Research on How to Motivate Employees in Cross-Cultural Corporations

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Abstract: *Highly motivated employees are the key resources of corporations. The motivation of employees depends on various factors. In this study, we will focus on corporations, especially for those company managed by Chinese Managers in Bangladesh. Recently, lots of investment is going there from China to Bangladesh. As a consequence, lots of Chinese Firms, Companies and Organizations are operating and doing business there in Bangladesh. For some of the cross-cultural factors it is very hard for the foreign managers to create a very co-operative and work friendly environment in the work station. Because, of the different corporate cultural background, some times the employees working under Foreign managers, they can not understand and get along in work with each others well. As a result they get misconceptions about the organization, misunderstand sometimes the policies of the Organization and as a result employees in the workplace get depressed sometimes. At the same time the leaders of the corporations as well can not get their desired outcome of work from their employees. So, to challenge this factors motivation of the employees can play a vital role to get preferred result of work in the workplace.*
Keywords : *Motivation, Cross-cultural Corporations, FMEA Method*

I.   INTRODUCTION

Among the newly emerging economic countries, Bangladesh recently has achieved a remarkable rate of economic growth. Bangladesh has a historic opportunity to reach 8% growth. International investors are looking for low-cost manufacturing in Bangladesh, which has a rising share of working-age population. This growing and abundant force is currently under-utilized. Productivity of Bangladesh workers are at par with China in well managed firms with five-times lower wages.(The world bank, 2013). Many Chinese based companies in Bangladesh recognize the importance of developing human resources due to a paucity of natural resources and a high population density in Bangladesh. The efficacy of the Bangladesh model and the economic development associated with it is also due to highly committed Bangladeshi workers with a hard working work ethic, who ensure some of the longest working hours in the world (OECD, 2008). Along with rapid domestic industrialization and economic growth, different Chinese companies expanded in Bangladeshi market. Such international expansion often occurred with the objective of acquiring technology and management skills (Park, 2010), requiring collaborative cooperation between the domestic and overseas offices. However, Chinese companies quickly encountered challenges in managing local affiliates, such as expatriate training and two-way knowledge transfer (Rowley and Paik, 2009). Some overseas operations were even closed, although poor employee relations may not have been the only reasons for this (Lansbury et al., 2006).The crucial point with motivation is that without it employees become inefficient and costly. Thus, managers must find appropriate instruments that motivate employees and fit the current organizational culture. Currently, traditional motivational practices such as financial incentives and promotion were found to be inappropriate. However, innovative practices were not yet widely adopted, even if their success has been proved reluctance in taking and using innovative measures in parallel with traditional motivational practices could be due to following reasons. First, alternative practices and their impact are not well known by managers. Second, the current organizational culture does not support the use of innovative practices. Third, it is the natural resistance to change which implies that in many cases people are afraid of new things and therefore new motivational practices are not agreed Helou & Viitala, 2007.Culture is rooted in various sources, including national, regional and organizational aspects that may influence a company.

These issues shape the organizational culture, which, in turn, can be classified in different ways. In general, organizational culture plays an important role. It provides a framework where managers can implement motivational instruments affecting the way employees behave. To create a culture that fosters individual motivation is not easy, because it takes time to learn the factors that motivate each employee. Nowadays this problem becomes even more important and difficult because people are motivated by other things than money.

Individuals, especially those qualified have more options in terms of job placement potential. Therefore, motivational practices used in an organization play a vital role in attracting workers and facilitate success in markets increasingly competitive. In addition, organizations benefit from the implementation of innovative motivational practices by facilitating recruitment, increasing loyalty, improving creativity and generating even more satisfied employees Helou & Viitala, 2007. Hofstede and Trompenaars have shown, for example, how attitudes to work and authority vary by location. Forces related to the historical, political, economic and even climate factors have shaped the culture that exists in various national locations Johnson et al. 2006. And even though cultural differences may occur more between nations, there are cultural differences even within the same country. According to Johnson et al. 2006,p.197 quoted by Helou & Viitala 2007, p.11 it may be necessary to identify important sub national usually regional cultures. For example, attitudes to some aspects of employment, supplier relationships and, certainly, consumer preferences may differ significantly at a regional level even in a relatively small and cohesive These regional links can be strong enough to compete effectively with national identity. This can have at least two implications. First, individuals are more influenced by their regional culture. Second, regional culture Schneider& Barsoux, 2003. If you tie the cultural dimensions to motivation, a small power distance motivation by facilitating communication within the company and may also indicate a flatter hierarchy, and a individualistic culture imply personal motivation and satisfaction at work. Thus, motivation and satisfaction at work will have more personal roots and must respond to an individual need rather than to a group need. In general, the individual is considered more Environmental situations influence behavior by giving people the possibility to obtain personal gain or loss on an individual basis. A feminine oriented country will focus on quality of life, human relationships, service, solidarity and support. Thus, an organization located in such a country might be more inclined to develop innovative motivational practices, allowing thus its employees to enjoy a better quality of life. Low uncertainty avoidance may also be a sign that organizations in a country would be able to apply these new innovative motivational practices because novelty is not a risk but a challenge and curiosity, and these new practices must be tested to see if they are effective. Most employees of Bangladeshi hospitality companies do not have high education, this being not required by most of the jobs in this field. Based on these considerations we elaborated the study hypothesis - in a collectivist, feminine culture with a high uncertainty avoidance and high hierarchical distance, the Bangladeshi employees are motivated by incentives which offer them security, social status and recognition within the organization, and a better quality of life. Alongside the literature on how human resource management practices are implemented in China-owned foreign subsidiaries and how these affect the day-to-day work of employees and managers (Rowley et al., 2004), it is also important to consider how followers perceive Chinese managers' leadership. Existing studies highlight the importance of leadership in relation to employee trust, motivation and commitment (Jung et al., 2009; Wang et al., 2011).

In addition, in so far as a leader is a linchpin between an organization and employees, to understand how Chinese managers are perceived, could give us insights into the overall effectiveness of Chinese management overseas. Many studies support to motivate the employees in the Organization transformational leadership can be an effective leadership style in the Chinese context (Hur et al., 2011). Research also argues that transformational leadership has universal appeal across cultures (Bass and Riggio, 2006; House et al., 2004), although its interpretation or realization may differ (Casimir et al., 2006; Dickson et al., 2003). We explore the characteristics of transformational leadership in Bangladesh and how these may be perceived in different cultural contexts, considering dimensions such as collectivism/individualism and power distance, which are particularly relevant to leadership. Amongst Hosftede's five well-known cultural dimensions, power distance, with its consideration of authority, has particular resonance with leadership (Hofstede, 1980, 2001). The dimension of collectivism/individualism is also important for leadership and the leader's role to motivate and manage a team of followers (Yang, 2014b), particularly in relation to transformational leadership. Differences in domestic and overseas employee attitudes toward their Chinese managers, and subsequently their Chinese organizations, are quite intriguing, given the higher level of work loyalty in bangladesh. Thus, we believe that our conceptual explorations on leadership could shed some light on the challenges Chinese leaders face in cross-cultural contexts.

Therefore, the purpose of the paper is to compare the meanings of (transformational) leadership in Chinese and Bangladeshi contexts. In so doing, we aim to contribute to the literature on implicit leadership, especially with respect to the persistent challenges that many Chinese multinational companies (MNCs) face when managing foreign staff specially in Bangladesh. This paper contributes to the growing discussion on the cross-cultural meaning of transformational leadership by illustrating how Chinese transformational leadership may be perceived differently by subordinates at home and overseas. We also highlight the challenges facing Chinese managers in translating highly contextual, collectivist and high power distance behavioral manifestations to other cultures. Regarding the structure of the paper, we first discuss the notion of transformational leadership and culture in areas such as collectivism and power distance. We then present propositions that compare the perceptions of important aspects of transformational leadership, including

charisma, individual consideration and inspirational communication between China and Bangladesh. Further considerations are also discussed in the last section.

Objectives
The main purpose of this thesis would be to find out the relationship between motivation of employees   and their performance in Cross-cultural Organizations .The other purposes of this research will include:
▪ To know about employee motivation in cross-cultural corporations and how it can be implemented in the Organization
▪ To know how Organization also can be a gainer while motivating their employees.
▪ To know how it can change the environment in the work station.

II.   LITERATURE REVIEW
Managing multi-cultural team in an Organization has important con-sequences for strategic HRM when multi-cultural team members have diverse cultural backgrounds (Hong, 2010) or different nationalities (Earleyand Gibson, 2002). if they wish to meet the demands of high professional expertise in intercultural interactions in the global business environment (Serrie, 1992; Triandis and Singelis, 1998). Workforce diversity has elevated the value of effective cross-cultural competency (CCC) (Matveev and Nelson, 2004). A strong culture of an organization is helping the achievement of employee performance also means that the achievement of goals and performance improvement of the organization (Deal and Kennedy, 1982). Performance standards are the conditions that will exist when the satisfaction of the employees is formed, which includes the volume of work that can be achieved or generated, order completion time, the accuracy of the results of the work (Alder, 2001).Bruce and Pepitone (1999) had given a different idea which focuses on those things that managers can not motivate employees; whereas they only can focus on influence that employees are influenced by themselves to do. According to Lockley (2012) his strategy was about motivating employees given them a chance to properly educate them with training so that they can think about their individual growth. Llopis (2012) focused more on job rotating and sharing. He thought that to have a chance for an employee to share the work or rotating the work is an alternative of pure corporate motivation. According to Thomas (2009) the main perspective for motivation is something about giving the value of their thinking that they can share some ideas though they might not share the same sort of thinking as employees are all individual. As a consequence of that,   Lockley (2012) gave another idea that says the chance for Western country employees arguments and the open talk is a kind of positive approach of motivation whereas in some Asian countries this might not be the same positive thing as the cultural differences is there. People are kind of different while it comes to their personality extent. In this case for motivation "goal orientation" of individuals (Elliot and Church 1997) is very important. they have been positively associated with task value, academic self-concept, effort, and achievement (Harackiewicz, et al., 2002).Consequently to that, Herzberg's job enrichment theory actually works, which states that principle job assertiveness is a construct of two independent factors, specifically job satisfaction and job dissatisfaction. (Herzberg ,HBR., 2003) Motivation is the key drive for most of our actions. Motivation denotes to the dynamics of our behavior, which comprises human beings needs, desires, and ambitions in their life. Achievement motivation is based on reaching success and achieving all of their aspirations in life. Achievement goals can affect the way a person performs a task and represent a longing to show competence (Harackiewicz, Barron, Carter, Lehto, & Elliot, 1997). specific, hard goals consistently steered to higher performance than advising people to do their best (Edwin Locke and Gary Latham 2002).TQM is another approach for industrial management but for that one goals must be specific. Again in some cases "do your best" actually appeared to produce higher performance (Kanfer and Ackerman, 1989). This findings is more or less appropriate for a complicated situation in Organization.. Gerard Seijts and colleagues discovered, based on experiments, that a challenging mastery (or learning) goal actually resulted in even higher performance for both mastery- and performance-oriented individuals (Seijts et al. 2004).
Achievement theory on the other hand has led to the portrayal of the learner not as motivated or demotivated, but as an individual motivated by and within given conditions to pursue one of two achievement goals "in a competence-relevant setting" (Midgley et al., 2001). But, specially in case of this study for motivating the employees expectations theories can basify the high performance from the workforces with a high performance from the workforces with a high need for achievement. Expectancy theory provides a general framework for assessing, interpreting, and evaluating employee behavior in learning, decision-making, attitude formation, and motivation (Chen and Lou, 2002). The expectancy theory of motivation, originally developed by Vroom (1964), is a theory explaining the process individuals use to make decisions on various behavioral alternatives. Motivation force is a force directing specific behavioral alternatives, which are suggested when various behavior options are selected by individuals. Expectancy is the belief that increased effort will lead to increased performance and having the necessary support to get the job done. One's effort will lead to a desired performance is based on past experience, self-confidence,and the perceived difficulty of the performance

goal.Instrumentality is the perceived probability that good performance will lead to desired outcomes; trust, control, and policies are variables affecting the individual's instrumentality perception.(Chun and Soo, 2008) .This conceptual similarity presumably has led some researchers (e.g., Gavin, 1970; Hackman and Porter, 1968; Lawler, 1968; Porter and Lawler, 1968) to combine expectancy and instrumentality into one variable and discuss the relationship between efforts and job outcomes.(Chiang, S Jang, 2008).Applying these organizations can expect more effort on work in workplace.

2.1 Effectiveness of transformational leadership
The full-range theory of leadership (Bass, 1985) identifies two renowned leadership styles, i.e. transformational and transactional leadership. Transactional leaders use rewards as positive reinforcement when standards and objectives are reached and punishment and negative feedback if problems occur. In contrast, transformational leaders are able to strongly influence their followers to transcend self-interest and release their full performance potential toward the organization's goals (Bass, 1985). Transformational leaders align team members' goals and values and foster collective optimism, team efficacy and identification with the team (Bass and Riggio, 2006). One distinctive characteristic that differentiates transformational leadership from other leadership styles is its active involvement with and engagement in the personal values of followers (Jung et al., 2009).

2.2 Culture
Cross-cultural leadership research has found that, while some aspects of leadership are universally endorsed, many leadership practices and expectations vary systematically and considerably across societal cultures (Casimir et al., 2006; Dickson et al., 2003). Culture can be perceived as a form of collective mental programming, and there are five independent dimensions of national culture that represent "fundamental problems of society" (Hofstede, 2001, p. 1).

2.3 Leadership in different cultures
The implicit theory of leadership (Lord and Maher, 1991) implies that, at the most fundamental level, leadership is an outcome of the social cognitive processes used by individuals to label others. Therefore, even though the prototype of leadership is transformational (Matveev and Lvina, 2007), expectations regarding the best way to lead are culturally endorsed (House et al., 2004).

2.4 Transformational leadership in China and Bangladesh
As the transformational leadership theory is characterized as a neocharismatic theory (House and Aditya, 1997), charismatic components and/or actions contribute most strongly to the perception of what constitutes effective leadership style (Antonakis et al., 2003; Matveev and Lvina, 2007) in the Bangladeshi culture. Transformational leaders are perceived as having the competencies required to handle difficult situations (Keller, 2006), and have a relatively closer relationship with their followers (Smith and Peterson, 1988).

2.5 Uncertainity Avoidance :
Per Hofstede's definition (2001), uncertainty avoidance reflects the degree of comfort members of a culture feel in unfamiliar or unstructured situations and the extent to which 'a society tries to control the uncontrol lable. Specifically, high uncertainty avoidance cultures are not comfortable with unstructured situations. They prize structure; they feel threatened by the unknown and the ambiguous. On the other hand, low uncertainty avoidance cultures more willingly accept risk.

2.6 Individualism-collectivism.
Individualism is a cultural pattern found in most northern and western regions of Europe and in North America. Collectivism is common in Asia, Africa, South America, and the Pacific. Recent research (Hui, in press; Triandis et al., 1988) suggests that there are many kinds of collectivisms (differential emphasis on extended family, Workgroup, tribe, caste, country, etc.) and individualisms (e.g., emphasison nuclear family, narcissistic). In moving across cultural boundaries, people should know exactly which (if any) groups are important to the others with whom they must interact extensively.

2.7 Group work and group Training:
The use of work groups in organizations is graining substantial popularity (e.g., Banas, 1988; Goodman, Ravlin, & Schminke, 1987; Guzzo & Shea, 1992; Magjuka & Baldwin, 1991; Majchrzak, 1988). The difficulty with groups is that sometimes they lead to negative outcomes, such as low productivity (Whyte, 1955), poor decisions (Janis, 1972), and conflict (Alderfer, 1977).

2.8 Time Management:

When managing international employees, business owners often miss the personal connection and interaction that comes with working in the same office. Not to mention the difference in time zones means everyone is often working at different times.

2.9 Language barrier in workplace :

The ongoing expansion of business activities into a global market means that most parent-company managers will have to confront at some stage in their career language usages deviating from their own (Welch et al., 2005).

2.10 Workplace Design Issues :

The focus on practice in management studies and the strategy field more specifically is a recent and important development in what organizational scholars pay attention to and how. Reflecting the more general social-theoretic'practice turn'(Ortner 1984; Schatzki, Knorr Cetina and von Savigny 2001; Reckwitz 2002).

2.11 Communication Glitches :

As production and operation management aims at transforming production and operational inputs into outputs, it focuses on several elements that include product, plant, processes, programmes and people (Chary, 2009).

2.12 No Adequate of praise and Bonuses:

The growing economics literature on subjective well-being (Frey and Stutzer, 2002; Blanchflower and Oswald, 2004; Van Praag and Ferrer-i-Carbonell, 2004; EPICURUS, 2007; Frey, 2008) has emphasized that measures of job satisfaction are significant predictors of employee behaviour [e.g. quits (Freeman, 1978), absenteeism (Clegg, 1983) or worker productivity (Judge et al.,2001)].

2.13 Too uch supervision in the workplace :

In a growing number of studies, researchers have examined how individuals respond to perceived mistreatment in organizations. Much of this work has focused on revenge and retaliatory behaviors, actions that are designed to inflict injury or discomfort on the person who is judged responsible for having caused harm (Skarlicki & Folger, 1997).

2.14 Workplace Politics :

Prior to Carole Pateman's Participation and Democratic Theory (1970), political scientists paid scant attention to workplace experience as a potential source of political learning (Almond and Verba, 1963; Lipsitz, 1964, being notable exceptions). Pateman carefully reviews classical democratic theorists (including J. S. Mill and G. D. H. Cole) and the substantial empirical literature on participation in organizational decision making (relying, in part, on Blumberg, 1968) to support her argument that industrial work resting on an undemocratic authority structure socializes people into passivity and political apathy.

2.15 Loss of support system :

Social interaction and supports in the workplace have been studied from the perspectives of business manage ment and the sociology of work (Hirszowicz, 1982;Sandler, 1982). Business management is concerned with interaction and support as variables affecting both pro ductivity and job satisfaction. Since the time of the well known Hawthorne studies (Sundstrom, 1986), concern with the "human side of work" has been a major interest of management literature.

2.16 Cultural Differences in Workplace :

Culture is a phenomenon that neither management scholars nor practitioners can afford to ignore when facing the realities of today's business world, regardless of where they are physically located, where they conduct their work, or what their specific discipline or function may be. However, the ubiquitous nature of the concept of culture, its frequent use, and the similarity of terms used to define it do not necessarily help in addressing culture, in knowing what culture is, or in understanding how it can be identified.

2.17 Organizational citizenship behavior and business unit performance

Organ (1988, 1997) defined OCB as being voluntary and discretionary behavior of individual organizational members that, in the aggregate, is expected to promote overall organizational efficacy.Examples of OCB include defending the organization when other employees criticize it and assisting co-workers with their duties. Borman and Motowidlo (1993) suggested that OCB (or 'contextual performance') of workers would serve to improve overall organizational performance.

2.18 The competency approach

Alongside the growing use of competencies within organizations a parallel debate has raised significant concerns about their effectiveness and the extent to which they really relate to improved or superior performance at either an individual or organizational level. Five of the more commonly cited weaknesses include:
(1) the reductionist way in which this approach fragments the management role rather than
representing it as an integrated whole (Ecclestone, 1997; Grugulis, 1998; Lester,1994);

(2) the universalistic/generic nature of competencies that assumes a common set of capabilities no matter what the nature of the situation, individuals or task (Grugulis, 2000; Loan-Clarke, 1996; Swailes & Roodhouse, 2003);
(3) the focus on current and past performance rather than future requirements (Cullen, 1992; Lester,1994);
(4) the way in which competencies tend to emphasize measurable behaviors and outcomes to the exclusion of more subtle qualities, interactions and situational factors (Bell et al., 2002); and
(5) the rather limited and mechanistic approach to education that often results (Brundrett, 2000).

2.19 Workplace changes in successful rehabilitation
There is a lack of rehabilitation programs that also involve the workplace as a significant variable. Epidemiologic studies have pointed out aspects of the work environment that are risk factors for developing musculoskeletal disorders, delaying return to work, and for promoting relapse. An understanding of risk factors and the ability to identify and alter them is the basis for effective rehabilitation and prevention programs. Workplace changes should comprise organizational and psychosocial aspects, as well as the physical work conditions.

2.20 Time Management :
According to Lakein's (1973) description of time management, individuals first determine their needs and wants and then rank them in terms Of importance. Specific activities include setting goals to achieve the needs or wants and prioritizing the tasks necessary to accomplish them.The tasks of utmost importance are then matched to the time and resources available byplanning, scheduling, and making lists.

2.21 Language barrier:
Single-country language studies assume that language is predetermined, static and exogenous, placing emphasis on communicative actions and interpretive issues such as discourse and metaphor to facilitate managerially relevant processes and outcomes. In a global or multicultural setting, though, languages evolve and, most importantly, become endogenous to the firms operating in those environments. In the international strategy literature, language is generally portrayed as imposing barriers that impair market entry, local operations and overall coordination (Brannen, 2004); however, the relation between language design and global strategy is not addressed (Triandis, 1982; Graham, 1985; Hofstede, 2001).

2.22 Workplace design Issues:
In 1999, Horgen et al. put forth a model of workplace design based on the premise that "the new world of work should logically be reflected in new workplaces and new ways of designing them."They defined a "workplace-making"process that entails understanding the problem, developing a new work environment, and then monitoring the interactions between the work environment and its users over time. Like any design process, workplace-making—or what we will call workplace design—is a highly iterative, messy, and never-ending process that involves the four dimensions. financial management, organizational design, information technology, and facilities management.

2.23 Motivations, satisfaction and happiness with volunteering activities
Motivation is a complex psychological process that results from an interaction between the individual and his surrounding environment (Latham and Pinder, 2005). Some authors maintain that there are motivations underlying the development of voluntary activities that can be divided into various categories. Morrow-Howell et al. (2003), for example, identified three main motivational categories for volunteers: material, altruistic and social. For Fisher and Cole (1993), however, the motivations that lead people to engage in volunteering should be classified in terms of psychological needs, conscious motives and perceived benefits.

III.   PRESENT SITUATION
Relationship between employer and employee in the organization should be mutually respectful. Maintaining this very important factor actually depends on both to the employee and on the employers in the workplace. In order to continue the smooth work environment some employers keep up the power distance from the employees. They believe this is better in the organization to keep that in this way. Others on the other hand prefer more work friendly terms. They want everybody feel very free and enjoy their work there. In some of Chinese financed organization in Bangladesh, it is to be noticable that sometimes employees from their organization get depressed very easily. For example, the lunch hour they give for their employees is not the appropriate time for their employees. Employees and employers sometimes have different opinions about their views and understandings even though the standings of employment (Coyle-Shapiro & Kessler, 2000, 2002;Porter, Pearce, Tripoli, & Lewis, 1998). Moreover, employees and managers typically endeavor to retain a steadiness in the mutual inducements and contributions offerings to each other (Blau, 1964). While one group contributions create an imbalance in the correlation, the indebted party experiences spirits of requirement to the other and pursues to respond as means of reestablishing the sense of balance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Eisenberger, Huntington, Hutchison, & Sowa,1986; Greenberg, 1980; Shore & Wayne, 1993).The relationship between employee and employee is a very delicate issue. Developing a managerial

perspective on the unknown requires new research and innovative management practices. For management scholars, a greater emphasis on challenging current knowledge, unlearning, forgetting and openness to the unknown is necessary. Managers need to adopt a new perspective involving a willingness to tolerate organizational ignorance where it offers possible benefits, and renewed efforts to consider it where it holds   latent negative outcomes. In addition, a readiness to manage the benefits or costs of ignorance that, although currently beyond comprehension, may be revealed at any time is required. Managers should develop strategies that explore and nurture their capacity to expect the unexpected.

IV.   FMEA MODEL

FMEA is a "before-the-event" action requiring a team effort to easily and inexpensively alleviate changes in design and production. FMEA can be explained as a group of events projected to Recognize and evaluate the potential failure of a product or process and its effects. Identify actions that could eliminate or reduce the chance of potential failures. Document the process. FMEA can be used as an individual project tool. However, it is strongly recommended that use to generate corrective action in a process improvement project. An FMEA is not a trivial tool rather it requires significant effort from a diverse team.

4.1 Documentation Procedure For Fmea

Table 1: Table of Severity Code	Classification	Example
10	Hazardous Without Warning	Very High Ranking – Affecting safe operation.
9	Hazardous With Warning	Situation non compliance
8	Very High	Situation becomes inoperable, with loss of function – Customer Very Much Dissatisfied
7	High	Situation remain operable but loss of performance – Customer Dissatisfied
6	Moderate	Situation remain operable but loss of comfort/convenience - Customer Discomfort
5	Low	Situation remain operable but loss of comfort/convenience - Customer Slightly Dissatisfied
4	Very Low	Nonconformance by certain Situation – Noticed by most Managers
3	Minor	Nonconformance by certain Situation – Noticed by Managers
2	Very Minor	Nonconformance by certain Situation – Noticed by selective Managers
1	None	No Effect

Table-3 Table of Detection	Likelihood of Detection	Ranking
Absolute Uncertainty	Design control cannot detect potential cause/mechanism and subsequent failure mode	10
Very Remote	Very remote chance the design control will detect potential cause/mechanism and subsequent failure mode	9
Remote	Remote chance the design control will detect potential cause/mechanism and subsequent failure mode	8
Very Low	Very low chance the design control will detect potential cause/mechanism and subsequent failure mode	7
Low	Low chance the design control will detect potential cause/mechanism and subsequent failure mode	6
Moderate	Moderate chance the design control will detect potential cause/mechanism and subsequent failure mode	5
Moderately High	Moderately High chance the design control will detect potential cause/mechanism and subsequent failure mode	4
High	High chance the design control will detect potential cause/mechanism and subsequent failure mode	3
Very High	Very high chance the design control will detect potential cause/mechanism and subsequent failure mode	2
Almost Certain	Design control will detect potential cause/mechanism and subsequent failure	1

		mode		

Table 3: Table for Probability of Failure	Failure Probability	Ranking
Very High- Failure is almost Inevitable	>1 in 2	10
	1 in 3	9
High: Repeated failures	1 in 8	8
	1 in 20	7
Moderate : Occasional failures	1 in 80	6
	1 in 400	5
	1 in 2000	4
Low: Relatively few Failures	1 in 15000	3
	1 in 150,000	2
Remote: Failure is Unlikely	<1 in 1,500,000	1

4.3 Fmea Result :

Sometimes employees and the authorities can not understandeach other because some of the official can not speak in English	8	Language barrier	7	Moderately ongoing	3	168	Can appoint more interpreter who can act like language bridge toward local employee and authorities	Interpreter been appointed	2	5	7	70
Barriers to high performance of employees	7	Workplace Design Issues	8	Not very profeesional yet	3	168	Must have a very well-organized design of policies	Work-friendly policies	3	4	5	60
Cause project failure	8	Communication Glitches	7	Huge problem	4	224	Should be more open to workers and sometimes can involve them in important strategies	Managers are more open in communication	2	2	4	16
Employees get depressed	8	No adequate of praise and bonuses	10	Lack of inspiration still is there	3	240	Bonus and praise system should be more and more practiced	Rewarding system has been updated	3	4	6	72
Happens to Increase tension in the workplace and decrease overall employee morale	5	Too much Supervision	6	Ongoing problem	3	90	Employees should be given a bit more free space to think so that they can work in a stress free environment implement	Employees feel more free to work	4	3	6	72
Negative ambiance in the work place	8	Office Politics	6	Ongoing set back	5	240	Effective communication is required	Reduced of negative work environment	5	4	5	100
Unhappy employees	8	Loss of Support System	7	Huge problem	4	224	Managers can be more supportive to their employees	Supportive Managers	4	5	5	100
arises confusion in employees mind about the organization	5	Cultural differences	9	Difficult situation	8	360	Need to encourage employees more in interaction		4	5	6	120
There is no role model for the newish employers	6	Transformational leadership	7	Current problem	5	210	Need to be practiced more	4	4	5	7	140

V.   Results

Our process map consisted of 17 different factors, each indicating an action to be taken or information to be manipulated in some manner. We identified 17 total possible failure modes and assigned a risk score to each one as outlined above. There were three things we considered for the Risk Priority number. We got the number by the severity, potential causes of the problems and the detectability. For the The RPN (Risk Priority Number) scores ranged from 84 to 360. Typical of FMEA, our highest score is much lower than the maximum possible score of 1,000 (RPN = S*P* D = 10* 10*10). Later, while the recommendation been taken we found that very severe events rarely occur and their detectability is considered high given the checks already in place.

Then, after the recommended action been taken we found shows the failure modes that had the This represents RPN scores as low as 16 and it was ranged by 140 . These top-ranked nodes are highlighted in the right side of table action taken portion.

VI.   DISCUSSION

A systematic consideration of factors related to reliability and safety can reduce error rates. This is germane to the generally recognized need to improve the work place environment. By actively using the recommended factors measures, mortality rates have been Reduced in a very short span of time. Although this number might appear to be small,it must be considered in context. Here we explored one particular prospective tool for the wwork place environment, namely,FMEA. Several learning experiences were worthy of note.We found this to be extremely useful in identifying problem areas and putting them in a context that all parties involved in the process could appreciate. This is also a recommendation of Huq et al. . Another important lesson relates to the FMEA scoring system. There are other simpler methods for ranking and selecting failure modes , but the RPN method is somewhat more objective. It is, however, critical to establish an explicit scoring scale on which all parties agree. It is also necessary to determine how many failure modes will be considered for intervention. Our cutoff at an RPN score of 75 was somewhat arbitrary and was motivated largely by the need for a manageable number of solutions. Standard texts suggest that RPN scores greater than 100 should be flagged when performing an FMEA ; but the absolute values of RPN scores depend on the scaling used for severity, occurrence, and detectability, and thus no definite statement can be made about cutoff values. The FMEA analysis presented here required approximately 5 months for completion, meeting once weekly. Of this, approximately 2 months were spent generating a process map, 1 month was spent scoring and performing FMEA analysis, and the remainder was used to develop solutions and to settle on implementation. Use of FMEA analysis is therefore a substantial investment. The overall process of gathering individuals from across different Chinese financed Bangladesh companies, in our experience, frequently helped to highlight the difference between how steps were supposed to happen vs. how they actually happened.The FMEA technique offers several advantages as a safety analysis tool. Most importantly, it allows one to identify vulnerabilities before failures actually occur. Second, it allows one to explicitly consider the severity and detectability of a failure mode in addition to its occurrence frequency. A number of studies have appeared that carefully measure the occurrence frequency of various delivery errors (1–5). These studies, however, have been less explicit in considering the severity or detectability associated with these errors. The FMEA tool provides a mechanism for incorporating this information.

Another   advantage of FMEA is that it naturally encourages one to think beyond the confines of a particular part of the process.Our treatment of FMEA has several limitations. One is that individuals and groups were sometimes slightly biased by recent incidents or events when suggesting failure modes. In general, this may be good, because known failure modes are then addressed and considered. Focusing too much on these, however, may cause other important failure modes to be overlooked. We believe that our review process minimized this problem. A second limitation is that the solutions to particular failure modes tended, on the whole, to add tasks or information to the process. This occurred in an effort to make potential failures more visible. Every attempt was made to not add Onerous tasks. This approach must be used carefully, as the safety literature has shown that more process steps can lead to more errors. We note that the tendency to add tasks is not inherent to FMEA itself but, rather, is an issue with how the group uses the results of the FMEA to modify the process. Other quality improvement techniques, used in conjunction with the FMEA approach describe here, may be very helpful in finding the most effective process design for a specific Area. A third limitation of our study is the semi quantitative nature of the scoring system. The Huq et al. report from AAPM Task Group 100, suggest values for the scoring system as follows: O (1 = 1 per 104, 10 = 5%), S (1 = ''no appreciable danger,'' 10 = ''catastrophic''), D (1 = <0.01%, 10 = 20%). The difficulty is that exact quantitative values are often not available. We therefore relied on a human assessment of severity, occurrence, and detectability, which may be unreliable. This is not a fundamental limitation of FMEA, however. More quantitative measures are certainly possible. This is illustrated by previous studies of error rates (1–5), which demonstrate that it is possible to acquire high quality data in the work place.

Lessons And Extensions.

Assessing the impact of mitigating risks is not easy to do since there is no easy way of exactly telling the impact of the risk had the team not addressed it with a contingency plan. In this specifi c case, out of the total 17 risks identified, we adressed 11 critical risks during the early planning phase. It was apparent from the sighs of relief that the team was grateful for the reduced number of risks requiring contingency plans over the previous all-risk method. The time spent in the risk planning meetings was reduced by over 40%. Even more significant was the result that the risk contingency plans were signifi cantly improved based on past experience. One of the major benefi ts of adding the detection value came about in determining new detection methods that

were coupled to risk contingency plans. Once the team members were able to see that increased detection was required to mitigate the risk, they were willing to devise methods and monitor the risk events. But, given new detection methods and using contingency planning, the time lost was minimized. The team had taken the strategy from the first and then they implemented the detection results in the following procedures.the value of the risk management plans were greatly improved. The Managers even commented following the risk management meeting that it was "fun" and "we should have more meetings like that." The team as a whole had very positive comments about the process. The FMEA matrix was used and updated throughout the project, approved at phase reviews, and during the project post mortem. At the close of the project, the FMEA was archived with thesuggestive documents. It was also added to the risk database to identify possible risks during future project planning and to review the results and learnings of past contingency plans. The development teams have become accustomed to the new method and relate to quantifying risks better than the previous risk assessments. The risk management process training is part of a comprehensive project manager development program in place in the organization (Carbone and Gholston, 2004).

VII. CONCLUSIONS

In the organizations operating in a multicultural environment, problems or difficulties regarding the operating of the mixed working teams appears. Most of the multinational companies in Bangladesh apply the principle "think global, act local". The management practices have globally expanded, but they are influenced by the culture of the host-country. The distance from the power is great. In fact employees of Bangladeshi organizations prefer authoritarian leaders and centralized decision, which they follow without requiring further explanation. Also, they also prefer a close relationship with a single manager in order to benefit from its protection. Collectivism is strong and femininity prevails. We can identify a high degree of risk avoidance, such as a short-term orientation. Linking this size with the low level of individualism, that characterizes the Bangladeshi organizations, lead to a high degree of reluctance to the opinions of others. The employees feel best in situations of consensus. They, also, manifest a high resistance to change and acceptance of new, no matter how beneficial it may be. Bangladeshi employees' mentality is characterized by superficiality and Short by the fact that they prefer short-term solutions without taking into account future prospects. Taking into account the fact that the values of the five FMEA model dimensions recorded in previous studies conducted by the Researcher, performing of a new study is required. This study will aim to identify specific factors or variables of the Bangladeshi cultural context that generated disturbances, in order to achieve a new Bangladeshi corporate cultural model.

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