

# Research on cross-cultural human resource management in enterprises

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## Abstract

With the acceleration of the process of economic globalization, the operation of multinational companies, multinational enterprises, cross-cultural communication activities are increasingly frequent. For the internationalization of Chinese enterprises, it is of great challenge and significance to conduct cross-cultural human resource management, cultivate cross-cultural management talents, and select and use talents from various aspects, multiple perspectives and at multiple levels. In different cultural environment more effective use of human resources, I after reading a large number of domestic and foreign relevant cross-cultural management and international business management theory, on the basis of combination of views on human resources management, multinational companies, for example, for cross-cultural enterprise internal concrete did some preliminary study on human resource management activities.

## Keywords

Multinational companies, cross-cultural human resource management, cultural differences.

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## 1. Introduction

With the development of trade globalization and liberalization, the number and scale of transnational corporations are expanding rapidly. The new international trade situation requires enterprise members to have sufficient cross-cultural competence, which is also the realistic need to promote Chinese enterprises to the world under the new normal. The rise of cross-cultural management discipline began at the end of the last century, and was initially developed in European and American countries. With the development of economy, the trend of economic globalization is becoming more and more intense, the phenomenon of transnational operation of enterprises is gradually popularized, and the research on cross-cultural field is also gradually deepened. Some business schools in Europe and America attach great importance to the cultivation of students' cross-cultural ability in talent cultivation. Comparatively speaking, the internationalization of Chinese enterprises started relatively late, and the research on cross-cultural competence is also relatively backward. However, now more and more enterprises have realized its importance. For international business talents, cross-cultural competence is the core professional quality, and we must pay attention to it. As the main body of talent training, enterprises must strengthen the cultivation of cross-cultural ability of international business talents under the background of the new normal.

## 2. Analysis of cross-cultural human resource management

Cross-cultural enterprises refer to enterprises composed of employees from different cultural backgrounds with cross-cultural differences. Here, cross-culture can refer to cross-culture of different countries, regional culture of transnational families, cross-industry culture, cross-company culture and cross-functional group culture. However, transnational corporations with trans-national culture

are the most typical trans-cultural enterprises. The influence of culture on transnational corporations is all-round, systematic and whole-process. Cross-cultural enterprises in this paper also refer to transnational corporations. The purpose of the research on human resource management in cross-cultural enterprises is to make more effective use of human resources in different cultural environments.

### **3. Cultural strategies of human resource management**

Cultural differences can lead to cultural conflict, the so-called "cultural conflict" refers to the contradictory between different forms of culture or cultural factors, the process of mutually exclusive, it refers to both multinational companies operating in another country with the host country's cultural concept of different conflicts, and contains in an enterprise internal because employees belong to different cultural background of the national conflicts. Cultural conflict is an objective process that transnational enterprises must face in their transnational operation. If the managers of transnational corporations cannot properly and successfully deal with such cultural differences, it will inevitably lead to cultural conflicts. In order to avoid cultural conflicts, the following cultural strategies are adopted to address the different cultural differences encountered by the current cross-cultural enterprises in the process of transnational operation:

(1) Localization strategy. Often when a multinational invests overseas, it must employ a significant number of local staff. Localization"

It connects the interests of both parties and becomes the core of transnational corporation to solve the obstacle of foreign environment.

(2) Cultural transfer strategy. This is an "ethnocentric model" in human resource management. At the heart of this personnel policy is the fact that important managerial positions in the subsidiaries of multinational companies around the world are held by people from their home countries.

(3) Cultural planting strategy. This is a "polycentric policy" in human resources policy. Based on the culture of the mother country as the main culture of the subsidiary, the culture of the developing country or the host country is married to the culture of the mother country. In other words, human resource policy is based on the large policy framework formulated by the parent company, and overseas subsidiaries formulate specific policies and measures according to local conditions.

## **4. Research status of cross-cultural human resource management**

### **4.1 Definition of cross-cultural human resource management**

The so-called cross-cultural human resource management is the human resource management of cross-cultural enterprises. As the name suggests, a cross-cultural enterprise is an enterprise composed of employees from different cultural backgrounds with cross-cultural differences.

In cross-cultural human resource management, since an enterprise or company is a trans-regional, trans-national, trans-political and trans-national economic entity composed of a partnership of two or multi-national enterprises in the host country, the influence of cultural factors on a multinational enterprise is all-round, system-wide and whole-process.

### **4.2 Research status at home and abroad**

Economic globalization also brings about many aspects of cultural, political globalization, especially economic and cultural integration trend is increasing, cultural and economic mutual penetration, interaction, mutual promotion and mutual confluence, cross-cultural management is in this situation, when enterprises into the international stage, it has also entered the stage of cross-cultural management and its management is necessarily cross-cultural. And century s gradually formed and developed in the United States an emerging subject, the United States multinational companies in the domestic success did not bring transnational operation the same benefit, copying American management theories and methods to other countries caused a foreign government and enterprise staff resisting, poor sharpness of exotic cultural differences and the lack of cultural background knowledge

is in the United States multinational companies in the new culture environment, the main reasons for the failure as a result, Americans also have to go to the study of Japanese management experience, to explore the cause of the failure from the perspective of cultural differences, and led to a number of specialized study of contrast the US-Japan enterprise management, such as Ezra Vogel's dominant Japanese American lesson", Richard PASCAL and Anthony Atos co-authored the Japanese enterprise management art, William David's "theory of a U.S. companies how to meet the challenge of the Japan", etc., are all in this stage the theory achievement of cross-cultural management research in the United States. While the Japanese set up more suited to its national culture and the environment management system, research how to come from different culture background human resource integration and fusion of concerns is a individual behavior with characteristics of culture and another culture conflict happens between the scope and impact of conflict, conflict of culture reason and the countermeasure of how to reduce conflict and so on. The success of Japan's cultural management brought about an economic boom.

#### 4.2.1 Foreign research status

In two books, the successful mode of cross-cultural organizations and the management of cultural harmony, Moran proposed that the management effectiveness of the mode of cross-cultural organizations is evaluated by the "best synergistic effect", and put forward 13 indicators. Moran that cultural integration is a dynamic process contains two is often considered to be opposite views have empathy and sensitivity means to the interpretation of the information it has adaptability and learning from others to work together, work together on the behavior of the greater than the sum of independent action has created various departments jointly achievement goal due to cross cultural barriers, its cultural synergy equation  $M = 10 - N$ , as long as it's not negative, then get the progress of other different cultural organization correct and thorough understanding of the cultural integration rather than unilateral compromise of cultural integration does not mean people to do things, but is based on culture and behavior when only created the culture integration It arises from the joint efforts of diverse organizations to achieve common goals. The management effectiveness of Moran's cross-cultural organization model is based on the existence of a potential optimal synergy, which is feasible to reduce the losses caused by inevitable problems in working together.

#### 4.2.2 Domestic research status

After China's reform and opening up, multinational enterprises appeared, and then the theoretical circle in China really began to study the problem of cross-cultural management. But because the time is short, small scale, lack of experience, compared with other multinational companies in the world is still weak, due to China's political culture, economic culture and other social and cultural particularity, large foreign cross-cultural research institutions do not completely parsing of the complexity of the Chinese multinational companies in cross-cultural management, which requires the Chinese scholars in the particularity of Chinese culture and the development of Chinese transnational enterprises, based on the comparison of draw lessons from foreign mature theory, on the basis of put forward suitable for China's multinational enterprises operating overseas cross-cultural management theory, has now been preliminary theoretical achievements.

## 5. Countermeasures for cross-cultural human resource management

### 5.1 Personnel selection

The selection and employment standards for expatriates from their home countries. One of the trickiest jobs many companies face is choosing the right expatriates. Expatriate usually fail due to management can not adapt to new culture, and the mistake brought the company a high loss, sending inappropriate staff, may damage the relationship with the host country, not only will lose business opportunities, but also for those who may not be dispatched staff will do harm to their career.

Professional skills include technical skills, administrative skills and leadership skills.

Communicative competence includes cultural tolerance and receptivity, communication ability, tolerance to ambiguity, flexibility to adapt to new behaviors and attitudes, and adaptability to tension.

International motivation includes the degree of comparison between the dispatched position and the original position, the interest in the dispatched location, the sense of responsibility for the international task, and the degree of coincidence with the career development stage.

Family status includes spouse's willingness and degree to live abroad, spouse's ability to communicate, spouse's career goals, children's educational requirements, etc.

Language skills include verbal and non-verbal verbal communication skills.

## 5.2 Personnel training

(1) External training. The external training plan is not developed by a multinational company, but designed by an independent training institution for a certain type of managers of multinational enterprises. The training place is not in the enterprise itself, but entrusts social training institutions to handle or send employees to receive training outside the enterprise. It is not designed for a specific organization, but is designed to broaden the manager's horizons

(2) Internal training. Under the unified arrangement of the human resources department or other departments of the enterprise, the training activities conducted by using the production equipment and instruments outside the working hours in the special training classrooms in the enterprise are called the internal training of the enterprise

(3) On-the-job training. On-the-job training is often designed to meet the needs of individual managers and their particular jobs, and is characterized by training workers to stay on the job and be trained for the media in their current jobs. On-the-job training emphasizes practicality, and more experienced supervisors supervise and guide trainees' performance in actual work. Because on-the-job training can be carried out in the work, the time constraint is small, and it is more suitable for the adjustment of cultural differences.

## 5.3 Performance evaluation

In a society with high degree of power, it is difficult to set the evaluation index, because the supervisor has a relatively high status and a relatively large amount of power, and the subordinates believe that they should wait for the boss to assign work tasks to them. If they participate in the goal setting process, it will be like acting on behalf of others. However, if the supervisor tries to develop the evaluation index with the employee, it will be regarded as not having completed the task. On the contrary, in the culture with low degree of power, the supervisor and the subordinate employees develop the evaluation index and work task together.

In a higher degree of uncertainty to avoid in the society, because employees tend to avoid risk is high, they don't want to take a challenging job, it also bring the difficulties to the evaluation index set, usually based on seniority expertise and loyalty to assessment in the society of the degree of uncertainty to avoid low, mainly set according to the individual performance index. In the society, high individualism tendency mainly for employee performance evaluation, performance evaluation system is formal, open but in collectivism tend to be higher in the society, to do so is not appropriate, because in collectivist cultures, the employee's sense of identity comes from their own is a member of the collective, and emphasis on individual performance evaluation method is trying to split employees and the collective, both for individual reward or criticism is hidden deep in danger. In this culture, the collective appraisal of employees is more important than the individual appraisal. Moreover, its performance appraisal system tends to be informal and secretive.

## 5.4 Career planning

Enterprises should plan for the development of employees within the enterprise based on their potentials and actual conditions, including the stage goals of career development and the ways to achieve these goals. Career planning in transnational business environment is mainly aimed at expatriate managers and employees in the host country

## 6. Conclusion

The problem of cross-cultural human resource management in China is somewhat heavy. In the world famous cross-cultural research team, there are few Chinese forces. But in our introduction of the market economy system, increasingly in line with the world, the way to globalization, Therefore, how can the overseas development of Chinese multinational companies better adapt to the local culture and grow stronger as soon as possible, The resolution of these problems urgently calls for the improvement of cross-cultural management research, so this paper has great practical significance.

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