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Introduction

Organization culture has a strong impact on the success of a given global business. It comprises a system of values, norms, assumptions and attitudes embraced by organizations as they undertake their day-to-day activities (Tsai, 2011). An organization culture determines how the organization behaves and interacts with the world. The organization selected for this analysis is Google Company. Google is one of the most successful companies in the world and this is attributed to its strong technological innovation and outstanding organizational culture. Google's operation is governed by solid principles that define how it interacts and conducts its business in various cultural contexts. The human resource department headed by the HR manager is the position selected for this analysis since this position presupposes responsibilities for building the company's culture and ensuring all the employees in the organization remain productive and perform at optimal levels.

Sources of Information

Several sources used in this study are academic text and books. Academic books comprise different publications written by scholars on the topic under study. Secondly, scholarly articles will also be used to collect information as they are the most reliable and trusted sources of academic information. These sources are more credible than academic textbooks since they undergo a constant peer review (Kothari, 2004).

Review

Intercultural competence is a vital skill set that is a need in today's global work environment (Odag, Wallin, & Kedzior, 2016). Just like any global company, Google subjects its employees to the adaption to the different working environments and markets and maintaining their productivity and service delivery (Vise, 2007).

Intercultural competence can be defined as individual knowledge, skills or abilities that allow individuals to effectively and successfully engage with people from another cultural setup (Beamer & Varner, 2001). Through motivation and openness, Google organization has been able to foster a culture that supports diversity in the workplace and enhances collaboration and mutual respect among employees. Researchers have indicated that finding employees with outstanding intercultural skills and experiences is usually a difficult task since most employees lack such skills (Ting-Toomey & Chung, 2005). In order to improve the intercultural awareness among employees, Google regularly undertakes training programs that seek to equip its employees with a skill set that allows them to thrive in the diverse workplace.

Global Leadership Qualities

One of the qualities possessed by the leaders in the organization is that they are sensitive to cultural diversity. Leaders from Google understand that they operate on a global scale and, as such, they interact with people from diverse cultures. With this in mind, the leaders are trained and equipped with skills that allow them to effectively handle the issues related to cultural diversity. Through cultural awareness and sensitization, the leaders are able to appreciate the diversity at the workplace and implement various procedures and policies that enhance intercultural competency (Lewis & Gates, 2005).

Intercultural Conflicts

People from different cultures usually behave differently based on their norms and values (Odag et al., 2016). A person may act or behave in a given manner based on their culture and this may affect another person in the organization who may hold a different view based on their culture. Such a situation usually creates a misunderstanding and often results in work-related conflicts. Some of the conflicts that may arise in the workplace may involve those related to dress code, religious practices or customs.

For instance, some cultures exclude specific food products or drinks, and refusal of an employee to share a drink with a client may be viewed as impolite and inappropriate as well as result in a conflict. To address the various cultural conflicts in the workplace it is important for the organization to promote cultural awareness. This process involves giving all the relevant parties an opportunity to describe the aspects of their culture that they need the organization to know or what they view as offensive based on their culture. Cultural awareness will help sensitize employees on the cultural perceptions of others and the ways to handle various cultural challenges that may arise (Barmer & Varner, 2001)

Conclusion

Global organizations have diverse populations with different norms, values, and practices. As such, global organizations are expected to address the issue of cultural diversity in the workplace by implementing policies and procedures that promote intercultural communication. Global leaders should create a workplace environment that fosters respect, cultural sensitivity, care, and teamwork. To achieve this leaders are expected to have good communication skills and cultural sensitivity. These attributes will help them effectively interact with the individuals from different cultures and foster the intercultural communication. Failure to address the cultural issues in the workplace often results in conflicts which affects the performance of the organization. Increasing cultural awareness and implementing training programs that seek to equip employees with necessary skills can enhance the intercultural communication.

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