

# The Impact of Organizational Behaviour on International Business: Challenges and Strategies for Global Success

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***Abstract- The success rate of international business operations depends directly on organizational behaviour principles. International business expansion drives companies toward dealing with various cultural and structural and operational challenges that shape their performance outcomes. The research explores both the organizational behaviour's effect on international business operations and the difficulties faced by companies in global markets and successful strategies for success. An examination of relevant organizational behaviour elements including corporate culture, communication, motivation and leadership aims to identify effective ways of managing cross-cultural teams while boosting international market performance and employee engagement from a friendly perspective. Research output will help MNCs understand better approaches to prosper in dynamic worldwide environments.***

## I. INTRODUCTION

This current era of business globalization influences how multinational companies perform business operations throughout the world. Global business operations added fresh behavioural elements that reshape organizational patterns when conducting international business operations. Countries conducting business across different cultures and institutions require distinct approaches to employee leadership as well as communication and human resources management. Workers' performance in international business is affected by the manner leaders' direct teams through their decision-making process. Organizations handle such barriers effectively but many others face failure due to cultural confusion combined with employee resistance as well as deficient leadership structures.

The analysis of organizational behaviour in international business operations will focus on major firm challenges alongside solutions and achievement methods for global success. A review of multinational corporate cases allows one to gain insights into effective leadership and teamwork principles alongside conflict management techniques and corporate cultures needed for sustainable international market growth.

## II. REVIEW OF LITERATURE

- Organisational behaviour

The organizational behaviour textbook by John R Schermerhorn Jr, Richard N Osborn, Mary Uhl-Bien, James G Hunt is published by John Wiley & sons in 2011 for your Organizational behaviour curriculum. Wiley delivers the freshest content combined with extensive learning materials and adaptable formats which allows teachers to instruct and students to acquire knowledge efficiently. Our active dedication to Currency, Global Issues, Sustainability and Learning Outcomes produces teaching and learning systems which align perfectly with your management curriculum. In today's market Organizational behaviour 12e serves as the clearest OB text which enables students to grasp world of work success through modern relevant content. The instructional activities composed of self-assessment exercises foster students' introspection and personal development thus enabling them to discover their leadership potentials within their working environment and social networks. The 12e edition of OB presents students with a complete collection of research-backed organizational behaviour concepts and personal and organizational skills which are supported by sound pedagogical principles. The 12th Edition maintains its focus on teaching essential global business issues which future

generations will need to know about ethics leadership and sustainable development.

- International business

The status of semi-globalization limits the possibility for international business strategies to develop content that differs from traditional mainstream business strategies according to Pankaj Ghemawat in *Journal of international business studies* 34, 138-152, 2003. The research evidence regarding international market integration reveals that markets have evolved toward a situation of incomplete cross-border connection which I call semi globalization. Market integration measures have reached significant growth during recent decades yet they remain considerably below theoretical standards for complete integration. Detection of semi globalization provides scholars with a stable reference system to analyse cross-border operational environments. Location-specific factors demonstrate their essential nature for developing unique international business strategy elements when analysed in relation to traditional business and corporate strategy. From the international business perspective, the analysis recognizes factors/items which display location-specific features as significant elements for analysis. The analysis suggests organizations can use two strategy approaches: ones that seek to benefit from remaining international integration barriers and those that focus on barrier mitigation and survival.

- Global leadership

The important components of global leadership remain undefined in the research by Mark E Mendenhall, B Sebastian Reiche, Allan Bird, Joyce S Osland, *Journal of World Business* 47 (4), 493-503, 2012. The field's concept and empirical development stagnates because there is no established precise rigorous and common definition for global leadership. We begin by examining and evaluating previously developed definitions of global leadership which follow recommended construct definition methods. We concentrate on identifying and defining the worldwide aspects which constitute global leadership followed by proposals of three analysis points for this sub-construct: complexity, flow, and presence. The paper presents an updated construct definition followed by its application in research and practice.

- Cross-cultural management

Cross-sectional data appears as a common research method in information systems (IS) studies according to Christian Maier, Jason Bennett Thatcher, Varun Grover and Yogesh K Dwivedi in *International Journal of Information Management* 70, 102625, 2023. The review article examines cross-sectional research with objective commentaries about their methodological strengths and weaknesses while providing instances when this data type proves relevant or irrelevant to address research queries. Data collection through temporal disorder cross-sectional methods leads to invalid assertions about temporal causations in research findings. We finalize our analyses of cross-sectional data limitations by suggesting four usage guidelines which include detailed reporting for enhanced credibility along with sound sampling methods in addition to configurational perspectives and incorporating cross-sectional information within mixed and multi-method approaches.

- Employee engagement

The total body of knowledge about employee engagement stands where exactly? Employee engagement represents one of the top management topics today according to Alan M Saks and Jamie A Gruman in *Human resource development quarterly* 25 (2), 155-182, 2014. Approximately four dozen studies regarding employee engagement have been published in addition to several meta-analyses since less than a decade ago. Employee engagement remains an issue because researchers have unresolved matters with its fundamental understanding together with its measurement methods and underlying theories. This article examines research findings together with existing concerns to gain understanding about employee engagement. The presented employee engagement model merges the theories advanced by Kahn () with Bakker & Demerouti's Job Demands–Resources (JD-R) model. Employee engagement lacks clear conceptual definition among scholars while its most frequently used measurement tool does not fully guarantee validity. The research limitations in studies about employee engagement make it difficult to determine cause-and-effect relationships between employee engagement factors. A complete science and theory of employee engagement must overcome

several unanswered inquiries before their establishment is possible.

- Corporate culture

The research work involves Keith Molenaar of Hyman Brown together with Shreve Caile at Professional safety 47 (7), 18-27, 2002 as they investigate Roger Smith who performs as a safety manager and project manager for Howell Construction in Denver. His graduation from the Architectural Engineering Program at the University of Colorado focused on Construction Engineering and Management enabled him to reach these achievements. The researchers created an assessment tool which served as a safety culture cholesterol measurement instrument. The survey examined employee beliefs and values by analysing the opinions of field personnel and middle and upper management levels. Disparities were reported between these groups. A weak company safety culture forms when different employee opinions do not align. A poor cholesterol test involves no absolute guarantee of heart attack development although a bad safety culture test shows no specific sign of a pending accident. The information serves as positive alerts which suggest a disaster is impending while requiring adjustments to specific behaviours.

- Multinational corporations

A business organization that conducts its activities across multiple nations makes up the multinational corporation. AA Lazarus's Psychotherapy 29, 150-8, 2001 views it as the organizational structure that identifies foreign direct investment. The business entity incorporates domestically through a country location but also deploys foreign country branches and subsidiaries to expand its operations. Various multinational enterprises maintain different levels of international business reach based on the number of foreign countries where they operate. A large multinational company spreads across 100 international markets through its hundreds of thousands of personnel based outside its domestic boundaries. From the economic viewpoint the definition centres on owners and their designated managers in one country who possess control authority over foreign business operations. Many people mistake the ability to direct ownership activities with the movement of finances between different national domains. The international business literature has

widely accepted the concept that capital movement does not define a multinational corporation since Hymer introduced it in 1976. Nation states enable capital movement through borders for the potential acquisition of increased profit returns. This investment flow can take the form of bonds or extremely small equity investments which do not provide foreign owners with control. When firms invest through buying shares of foreign companies, they maintain a position similar to those groups who manage portfolios. Therefore, this situation is classified under 'portfolio' investments. For direct investment to exist the party from one nation must gain control of operational functions in a company established in an unfamiliar territory through ownership rights. Foreign direct investment leads to the development of multinational corporations through the establishment of effective control of foreign operations by overseas owners.

- Business strategy

The textbook Business Strategy: an introduction by David Campbell, George Stonehouse, Bill Houston at Routledge, 2002 offers fundamental explanations about the subject to beginners. Complex phenomena and complicated knowledge points get clear and compressed explanations throughout this publication which enables readers to fully grasp the content it presents. The book contains: A thorough examination of business strategy and strategic management and simplified explanations of difficult topics for new students along with learner-friendly teaching elements and different case studies including assignment and seminar work questions. This book presents traditional theory alongside the newest field research findings. Additionally, it includes new up-to-date case studies and advanced explorations of topics within the text. Business ethics together with types of strategic levels along with case study utilization techniques now form part of the content. Students who are new to the subject will find the text an accessible definitive guide because it incorporates various pedagogical features which include learning objectives and review and discussion questions and chapter summaries with further reading options. The accompanying Tutor Resource Site functions online through the web for the book.

It is essential for organizations with international operations to employ cross-cultural strategic thinking in their business activities across different markets. Organizations need to adjust their strategic plans to fit the cultural norms and economic rules along with legal systems that differ across different geographical areas. Businesses achieving international business success through the long term need to develop adaptable strategies according to regional market patterns together with political stability metrics and consumer taste preferences.

### III. RESEARCH METHODOLOGY

- Research Approach

The conducted research implements a mixed methods method which unifies qualitative and quantitative investigative methods. The research requires utilizing surveys combined with interviews and case studies to acquire complete information about international business organisational behaviour.

To know about leadership strategies and corporate culture as well as cross cultural management at multinational corporations the study utilizes qualitative methods based on interviews and case studies.

The quantitative approach includes survey distribution to employees and managers of international organizations for measuring behavioural patterns in organizations together with their effects on business outcomes.

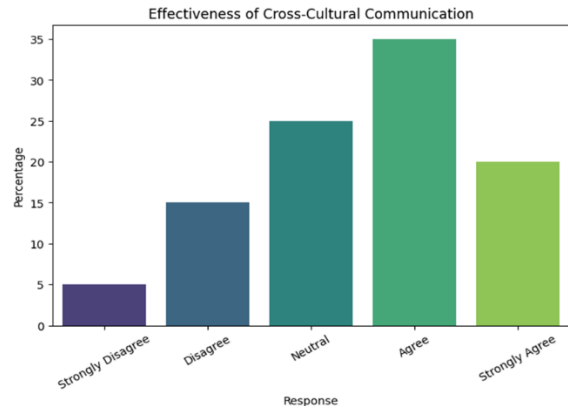
- Data Collection Methods

Hybrid data collection strategies for this research consist of standardized employee surveys and HR professional surveys and manager surveys in multinational corporations together with open-ended interviews with experts and organizational behaviour specialists from various businesses. The research presents case examples about multinational corporations which successfully expanded as part of their global operations.

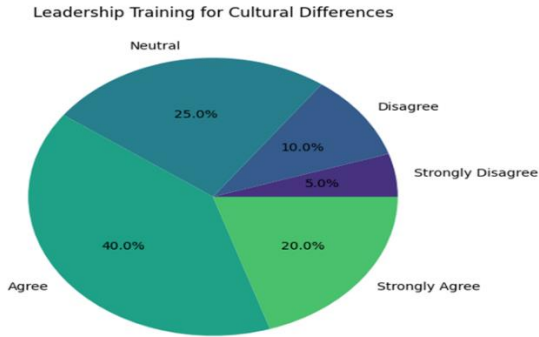
Secondary data consists of journal analysis that combines business reports with corporate documents focused on international business and organisational behaviour.

Multinational corporations must provide representation to their employee base and their managerial staff as well as their HR professionals for sampling purposes. A stratified random sampling approach has been selected because it allows the survey to include a minimum of 100 respondents from different industries at multiple organisational levels. SPSS and Excel software will be used to analyse quantitative data through statistical analysis in order to detect trends and patterns and establish correlations during the study. Profit analysis using thematic methods will be performed on interview transcripts along with case studies to identify crucial findings and useful practices for the research.

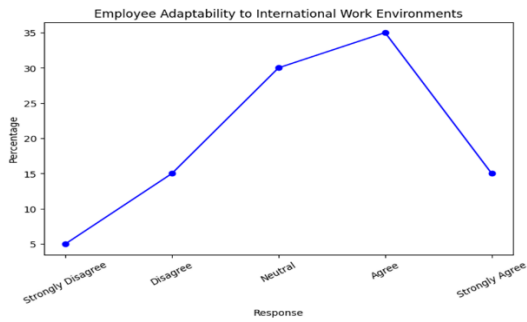
### IV. DATA ANALYSIS



- Organisations demonstrate effective management of cross-cultural communication according to 55% of surveyed participants yet 20% recorded disagreement and another 25% showed neither agreement nor disagreement.
- The research shows that most businesses maintain cultural difference management strategies yet their execution requires significant improvement.
- A mixed response emerges from the survey when researchers asked about effective cross-cultural communication management because both 35% and 25% of participants kept neutral opinions.
- Responses showing neither agreement nor disagreement from survey participants indicate a requirement for organizations to improve their cross-cultural communication methods most likely through specific training programs as well as better defined policies and better leadership practices.

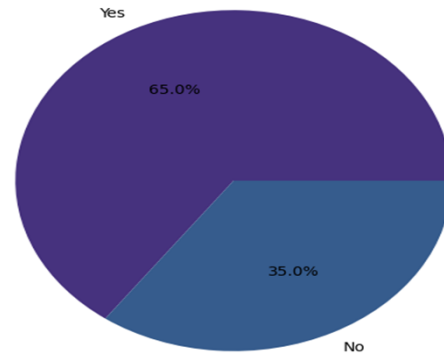


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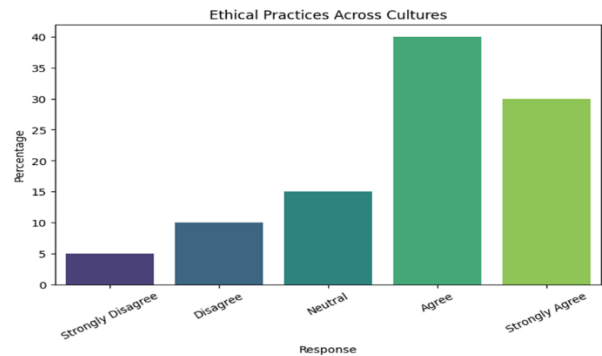


- 50% agreed, 30% remained neutral, and 20% disagreed.
- Organizational employee adaptability assessments reveal that fifty percent of companies find their employees adaptable but many other organizations hesitate to evaluate adaptability.

Availability of Cross-Cultural Training



- Yes: 65% | No: 35%
- Organisations experience international expansion challenges due to the fact that 35% of companies lack cross-cultural training.
- Global business operations face impediments when organizations lack cross-cultural training which amounts to 35% of all businesses.
- All organizations should include cross-cultural training as a fundamental requirement for employee development to achieve successful international business growth and workforce combinations.

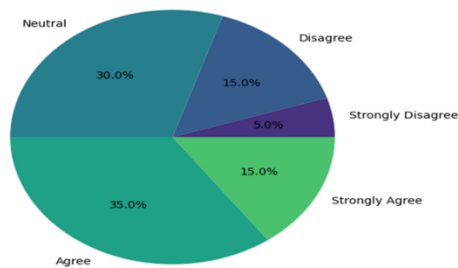


- 70% agreed, 15% neutral, 15% disagreed.
- Organisations mostly claim to practice ethical methods yet the 15% disagreement among them emphasizes the necessity of an official code of ethics.



- 40% agreed, 30% neutral, 30% disagreed.
- Organisations split between viewing cultural differences as leading factors that shape ethical decisions and ignoring this aspect entirely in ethical decision-making.

Effectiveness of Strategies to Manage Organisational Behaviour Challenges



- 50% agreed, 30% neutral, 20% disagreed.
- Organizations appear indecisive regarding their strategies because many maintain a neutral stance towards implementing DSS in crime agencies.
- Firms should investigate their strategy performance better since 30% of respondents showed no clear stance on the matter.
- The 20% inconsistent feedback demonstrates that specific organizations face difficulties with their organizational behaviours management methods
- implementation or they lack proper understanding of their effects probably because of weak leadership and unclear policy guidance.

## V. FINDINGS

The success rate of businesses in worldwide markets directly stems from their effective organisational behaviour as well as strong leadership combined with proper communication and employee involvement strategies. Managers face substantial difficulties in controlling cultural differences since employees and management teams encounter problems during interregional adaptation to different workplace norms and business customs and decision-making protocols.

Business success elevates through employee leadership which adapts to match both corporate standards with native cultural values. Global Communication Strategies help organisations integrate through policies that support multilingual communication and digital tools and cross-border meeting programs which decrease misunderstandings and enhance productivity.

Having workers with different backgrounds brings faster innovative capability and improved market understanding which results in superior problem-solving and enhanced competitive position. Employee Engagement and Satisfaction Is Vital for Organisational Success. Organisations operating in international business achieve better success by satisfying their employees since continuous evaluation reveals direct links between staff satisfaction and work area issues to performance increases.

Global organizational behaviour management benefits from technology-based tools which encompass artificial intelligence analytics for human resources and employee monitoring solutions that enable multinational companies to optimize their business process and tackle workforce challenges. Good corporate culture definition leads to business stability as companies enter international markets more easily.

When employees resist change it stops organisational growth because employees lack cultural awareness or poor leadership or ineffective communication. Organisational behaviour challenges need specific strategies which include cultural awareness programs for staff members and supervisors together with adaptable leadership Companies need models together with proactive communication methods and

technological solutions for facing international market obstacles.

## VI. SUGGESTIONS

- Following these recommendations helps organisations achieve better success in the global market.
- The organization should provide training about different regional cultural norms and leadership principles for its staff.
- Leaders should adjust their leadership methods based on the distinctive elements of regional cultures.
- Organisations should develop inclusive digital communication methods to enhance their communication strategies.
- Organisations must prioritize diversity during employee recruitment and decision-making activities.
- The organization should form a single unified corporate culture that adapts to respect local traditions.
- Leverage digital analytics for operational improvement and staff engagement.
- Staff feedback processes should operate regularly to identify and solve new problems which arise.

## CONCLUSION

Studies of organizational behaviour reveal that global businesses can handle cultural and leadership problems through training and flexible leadership programs. Multinational businesses which dedicate themselves to creating flexible organizational cultures are successful regardless of ongoing international market challenges. By implementing strategic planning organizations can defeat obstacles through technological implementation combined with diversity enhancement measures. Research on how organisational behaviour affects different sectors needs additional study as does the rising significance of workforce management through Artificial Intelligence. Recent economic transformations worldwide drive international business operations to evolve their organizational behaviour systems. Earthbound organizations experience success by combining adapted corporate culture dynamics with strategic planning abilities and effective

communication systems against diverse cultural aspects and technical advances and economic shifts. International business achievement requires organizations to adapt their cultural approaches as well as implement adaptable leadership models and boost cross-border communication methods. The necessary contribution of emotional intelligence (EI) to organizational behaviour and international business achievement remains omitted from the previous discussion. A successful leader in multinational organizations requires strong emotional intelligence because it helps them understand cultural differences while developing professional relationships and creating collaboration throughout their team. The application of emotional intelligence provides managers the capability to grasp and acknowledge different cultural viewpoints thus facilitating organized choices as well as efficient communication across global operations.

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