

“UNDERSTANDING CROSSVERGENCE IN MULTINATIONAL BPOS: IMPLICATIONS FOR WORKFORCE BEHAVIOUR IN THE BANGALORE CONTEXT”

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ABSTRACT:

The value system is very important for all the system of the society, they enable the actions more kindly humane and in egalitarian manner. The term Crossvergence is coined by Ralston and his colleague in the year 1997 in their JIBS paper. This study aims in understanding and analysing impact of Crossvergence on BPO Sector workforce of Bangalore based MNC'S. The Business Process Outsourcing (BPO) sector has been a cornerstone of India's economic growth, generating substantial employment, particularly for the nation's youth. Characterized by night shifts, virtual communication, performance-based metrics, and a global (often Western) work culture In essence, this study is motivated by a dual commitment: to academic rigor in understanding a complex socio-economic phenomenon, and to a pragmatic ethic of care for the millions of young Indians whose lives are being profoundly shaped by the BPO revolution. Questionnaire is designed to elicit the responses to know what are the positive and negative impact of Crossvergence on BPO workforce.

Keywords: Crossvergence, Business process outsourcing, multi-national companies, value system,

INTRODUCTION

Crossvergence theory explains how individual values evolve through the dynamic interaction of socio-cultural influences (like traditions and history) and business ideology influences (economic, political, and technological factors), creating unique hybrid value systems rather than pure convergence to Western norms or divergence to local traditions alone. Introduced in the year 1993 in study comparing U.S., Hong Kong, and PRC managers, it challenges earlier convergence (technology-driven similarity) and divergence (culture-driven stasis) theories by showing hybrid outcomes, such as Hong Kong managers blending Eastern collectivism with Western individualism. This perspective has been empirically supported across studies in China, Japan, Russia, Vietnam, and beyond, often using Schwartz Values Survey dimensions like individualism-collectivism. The globalization of business and the rapid rise of outsourcing have significantly influenced the socio-cultural and organizational landscapes in emerging economies. Bangalore, known as the “Silicon Valley of India,” has

emerged as a global hub for Business Process Outsourcing (BPO) due to its large talent pool and integration with multinational corporations (MNCs). Within this context, employees are increasingly exposed to diverse value systems—traditional Indian cultural values, global corporate norms, and individual ethical orientations. The phenomenon of **Crossvergence**, which refers to the blending of local and global value systems into new, hybridized patterns of behaviour, is particularly relevant to the BPO workforce. However, little empirical research has been conducted to assess how Crossvergence impacts workforce outcomes such as job satisfaction, performance, adaptability, commitment, and retention in the Bangalore-based MNC BPO sector. This study seeks to fill the gap.

Review Of Literatures

1. **David A. Ralston's 2008** : In their paper, "The Crossvergence Perspective: Reflections and Projections," provides a comprehensive retrospective on Crossvergence theory, synthesizing 15 years of empirical research across six key studies. Originally published in the *Journal of International Business Studies*, this work traces the theory's evolution from its 1993 introduction, challenging convergence (technology-driven uniformity) and divergence (culture-driven stasis) by emphasizing hybrid value systems from socio-cultural and business ideology interactions.
2. **Ashish Malik, Vijay Pereira, Pawan Budhwar (2012)** : In their study titled "HRM in the global information technology (IT) industry: Towards Multievent configurations in strategic business partnerships" explanations of 'Crossvergence' in strategic partnerships. It contributes by reviewing the extant literature on convergence-divergence-Crossvergence theory in the context of the global information technology (IT) industry and argues for the presence of 'multivergence' or 'multiple configurations of crossvergence' in an industry sector that relies extensively on strategic business partnerships. We posit and argue that the relevance of multivergence extends beyond the global and offshore IT industry to include strategic partnerships in offshoring in services and manufacturing firms.
3. **Gupta & Wang (2014)** :In their study titled "Crossvergence in Emerging Economies" observed hybrid cultural practices shaping organizational systems in Asia, suggesting that India's BPOs provide a fertile ground for such dynamics.
4. **Yongsun Paik Irene Hau-Siu Chow Charles M. Vance(2019)**: In their study titled : Interaction Effects of Globalization and Institutional Forces on International HRM Practice: Illuminating the Convergence Divergence Debate In the face of globalization, scholars continue to debate about whether a convergence in human resources practices will prevail, or a trend of divergence perspective will persist. Building on institution theory, this article helps to explicate this debate by examining how globalization may interact with different dimensions of local institutional forces to lead to convergence, divergence, or Crossvergence in international HRM practices for enhanced performance.
5. **Bhat & Purohit (2020)** suggest that Crossvergence leads to a more inclusive approach to employee engagement in Bangalore-based BPOs. By balancing the autonomy expected in Western work cultures with the collectivist values of Indian workers, organizations are able to boost morale and reduce turnover.
6. **Dr. Archana .H (2025)**:Imply that the Indian business process outsourcing (BPO) sector functions at the nexus of traditional Indian cultural values and international corporate practices. of organizational behavior and global business. Crossvergence proposes that new value systems arise when global and local forces interact, whereas convergence and divergence theories concentrate on globalization and localization,

respectively. Crossvergence has been studied in Asian, Middle Eastern, and Western contexts, but its application to India's BPO workforce has received less attention. The literature on BPOs draws attention to issues like ethical quandaries, high attrition, and cultural dissonance. The significance of job satisfaction, flexibility, and retention in maintaining organizational. While convergence and divergence theories focus on globalization and localization respectively, Crossvergence suggests that new value systems emerge when global and local forces interact. Studies have explored Crossvergence in Asian, Middle Eastern, and Western contexts, but limited research has examined its application to the BPO workforce in India.

RESEARCH GAP :

After extensive review of literature it is found that Crossvergence is relatively new concept ,and few have undertaken the study of Crossvergence specially in the context of India.so this paper is focused on studying impact of Crossvergence on information technology based BPO workforce.

OBJECTIVES OF PRESENT STUDY

1. To understand the concept of Crossvergence in Indian context;
2. To identify the Positive and Negative impact of Crossvergence on Employees of business process outsourcing in Bangalore based MNC'S

RESEARCH METHODOLOGY:

The study is conducted by using exploratory design for the purpose of identifying the positive and negative impact of Crossvergence on workforce of Business process outsourcing in Bangalore based MNCs . The study is conducted in Bangalore. Survey method is used for collecting data with the help of well-structured questionnaire. The data collected and analysed using the mean and standard deviation.

SOURCES OF DATA COLLECTION

Both primary and secondary data were used in the study. 100 responses were gathered as a sample using a carefully designed questionnaire. Books, articles published in various magazines and newspapers, periodicals, conference papers, working papers, websites, and more are some of the sources from which secondary data is gathered.

SAMPLE FRAMEWORK OF THE STUDY

The convenience sampling method was used to choose a sample size of 120, of which 100 copies were recovered in a usable format. This indicates a 91.4% response rate. The population that follows employees of BPO firms in Bangalore based MNCs working in various roles. The survey's reliability is determined by the responses of the participants.

BASIS OF SAMPLING:

- Respondents should have at least months working experience.
- Respondents should have a experience in dealing with foreign clients.

HYPOTHESIS OF THE STUDY:

H₀: Professional skills & expertise, Professional training in Crossvergence environment have no positive impact on perceived success in technology-driven BPO environments

H₁: Professional skills & expertise, Professional training in Crossvergence environment have positive impact on perceived success in technology-driven BPO environments

H0: Crossvergence have no Impact on deterioration of Indian Values system and health of the employees.

H2: Crossvergence leads to deterioration of Indian Values system and health of the employees.

Result analysis and discussion

TABLE 1: Demographic Profile of respondents

Sl.no	Gender	%
1.	Men	55
2	Women	45
3	Others	0
	Total	100

Table1.1: Gender classification of respondents

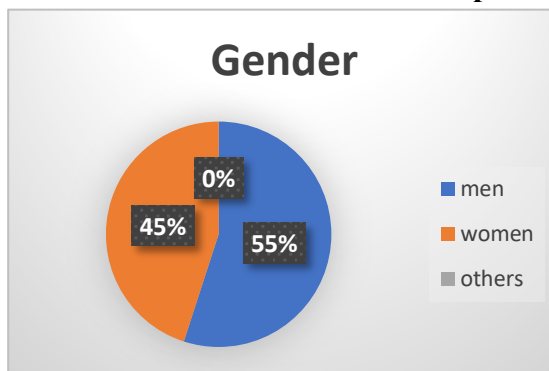


Table1.2: Total work experience In BPO Firm



Table1.3: Client Profile

Sl.no	Work Experience	%
1	0-6	20
2	6-1	30
3	1-2	42
4	2-3	5
5	More than 3 years	3

Sl.no	Profile	%
1	Customer Support	50
2	Technical Head	15
3	Sales	8
4	Team lead	17
5	Other	10

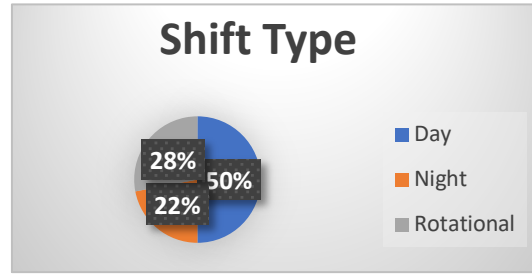
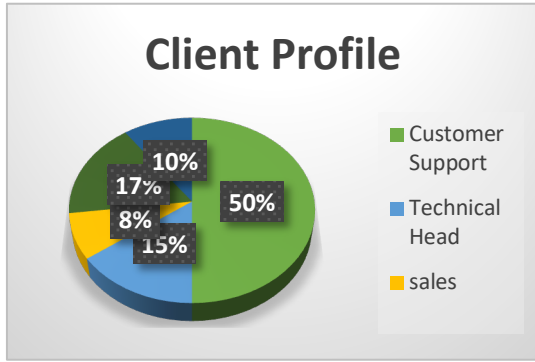


Table 1.4: Shift type

Sl.No	Shift Type	%
1	Day Shift	50
2	Night Shift	22
3	Rotational Shift	28

TABLE 2: Positive Impact of Crossvergence on BPO Workforce of Bangalore based MNC’S

Sl.no	STATEMENTS	SA	A	N	D	DA	MEAN	SD
1.	My professional skills and expertise help me succeed in a technology-driven BPO environment.	55	30	15	00	0	4.40	0.735
2	Advanced technology has improved my efficiency at work.	50	45	0	0	5	4.35	0.91
3	I receive better financial incentives for adapting to technological changes	50	10	15	25	0	3.85	1.276
4	Professional skills have led to higher income opportunities in my job.	75	15	0	0	10	4.45	1.203
5	Professional training improves my ability to adapt to changing job requirements	50	45	0	5	0	4.40	0.735
6	BPO firms offer stable career options compared to other industries.	10	15	0	75	0	2.60	1.068
7	Employment opportunities in BPOs have increased due to globalization and cross-vergence	80	10	0	10	0	4.60	0.917
8	Access to BPO employment opportunities has improved my standard of living.	80	2	8	10	0	4.52	1.005
9	I believe foreign exchange inflows strengthen the stability of my job in the BPO sector.	65	30	5	0	0	4.60	0.583

Analysis and Interpretation : From the above table, Respondents strongly agree that with the new technology upskilling of Digital Skills, Soft Skills, Domain Expertise, leadership skills for career growth with professional training helps in being competent in BPO sector where S.D shows 0.7,0.9 and 0.7 .

Respondents strongly agree that BPO sector significantly increases employment opportunities, acting as a big employment creator for both fresh graduates and experienced professionals offering millions of structured

roles like customer support, IT, analytics.

From the above table, it is concluded that job stability is less and experience high employee turnover impacting stability due to project- specific, leading to temporary or contractual employment, tech advancement, cost-cutting Pressures. And also BPO sector increase the employment opportunity leading to financial independence. Cities like Bangalore saw infrastructure and lifestyle improvements due to BPO driven economic growth.

TABLE 3: Negative Impact of Crossvergence on BPO Workforce of Bangalore based MNC'S

Sl.No	Statements	SA	A	N	D	SD	Mean	SD
1.	Traditional Indian values of family bonding are being weakened by BPO work culture.	75	25	0	0	0	4.75	0.43
2	Long working hours in BPOs have negatively affected my physical health.	80	20	0	0	0	4.80	0.40
3	Night shifts disturb my sleep and overall well-being.	48	45	0	5	2	4.32	0.87
4	Virtual communication at work has weakened my face-to-face interaction skills.	58	38	4	0	0	4.54	0.57
5	I often feel emotionally exhausted due to continuous work pressure	72	25	3	0	0	4.69	0.52
6	My work schedule prevents me from spending quality time with my family	85	15	0	0	0	4.85	0.36
7	I miss important family events and rituals because of my job.	58	20	0	12	10	4.14	1.40
8	Western work culture in BPOs has reduced my practice of traditional Indian values.	32	50	0	15	15	3.96	1.09
9	My physical health has deteriorated due to irregular work culture.	58	34	0	8	0	4.42	0.85

Analysis of Interpretation: Majority of the respondents agree that long working hours, night shifts, tight work schedules in BPO environment weakens the family and social connections contributing to the weakening traditional family bonds.93%of respondents agree that night shift disrupts employees sleep pattern and overall will well-being.92% of respondents agree that physical health has deteriorated due to irregular work culture. Working against body's natural circadian rhythm leads to sleep deprivation, fatigue and decreased productivity. This can impact not only work performance but also personal relationships and mental health .

Hypothesis-1

H₀: Professional skills & expertise, Professional training in Crossvergence environment have no positive impact on perceived success in technology-driven BPO environments

From the table 2 responses indicates that respondents strongly agree that with the new technology upskilling of Digital Skills, Soft Skills, Domain Expertise, leadership skills for career growth with professional training helps in being competent in BPO sector and also BPO sector provides employment opportunities which in turn increase financial standability and standard of living **H₀ is rejected.**

Hypothesis-2

H0: Crossvergence have no Impact on deterioration of Indian Values system and health of the employees. long working hours, night shifts, tight work schedules in BPO environment weakens the family and social connections contributing to the weaking traditional family bonds which is leading to reduction of value system and health of employees hence **null hypothesis is rejected**

FINDINGS OF THE STUDY:

1. Respondents strongly agree that with the new technology upskilling of Digital Skills, Soft Skills, Domain Expertise, leadership skills for career growth with professional training helps in being competent in BPO sector.
2. It is observed that the career stability is less in BPO sector.
3. BPO sector is providing more employment opportunity for youths, which in turn contributed in increase of standard of living.
4. 93% of respondents have felt that the working environment of BPO like night shifts, long working hours, hectic working schedules are reason for weaking traditional family bonding
5. 92% of respondents agree that physical health has deteriorated due to irregular work culture of BPO Sector.

SUGGESTIONS:

1. Management should consider to assess the environment and prioritize the wellbeing of employees
2. Employees of BPO sector should be sensitized about the negative impact of Crossvergence
3. Policy makers should assess the negative impact of Crossvergence necessary action should be taken.
4. HR policies, HR programs, HR Philosophy should follow humane approach and should be stable and feasible in order to be conducive.

CONCLUSION:

Crossvergence is a phenomenon of blending cultural values with different economic systems. Crossvergence contributes for positive factors like creation of employment opportunities, increased standard of living, foreign exchange earning as a flip it is also bringing negative impact such as erosion of Indian value system, job burnout syndrome, aging, poor interpersonal relationships which sweep over the positive impacts, Management of the organizations, government, policy makers, parents should take necessary actions in bringing down the negative impact of Crossvergence.

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