has its foundation in designs for experiments and questionnaires. (Hameed, 2020).

A combination of both methodologies was applied in this study on the cultural impact on time management for organization X. The method was heavily affected by the demands of the specific stage in the organization X research framework.

4.4 Comparison Study

A comparison study will be performed to contrast the results from different cultural settings and case studies. The comparison will look for similarities, distinctions, and patterns in how culture affects time management in Organization X in India and Organization Y in Finland. The comparison of cultures will aid in identifying general principles and culture-specific characteristics that influence Organization X's working style and encountering difficulties while working with the Finnish team.

4.5 Ethical Consideration

Ethical concerns will be addressed during the study procedure. Participants will provide informed consent. Their confidentiality and anonymity will be protected. The gathering of data, retention, and usage shall be conducted by ethical guidelines and standards.

This study took into account ethical concerns. The research purpose was perfectly stated, pointing out that participation was completely voluntary and confidential. To protect data confidentiality, transcripts were coded to obscure participants' identities. Ethical research practices were followed throughout to ensure academic integrity. Also, all responses will be kept confidential.

4.6 Limitation

The study acknowledges certain limitations, such as possible discrepancies in information provided by participants, the relevance of findings to diverse cultural settings, and the evolving character of cultural impacts. These constraints will be identified and addressed in the results and recommendations of the research.

4.6.1 What Author Has Done

- A) Be honest, candid, and neutral when talking. How do constraints affect my studies? Don't underestimate their significance; instead, discuss how they may have influenced the outcomes.

- B) Interpret the author's Findings: When presenting the author's findings, provide a perspective that acknowledges the limits. It enables people to grasp the framework within which the results are legitimate.

- C) Effects: Explain how the limits might have influenced the outcome. This allows readers to accurately analyze the findings.

4.6.2 What Author Has Not Done

- A) Limitations ought not to be overlooked or dismissed as inconsequential. Acknowledge the obstacles they pose to the accuracy of your research.

- B) Overestimate Effects: Although it is necessary to recognize constraints, refrain from overstating them. Remain objective and impartial while measuring the impact they have.

- C) Avoid blaming participants: Don't hold them or external causes responsible for all shortcomings. Limitations could stem from a range of variables, including the methodology and design of the study, regardless of how they contribute.

This technique uses a mixed-methods approach to gain an exhaustive knowledge of the effect of different cultures on Organization X's time management. It involves a literature study, case research, and information collection. The combined use of both quantitative and qualitative information will enable a more in-depth examination of cultural dynamics, as well as helpful guidance for owners, and authorities seeking to manage and capitalize on the variety of cultures in organization X.

5 PRACTICAL, ETHICAL ISSUES AND MITIGATION

5.1 Practical and Ethical Issues

- A) Data Collection - Language barriers, time zone disparities, cultural sensitivity, and other practical considerations can all create logistical challenges. To ensure accurate information collection, the author may need to collaborate with local groups or hire interpreters. Here organization X mostly works in the Indian regional language at the team level and the English language used by managerial levels. Organization Y works in the Finnish language.
- B) Sample Selection - Choosing the appropriate organizational and cultural environments for case studies and surveys necessitates significant study. Differences in culture can significantly influence their readiness to get involved, making it challenging to ensure a representative and diverse sample. Here, it has been observed that in India employees happily take part in it without any issues whereas in Finland usually employees are worried about privacy and data storage policies.
- C) Information Validity: Cultural and contextual factors can impact the reliability of data obtained from different locations. Triangulation procedures and contextualizing questions may be necessary to ensure data is accurate and trustworthy.
- D) Efficient interaction between cultures is essential when working with individuals from diverse cultural backgrounds. Mistakes and wrong assumptions may occur, jeopardizing the accuracy of the data collected and the quality of the knowledge obtained.

- E) Written Consent - Obtaining informed consent from participants is crucial, especially when conducting studies, questionnaires, or discussions with organizations and individuals. Participants must comprehend the research's aims, responsibilities, and the advantages and disadvantages of participating.
- F) Confidentiality and privacy - It is critical to safeguard individuals' sensitive business and personal data. To prevent unauthorized access or misuse, the author must ensure that data is anonymous and secure.
- G) Cultural Sensitivity - While collaborating with persons from different cultural backgrounds, academics must be culturally sensitive and polite. It is vital to respect cultural norms, habits, and beliefs to prevent offending or disturbing others.
- H) Impact on the individual – The study's findings and recommendations may have practical significance for Individuals, particularly Organization X, which is attempting to join the Finnish market successfully. The author considered the potential ramifications of their research and sought to reduce any unwanted effects.
- I) Cultural Sensitivity and Prejudice - When gathering information, cultural prejudices and biases need to be avoided. Analysis and assessment author should strive to be objective and avoid drawing findings based on cultural biases.
- J) Conflict of Interest - The author acknowledged any possible conflicts of interest that could affect the study's results or interpretation of data. Integrity is critical to maintaining the credibility of the study procedure.

5.2 Mitigation

Issues are very common when doing any work but those issues can't be left unsolved. Here author discusses how those issues are solved.

5.2.1 Practical And Ethical Issues

During the data collection author used English as the common language for all the purposes. The author also tried to use simple words during the interview so everyone could understand and language was no longer an issue. For the sample author explained privacy, and data storage very well to the participants so it encouraged them to participate. The author mitigated the risk of cross-cultural communication by using the language English because all participants were comfortable with this common language.

In the same way, the author mitigates ethical issues related to challenges. By informing all the details of this research such as the goal of the study, outcome, risk, and advantages. It comes to notice that some participants were more concerned about their privacy and others were least careful. The author mitigated it by showing readiness to provide them with more detail about privacy, data storage, data validity, and impact on participants. The author also kept in mind cultural sensitivity and explaining them about no conflicts of interest in this research work.

6 IMPACT OF CULTURE AND OBSERVATION IN ORGANIZATION X

In this most important part of the research, the impact of culture will be discussed, and trying to find out the challenges when organization X is trying to enter the Finnish market in the form of a multicultural team and working from a remote location. Culture refers to a variety of characteristics such as social conventions, beliefs, traditions, language, and business practices, all of which can have a significant impact on an organization's success in international markets. The consequences of these parameters vary widely depending on the type of the organization's work; the most important of which are described below. These all-important things come out as primary observations during an interview, brainstorming, and personal discussion with the owner, manager, team leaders, and other employees. So, some primary factors need to be considered while working internationally.

6.1 Possibilities of Working with the Finnish Team and Its Acceptance

A) Language - Here organization X is based in India and uses many different regional languages within the organization because of the multicultural team members. Even though country India is widely English-speaking place. In the same way, Finnish organization gives priority to the Finnish language.

B) Diversity of people - There is no doubt that cultural factor affects people's behavior and working style in their daily routine. Organization X needs to consider this big thing while setting up the plan to work with Finnish clients or teams.

6.2 Business Practices

A) Hierarchy - The importance of hierarchy in decision-making can vary greatly between cultures. Some consider it a major basis in business practices, while others tend to flatten business practices and decentralize decision-making. Organization X needs to understand the decision-making structures of their target markets when expanding in Finland.

B) Negotiation Style - Cultural differences can affect negotiation styles. Some cultures prioritize building relationships before concluding deals, while others focus on competence, frankness, and the extent of the other party's ability to adhere to its duties. Organization X has a base in India which is reflected in their negotiation style.

6.3 Building Relationship

A) Network - In some cultures, work is purely limited to work and working time, while in others, relationships are important the most and it may extend to other close family members too.

B) Credibility - Organizations often need to invest time in relationships before expecting any success. It is time-consuming exercise but one needs to take care of it from the beginning.

6.4 Communication and Marketing

A) Advertising - Cultural norms can influence what is considered acceptable or offensive in advertising and what cannot be said to be false. An organization must adapt its marketing strategies to suit different local sensibilities.

B) Communication - The way of communication methods varies greatly between India and Finland. It is much more important to find a better way to communicate.

6.5 Manpower and Human Resources Management

A) Inclusion - In diverse teams, understanding and respecting cultural differences can enhance team dynamics and creativity.

B) Work Ethics - A different culture heavily impacts work ethics. How employees work varies between India and Finland. Some countries provide better and higher welfare and some do not.

6.6 Regulatory Challenges

A) Corruption - Cultural perceptions of corruption can have an impact on how businesses operate. Certain nations possess a greater capacity for corruption and hold lawmakers responsible, which can create ethical quandaries for any firm and limit its ability to broaden and spread if it wants to collaborate with other countries that demonstrate adequate integrity in dealing with corruption problems. Simply put, bribery can get you anywhere in a high-corruption country, but this may not be true in other countries.

B) Local regulations - Organization X should be aware of local rules and regulations about Finland if they want to succeed. The most important example of this can be the taxation system of India and Finland. This varies a lot. This aspect needed to be considered with top priority.

6.7 Time Management

A) Punctuality - Different cultures have different definitions for time and its management. People of India and Finland have their own completely different definitions of punctuality. On top of it, the different time zone makes matters worse in managing time between teams.

B) Work-life Balance - In recent times It has been widely used and an important aspect of professional life. In the same way, I discussed above regarding other aspects, here the definitions are completely different in both countries for work-life balance. Sometimes cultures give priority to work whereas in some personal relations take over the work-life balance. That can be described in some cultures people do not attend to work-related matters after office time is over but, in some cultures, have to attend to work-related matters even after office hours by keeping personal relations in mind and that affects work-life balance very badly.

7 ANALYSIS AND RESULT

Here in this chapter the challenges and outcomes are going to be discussed. The author has come to this point after following all procedures such as brainstorming, interviews, and some previous studies. It will help in finding the answers to the questions for Organization X. Here challenges are identified from brainstorming and interviews.

“According to Respondent 1, the owner of Organization, X My Organization is highly influenced by the different languages and many times it increases time consumption for the process”. So here there is a language barrier. “We celebrate many festivals around the year in India and it affects the presence of employees at regular intervals (Respondent, owner)”. It shows cultural sensitivity. “According to respondents 2,3 and 4, Team leaders, instructions and orders come from the Owner and pass through team leaders and at last team members”. It shows a strong hierarchy and that is where the work style impacts and thus time management skills of any particular employee in India. another way around in Finland “According to Respondents 15 and 16, both are software developers in Finnish organizations, there is more personal space and independence in terms of working style”. It shows that in Finland it can be easy to manage your work and time.

The extra conversation is very limited between me and my other colleagues in Finland (Respondents 15 and 16). It clearly shows that there is reserved communication in Finland whereas according to multiple respondents from Organization X, they have much more conversation other than work-related matters. It points towards the high socialism in the workplace.

After brain storming author has come across many other challenges that are impacting at large. Also, we need to consider the obstacles in Finland because

Organization X is trying to work with a Finnish client. So, knowing their challenges will help them to chalk out the strategies to grow their business successfully.

This chapter has mainly four sub-parts based on all previous procedures. Identifying challenges, ideal strategies, success factors, and the use of technologies will be able to answer the questions. These steps then further taken into consideration between India and Finland will help to find a solution for Organization X.

7.1 Identify Challenges

Different types of challenges come up during the analysis phase which has been observed in Organization X. Also, here to mention that the Finnish side is not safe from challenges either. These challenges mainly arise when working in a multicultural team and are exposed to more challenges while working intercontinental.

7.1.1 India

Looking at the size and population of India, this country itself is big and with many different cultures in it. Doing business in India means working with different people from different cultures. It represents unique and diverse cultural challenges that Organization X must find practical solutions for and try to solve as soon as possible. This factor directly impacts their work-life balance and For Organization X to achieve success, it must comprehend the nature of these issues and how to effectively address them. Some of the cultural obstacles that Organization X is facing are listed below.

- A) Language barrier - India is a country with many different languages such as Hindi, English, and many regional languages. Organization X is based in the state of Gujarat and the widely spoken language in this

region is Gujarati but here notice that there are people from different regions working in Organization X in different positions. These factors influence conversation speed, process, and time taken.

- B) Cultural Sensitivity - India has a very diverse cultural heritage, and people believe in their local traditions and rituals. People who follow these customs and rituals get huge respect in society and this is very important for their high socialism factor. It is essential to be familiar with religious holidays and local customs from different parts of the country.
- C) Work Etiquette - There are formal business customs in India, including greetings and meeting procedures. In the workplace in India, deference to superiors and other interpersonal proprieties are crucial. It is essential to comprehend and abide by local business etiquette, which includes dress codes and timeliness.
- D) Hierarchy - Because Indian society is often hierarchical, deference to authority is valued. It can be necessary for an organization to modify its negotiation strategies and decision-making procedures to align with this hierarchical structure. Undoubtedly, this is one of the most significant obstacles that owners in Organization X face, particularly in the early stages of their international business when there is a lot of mobility that could clash with the hierarchical organizational structures seen in Organization X.
- E) Work-life Balance - Indian working hours are relatively long, also working hours can be stretched even further if asked by top management to solve a last-minute problem. It stops people from making a work-life balance their priority. "According to Respondent 2, Team manager in Organization X, spending quality time with family is

nearly impossible as I work 12-14 hours a day from Monday to Saturday and it makes me stressed”. So stressful life can impact many things including performance as professional and time management skills.

- F) Religions and Their Festivals - India is a secular country and people from all religious backgrounds live here. Every citizen has the freedom to celebrate their festival and that plays a big role in making the workforce available. “According to respondent 9, a software developer in Organization X, I am a follower of Islam and I either choose to take many days off during the holy month of Ramadan or work very less hours during that”. In the same way, Respondent 11, a junior software developer, chooses to take 15 days off from work during Christmas. Here to note in India, working days differ individually and highly depend on the religious background of a person and festivals.
- G) Cultural Diversity - While Hinduism accounts for the vast majority of India's population, there is significant cultural and religious diversity. Organization X must recognize these distinctions and respect all views and customs.
- H) Competition and Large Workforce – “According to Respondent 12, assistant software tester, I have to work hard and perform well always to keep my job safe”. This statement is enough to understand that the Indian market is having very tough competition and replacement is very easy if management wants. This competition and perform well thing give a huge stress to working people which results in not doing enough work on their time management skills.

- I) Economic Fluctuation - The Indian economy is growing at a very fast speed and is getting bigger and bigger day by day. This shows a good prospect for the future and people's choice in choosing their work. The IT sector is not dependent only on domestic demands but at the same time, they venture into International Market. So, it depends on the economic situation of other countries too. Respondents 5, 8, and 13, mid-level employees, were laid off during the recession period of 2018. So, insecurity in the workplace impacts performance and time management skills.

- J) Use of Technology – Being an IT organization it is well aware of the technologies for time management. “According to Respondent use WhatsApp as a primary communication platform and email as a secondary (Respondent 1, Owner, 2-14, team leaders and employees). It clearly states that Organization X is using very basic tools and that is too in informal ways of communication.

7.1.2 Finland

After finding the challenges faced by Organization X in India it is also necessary to find the challenges working with Finnish clients. This step will make things easy for Organization X to work with the intercontinental team. For this author brainstormed and interviewed 2 participants in May 2024 who are working in Finland with a Finnish organization as software developers. Finnish working culture is entirely different and their time management skills have grown and matured.

- A) Reserved Communication - Finns typically communicate in an open, straightforward manner. People tend to respect stillness and speak only when required, and small chat is restricted and closed off. This presents a problem for Organization X hoping to gain traction rapidly

by connecting with various business circles or establishing a greater number of clients to accomplish the required outcomes that will allow for growth.

- B) Hierarchy - Finland is well-known for its egalitarian culture and flat organizational structures, which is advantageous for organizational businesses that first need to be very advanced and expansive without the constrictions of the typical hierarchy. A decentralized decision-making process is common. Organization X used to hierarchical structures needs to adjust and allow greater space for participation to accommodate the Finnish tendency for agreement and involvement in decision-making.
- C) Long Process Time - According to Respondent 15, a software developer, It took three months to complete the process of hiring at the Finnish organization. So, it is indicating that in the business culture of Finland, decisions are frequently made slowly since consensus is highly regarded relative to the majority. Compared to company cultures that move more quickly, Organization X may discover that talks and transaction closures take longer. A lot of organizations in the Finnish market are concerned about this, particularly in the early phases of growth, when quick decisions are frequently needed.
- D) Personal Space - Finns place great importance on privacy and personal space. Any attempt to intrude upon someone's personal space or to meddle unduly in professional environments can cause great discomfort and alienation. To guarantee the Organization's continuous expansion, it is critical to recognize, honor, and adhere to these boundaries.

- E) Standard of Education - Finland places a lot of emphasis on skills and education. Companies that want to draw in Finnish talent frequently have to show that they care about the growth and welfare of their staff members. Finland experiences a serious labor shortage, but this doesn't mean that their strict hiring practices will change. So, organizations from other countries need to keep their standards high to match the Finnish organization's standards.
- F) Language - Our organization's official language is Finnish (Respondent 15 &16, a software developer). Many people in Finland speak English but the official language of organizations is Finnish in Finland. Here, Organization X may face difficulties in day-to-day business activity.
- G) Weather – Finland experiences considerable seasonal changes in weather, light, and darkness. Also, people's behavior keeps changing with the season and many things get affected by this such as working hours, business operations, unplanned leave, and the well-being of the people. So, it can be challenging for Organization X to make a good balance between Indian and Finnish teams.
- H) Long Vacation – Most of the Finnish colleagues take 30 days or even longer vacations during the summer season (Respondents 15 &16, a software developer). Finland mostly observes cold weather around the year. There is only a small amount of time window when they experience summer weather and that time is very cheerful for them. Usually, Finnish people take a longer vacation during that time. Another period when people have long vacations is during the Christmas season. In India, there is no such long vacation in any Organization. This can be difficult for Organization X to carry out any project on time with Finnish teams.

- I) Cultural Sensitivity – Respect for nature and social responsibilities are part of the Finnish culture. Finland is a nature-rich country and environmental-related awareness is a core value. Also, people are very active in social responsibility. So, Organization X needs to keep that in mind while working with the Finnish organization.

- J) Use of Technology – Any work-related communication on WhatsApp is not permitted and accepted, only email is valid (Respondent 15, 16, a software developer). Finland is highly technological. Employ technology to streamline company procedures and increase productivity, which is a critical component of business operations. Implementing technology for communications and management is a critical topic that can save a significant amount of energy.

8 ANSWER TO RESEARCH SUB-QUESTIONS

After identifying challenges and analyzing the interviews here in this chapter author has come to a point to have an answer to research sub-questions.

- A) How is working style impacted by the use of technologies in India and Finland?

A clear indication was observed about this factor in the use of different technologies. Organization X in India relies upon and allows its employees to use WhatsApp as an official communication platform whereas Finnish organizations use email as their primary channel for official communication. Also, organization X has never explored the use of other applications for time management whereas the Finnish organization uses many tools and applications in day-to-day operations.

Using a single platform for all communication can help in tracking the records and save time in planning and executing strategies. Also, using different tools and applications will make the work style easy and efficient.

- B) How do power dynamics impact time management in India and Finland?

In India, with a culture of a strong hierarchy, there is no freedom for employees to choose their work schedules or work styles. It will limit possibilities to show their skills instead employees keep following the orders from top management. Finland has a completely different approach to power dynamics where employees have the freedom to set their working style and schedule. It motivates people to show their skills and manage their work-related activities.

- C) How do people think and behave emotionally for time management in India and Finland?

Organization X based in India observed that it is very common to have extra conversations at the workplace which wastes much of the time even though having long working hours. In Finland, people respect privacy and give enough space to other people which prevents them from having extra discussion at the workplace. Showing emotions at the workplace to colleagues is very common in India while it is a big no in Finland.

D) How punctuality and Work-life balance can be defined based on culture in an IT company in India and Finland?

The Finnish people value punctuality at most whereas in India definition of punctuality varies and it is not a big factor to consider. People in Finland respect being punctual in organization and it is necessary to be on set time. Organization X is based in India and has a huge influence on its culture employees always take this factor very lightly.

A work-life balance is highly possible in Finland because of short working hours and respect for privacy and personal space while in India long working hours prevent employees from spending quality time with their families. It increases stress and eventually impacts time management skills.

9 RECOMMENDATION

Challenges can't be eliminated but they can be mitigated by making strategies. Organization X must invest their resources in training and programs for their employees. Overcoming these obstacles and attaining success in India and Finland will need cultivating a profound respect for the local way of life as well as a readiness to adapt and learn.

After brainstorming and interviews with participants from Organization X and people who work with Finnish organizations and comparing them, the author has come to a point to give some recommendations to Organization X. This will help them to make the strategies and mitigate the cultural impact on time management.

Time management is directly affected by cultural challenges and strategies needed to mitigate them. These tactics involve using cultural awareness and assimilation to assure success, as well as adapting to develop a strong and successful presence in the Indian market. Here are some cultural tactics that Organization X wants to apply:

- A) Cultural Awareness training - Cultural awareness training for employees who are working with Organization X is crucial. This step must include a wide range of cross-cultural topics, including the country's customs, traditions, and social conventions. Recognizing and honoring regional customs and practices might help you create trust with your customers.

- B) Local Partnership – Build solid relationships with nearby groups that work in the identical sector. Also, here to consider the organization that has Finnish market exposure. This kind of collaboration among current local organizations aids in providing useful knowledge into the industry, its quick modifications, the environment, the market's advantages and

disadvantages, and overcoming the many routine challenges and governmental complications, as well as enabling accessibility to regional connections, knowledge, and assistance in the shortest amount of time and effort.

- C) Personalization - The products, services, and marketing materials given must be appropriate for the Finnish market and not meant to replicate what is used by local businesses. However, this may require translating the material into Finnish while preserving English, tailoring product qualities to the local preferences, and aligning marketing and promotion operations with their cultural and religious beliefs.

- D) Building Relationships - Recognizing the value of interpersonal ties in Indian corporate culture. Knowing someone of like caliber allows you to perform the task with the least amount of effort. In the Indian market, it is critical to spend time and effort developing and strengthening relationships with indigenous stakeholders. The importance of attending conferences for networking, engaging in cultural events, and demonstrating a genuine interest in learning about similar local firms. Participating in numerous social events as part of the organization's societal responsibility will have a big impact, in addition to being important.

- E) Value-Based Service - Align your services with your client's values and requirements. Consider how your services solve specific difficulties or meet Their expectations, particularly during prevailing times of weak economic situations.

- F) Work Protocol - Learn Finnish work protocol, which includes appropriate greetings, negotiation methods, and communication standards among employees within the same organization, as

hierarchical aspects are often overlooked. Respecting the customs and etiquette of managers and government officials can have a positive impact in India, but it is very different in Finland.

- G) Adaptability - Prepare to adjust to the volatile character of the Finnish market. It is highly turbulent. Organization X should be adaptive to changes in the economy, politics, and society.

- H) Long-term Process - Establishing a foothold in the Finnish market may need time. Taking a long-term, diverse, and open approach to create a successful business. Trust and credibility can be built gradually. The Finnish corporate culture is known for its long-term associations. Organization X should focus on building long-term relationships rather than short-term gains.

- I) Ethical Practices - Maintain strong moral principles throughout your corporate activities. Transparency, honesty, and integrity are highly prized in Finnish business practices, and demonstrating these qualities can help you develop an excellent track record.

Organization X can increase its chances of success in Finland by implementing these cultural practices. Cultural understanding and awareness are critical aspects of an effective business plan in Finland, a country known for its diversity and cultural richness.

- J) Respect Personal Space - Silence and brevity are frequent characteristics of the Finnish communication style. Do not feel obligated to fill all quiet in communication. Stopping is allowed during job conversations. Pauses should be permitted because they are a common aspect of Finnish speech. Organization X should keep this in mind while interacting with Finnish clients.

- K) Trust Building - Trust is very important in Finnish company culture. Establishing trust may take a while, particularly if one belongs to a foreign community, and it is usually based on the trustworthiness of other people or respected entities, in addition to transparency and consistency in behaviors and obligations all of these contribute significantly towards confidence creation.
- L) Equality - One of the most significant advantages of the Finnish Organization is that organizations are often flat in structure, with decentralized decision-making. Emphasizing equality and supporting open communication and team engagement. Organization X should train their employees to adapt to this.
- M) Language - One of the most important aspects of Finnish business strategies is that, while many Finns speak English effectively, taking the time to learn simple Finnish phrases and greetings can demonstrate respect for the local culture. It is particularly beneficial for establishing rapport in less urban areas with few non-Finnish speakers. Organization X should identify a ready employee who is/are willing to learn a language.
- Organization X can increase its chances of success in Finland by implementing these cultural methods. Cultural flexibility, respect for local conventions, and trust-building are all required to enter and thrive in this unique cultural environment.
- N) Advance Planning – As India and Finland observe different holiday patterns, Organization X should make an advanced work schedule to complete the projects without missing project deadlines and work efficiently.

O) Use of Technology – Organization X should explore other tools to improve their time Management such as Clokify, notion, Forest, and Trello. Also, Organization X has to bring all their work-related communication on a single platform to save time and manage it efficiently.

10 CONCLUSION AND FUTURE RESEARCH SCOPE

This section of the study discusses the research, concludes the results and lessons learned from the research, and evaluates the thesis. Finally, the future research scope will be explored.

10.1 Conclusion

This research revolves around the cultural impact on time management in Organization X. The focus of this study was to assess the cultural factors that affect the growth, expansion, and success of Organization X in the international market. The challenges always come to a front when working in multi multi-cultural team. Organization X is not having challenges only with intercontinental teams but being based in India some of the challenges are much more in sight even within their own company.

This research applied the cultural framework of Geert Hofstede and the cultural map of Erin Mayer to assess the different cultural parameters. Also, considering the previous research and theories for time management, and time management behavior. Culture always impacts many things and mainly author has focused on time management. Time management is not an option but is the way to make Organization X's practice successful in the Finnish market. Again, here to mention the statement by Hisrich and Peters (2002), "Time is a unique quantity that cannot be stored, rented, or purchased". So, the author has gone through multiple procedures to get the result of how the culture impacts time management. The author completely agrees with the statement of Hisrich and Peters.

Time management is a way to grow, succeed, and have long-term business collaborations. It is not that Organization X has never tried to do time management. Being professionals, it is very common for them to be on time, set

the project deadline, complete the projects on time, and so on. Here, considering cultural aspects and their impact on time management is new to them. That was the main aim of the study and subject to think about. Also, challenges came when they tried to work with the Finnish team as Finland is very different in culture than India. That motivates the author to study cultural factors in time management specifically in IT companies. IT companies are the most exposed to cultural challenges due to working internationally.

10.2 Evaluation and Learning

In this part, the thesis study for Organization X for cultural impact on time management has been summarized. Also, this section lists learning from research that will be useful to Organization X to mitigate the risk of cultural impact on time management while trying to make policy and do business-related interactions with the Finnish counterpart.

Overall, after examining cultural aspects, and following all the procedures such as intense discussion with the owner, employees of Organization X, and the other two who are working in Finland with a Finnish organization, the author has come to a point to find the challenges. Again, challenges can't be eliminated but can be mitigated by applying some strategies. Hence some recommendations provided in Chapter 9

Here the main research question was "How does cultural impact on time management in cross-cultural IT companies differ in India and Finland?"

After the research process, the answer was found for this question. The fact came out is huge cultural differences between India and Finland. All the cultural factors such as working hours, working style, work-life balance, hierarchy, business interaction, personal relationships, religious diversity, beliefs, customs, rituals, and weather.

All these different factors impact hugely on people's way of living life. Thus, it impacts the time management skills of people in one way or another. In Finland, work hours are short whereas in India it is long. In Finland, there is no hierarchy which gives every individual the freedom to manage work and time in their way. In India, every instruction comes from top management, and that makes people's Ability to manage their work and time very restricted.

Here, to keep in mind that learning from this research and recommendation may not work for all the organizations in the same way. The size and structure of the organization differ and so do the recommendations. Also, it is not necessary that all the recommendations can solve all the challenges within a very short time and all the recommendations are just perfect for the situation. It needs to be implemented by having proper discussions with employees in Organization X. Also, recommendations should be implemented through proper planning and after considering the risks and consequences time by time.

10.3 Future Research Scope

Time management is a huge topic and culture makes it more complex. The definition of time management differs from the different cultures. This will give more opportunities for further research on this topic. Also, this topic can be further researched by applying other established theories. That may give another viewpoint to the same problem in the context of culture and time management. The future research scope and aspects are listed below

A) Common cultural framework at the world level

As IT companies are mostly working internationally, research should be done to find if there is any possibility of making a common framework in terms of culture so the risk of time management can be mitigated. By doing further research common guidelines or recommendations can be provided.

B) Use of Artificial intelligence

In this modern time, people started using this technology in day-to-day life. Research needs to be done in a way to find if artificial intelligence will be useful in mitigating the cultural impact and way of time management. Further study can find out to which extent the use of technology can help people to come out with strong results that can be implemented to make strategies.

C) Culture and time management can be different

Is it possible to not count culture when discussing time management? Further research can be done on this statement. A possibility can be checked if culture and time management can be separated in professional life. The results of this research can be very useful to mitigate the cultural impact on time management.

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APPENDICES

Appendix 1. Questionnaire for the **owner** of Organization X

This questionnaire is designed to assess the prevailing conditions in your organization. The answer to this will be helpful to find challenges. At a later stage, it will help to find a solution.

All responses will be treated anonymously

- 1) Do you consider the significance of different cultural impacts?
- 2) Do you ever compare different cultures?
- 3) Is time management an important factor for you?
- 4) Is work-life balance being an important factor for you?
- 5) Do personal relations and emotions work in the workplace?
- 6) Are you ready to accept time management and punctuality from different cultures? To what extent?
- 7) Do you give enough freedom to the employees in your project to show personal skills?
- 8) Is technological knowledge required for time management?
- 9) What tools are you using in regular working life and how is it affecting cultural time management?
- 10) Can every employee select their schedule?
- 11) Can employee select their work plan?
- 12) Does the religious factor affect the availability of the workforce at any particular time? If yes, please explain in detail.
- 13) Did you ever give your employees a different/ special treatment based on your relationship? If yes, explain in detail.
- 14) Explain about the communication channel of your organization.

Appendix 2. Questionnaire for the **team leaders** of Organization X

This questionnaire is designed to assess the prevailing conditions in your organization. The answer to this will be helpful to find challenges. At a later stage, it will help to find a solution.

All responses will be treated anonymously

- 1) Do you consider the significance of different cultural impacts?
- 2) Do you ever compare different cultures?
- 3) Is time management an important factor for you?
- 4) Is work-life balance being an important factor for you?
- 5) Do personal relations and emotions work in the workplace?
- 6) Are you ready to accept time management and punctuality from different cultures? To what extent?
- 7) Do you get enough freedom from the owner in your project to show personal skills?
- 8) Is technological knowledge required for time management?
- 9) What tools are you using in regular working life and how is it affecting cultural time management?
- 10) Can every employee select their schedule?
- 11) Can employee select their work plan?
- 12) Does the religious factor affect the availability of the workforce at any particular time? If yes, please explain in detail.
- 13) Did you ever give your team members a different/ special treatment based on your relationship? If yes, explain in detail.
- 14) Explain about the communication channel of your organization.

Appendix 3. Questionnaire for the **team members** of Organization X

This questionnaire is designed to assess the prevailing conditions in your organization. The answer to this will be helpful to find challenges. At a later stage, it will help to find a solution.

All responses will be treated anonymously

- 1) Do you consider the significance of different cultural impacts?
- 2) Do you ever compare different cultures?
- 3) Is time management an important factor for you?
- 4) Is work-life balance being an important factor for you?
- 5) Do personal relations and emotions work in the workplace?
- 6) Are you ready to accept time management and punctuality from different cultures? To what extent?
- 7) Do you get enough freedom from the top management in your project to show personal skills?
- 8) Is technological knowledge required for time management?
- 9) What tools are you using in regular working life and how is it affecting cultural time management?
- 10) Can you select your schedule?
- 11) Can you select your work plan?
- 12) Does the religious factor affect the availability of the workforce at any particular time? If yes, please explain in detail.
- 13) Did you ever get a different/ special treatment from top management based on your relationship? If yes, explain in detail.
- 14) Explain about the communication channel of your organization.
- 15) explain any challenges you are facing at work.

