Cross Culture Management Challenges: A Critical Review

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Authors’ contributions

This work was carried out in collaboration among all authors. Author MA designed the study, performed the statistical analysis, wrote the protocol and wrote the first draft of the manuscript. Authors AR and AA managed the analyses of the study and also managed the literature searches. All authors read and approved the final manuscript.

Received 02 April 2019
Accepted 08 June 2019
Published 13 June 2019

ABSTRACT

The global economy changes the business dynamics and now a day’s firms operating across the border are facing fierce competition and challenge. To cope with this effectively and efficiently, HRM must have diverse knowledge about the factors at home and across the border. By giving cross-cultural education throughout the organisations, HR can help organisations to fight internationally to achieve their aims and objects. HR management is quite important for the success of the firms, and they must earn the cross-cultural skills and abilities to handle organisations operating at a global level. The article suggests that some aspects that HR must follow to deal with cross-cultural businesses.

Keywords: Cross-culture; human resource management; HRM practices.

1. INTRODUCTION

1.1 Cross-cultural Management

For the better understating of the cross-cultural management, the good way is to see the term separately by Cross-Cultural and Management. Cross-cultural from its name is easily understood that one culture to another culture. This concept emerged during the globalisation once companies fly across their border, and they went to another country, and they learn from their cultures.

Every country has its own culture it may have some similarity with another country, but it could not be the same. Culture is different in terms of its contents and form like 100% which you can see as language, behaviour, food etc. and something that you cannot see such as religion, beliefs and ways of thinking. Cross culture is all about the difference between the visible and
Invisible content of culture. Multinational firms are good examples of being cross culture companies.

There are several definitions for the term management like Frederick Winslow Taylor “management is to command others to use the best way that can be used to work”. Herbert Simon administration has given a definition of decision making; Henry Feol thinks that management is a kind of human activity that all organisations. It consists of five elements: planning, organisation, direction, coordinating and control [1]. Therefore, we finalise the definition of management: management is the process of achieving the organisation's goals of effective planning, organisation, direction, coordination and control of organisational-owned resources in a particular environment. After clearly seeing the definition of intercultural management, you will more easily understand the definition of intercultural management. Intercultural management is a process to achieve the organisation's goals of developing effective planning, organisation, direction, and coordination control of organisational-owned resources in a multicultural environment. In detail, because management varies in different environments, for intercultural management, before the planning manager, $ should clearly understand the difference and similarity to his culture and culture destination so that he can overcome conflicts arising from culture differences; during the process, the manager also needs to learn strengthening the management method according to new knowledge is/is intercultural learning from management experiences.

Intercultural management is not a new concept; it originated in international trade, then trade exchanges. As early as ancient times, the ancient Egyptians, the Phoenicians, the Greeks began foreign trade and did not know how to deal with people from different cultural backgrounds. In the Renaissance, British and other European merchants created a global business group; when they deal with people from other cultural backgrounds, you will be sensitive with their language and beliefs to avoid conflicts so that they can achieve and smooth transactions [2]. These activities and activities were engaged in intercultural management in early times, which were entirely dependent on the experiences of those businesses without any management of intercultural research. The direct reason why intercultural management is science is the failure of international trade experiences in America from multinational corporations.

The United States Administration of the United Nations Scholarship It was the Americans who systematically concluded the theories of management, which proposed the idea of scientific management first, which applied ideas in management practices and greatly improved labour productivity, so the theories of management and practices are doubtful to be universally applicable. However, the facts of the benefits proved that it was difficult to achieve success if the American multinational corporation's theories directly copied and pasted into business activities in other countries.

In the meantime, many cases have proved that lagging culture differences and lack of knowledge culture destination has led to the failure of American multinational companies. Therefore, the Americans were forced to learn from the experiences of other countries, exploring the causes of failure in the management of cross-cultural perspective, resulting in a new study provided by the Department of Intercultural.

1.2 Human Resource Management

To look at the definition of human resources management, we have to look clear what human resources are. There is an old Chinese saying: Every man has a gift, which means that everyone is useful to society, and everyone is talented in some field, but sometimes, as you do not know what you've got in your hand. The philosophy of managing people, based on the belief that human resources are fire is of unique importance in the success of business ventures.

The organisation is a competitive advantage through the effective use of people, the use of experience and creativity to achieve clearly defined goals. HRM aims to employ the ability and flexibility, committed, manage and reward their performance and develop key competencies.

Human Resource Management is the policies that bear the company, the activities that surround it include design and analysis of jobs, recruitment and selection of personnel, training and development, performance management, staff health and safety management, compensation management, staff motivation, labour relations management and work in relationship management; Activities on the
modern management methods of enterprises in the acquisition of human resources (selection) and development (education), to be retained and use (employment) etc., implemented through planning, organization, guidance, coordinating, control to achieve the goal of establishing development projects.

Human resources development in different countries is different. In general, the Academy on Human Resource Development has experienced three stages: personnel management, human resources management, human capital management.

The main difference between the three countries lies in changing and developing the concept that companies deal with their employees. In the personnel management phase, the staff work as a manager of the management of employee benefits, as well as legal proceedings trade unions.

Senior management departments in the affairs of all activities and uses a large amount of net spending, so they do their best to reduce this consumption; the company does not hold or positive support towards the company's activities in personnel management. In the human resources management phase, employees' wages are considered as value-added assets and have been developed to fully utilise their potential by a company.

Human resources management and management fully benefit from job analysis, staff selection, recruitment, staff training to increase staff efficiency, thereby improving the efficiency of project management and operation; when the HRM strategy is working in a company, human resources management is one of the most important components of the company strategy that supports Expanding markets and finding new markets, and that the company's future development; human resources are important to increase the competitiveness of the company.

In human capital, management of the basic stage of human labour management is still as human resources management, but employees consider the company's money rather than potential assets. The activities of human resources management are linked to the company's profit margins; this is also a way to measure whether the various user management is functioning effectively.

Mission. Enterprises in different stages perform different functions in human resources management, but in general, for most companies, human resources management functions include:

a. **Analysis and design of jobs**

Analysing nature positions, their structure, responsibility, and processes; also skills, quality, knowledge of qualified materials, those positions based on investigations and analysis of relevant information, and then prepare job descriptions and other personnel management documentation.

b. **Selection and appointment of staff**

According to HR plan and job requirement analysis, selecting and employing the right individuals in the right positions.

c. **Training and development**

Training may improve knowledge, its ability to perform work individuals and groups, to the enterprise as a whole; develop the intellectual potential and wages of employees to enhance the contribution of human resources.

d. **Performance evaluation**

Staff assessment "of their contributions and enterprise and work achievements in a certain period, provide timely feedback, thus enhance and improve their performance, support personnel decision-making and personnel remuneration" training, individual promotion and so on.

e. **Health and safety of staff**

The construction of the organisational climate includes positive and effective communication with workers, promoting the health and safety of workers.

f. **Compensation Management**

Salary structures include the design and management of base salary, the performance of wages, allowances, allowances and benefits, to motivate employees to work harder for institutions.

g. **Motivate employees**

Through the application of appropriate incentives theories and methods, with varying degrees of
achievements or constraints on different types of staff needs; this would lead to psychological changes and wages of staff "statues, to motivate employees to work hard in the enterprise expects goals.

h. Managing labour relations

Coordinating and improving working relationships between staff to continue building an enterprise culture, creating a good working atmosphere to ensure the conduct of business activities.

2. DEVELOPMENT

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3. INTERNATIONAL HUMAN RESOURCES MANAGEMENT

In the last chapter, it was concluded that human resources management is the company's policies and activities that surround human resources strategies include making and hiring and selection personnel, training and development, performance management, compensation management, mobility management staff, labour relations management and employee health and safety management [4]. Then it will be easier to understand international and human resources management.

Compared with human resources management, international human resources management is the subject of an international environment, which requires a different form, more than human resources management. Therefore, international human resources management suggests that in the environment of global and multinational companies or international institutions, conduct human resources management.

In addition to the normal functions of human resources management, as discussed in the last chapter, such as selection and appointment of staff, performance appraisal, compensation management, health and safety officer, international human resources management will be more done, which are not necessary in a local environment, , International transport and guidance, expatriate administrative services, host government relations, language translation services, international HRM is made more complex than research and management.

4. HUMAN RESOURCES MANAGEMENT AMONG CULTURES

Since we started the work is the concept of intercultural management and human resources management, it is much easier to understand the definition of intercultural human resources management. Intercultural Human Resource Management is the most important part of intercultural management, is a series of character-based culture activities differences in staff selection, performance evaluation, management salaries, etc., to enhance the effectiveness and efficiency of human resource allocation and application, and in the cross-cultural foundation. Cross-cultural factors
Comprehensive, large-scale system, each process impact on human resources management, it consists of three levels:

**a. Countries of origin or citizens "of different cultures from all over**

Joint ventures and multinational corporations are equipped with two different cultures from two different countries and are influenced by negative factors among intercultural behaviours. This is a cross-cultural macro level.

**b. To the concept of standard, which is usually applied in mergers and acquisitions, corporate restructuring of enterprises, parent companies "cultural differences of parts. Endemacher companies decide to be married together with all other cultures, their own, such as the system of employee selection, teamwork style, will become some points of contention in married life.**

**c. For individual cultural differences**

This is the difference between cultures in micro-level; elders and youth, man and woman, higher or lower levels, i.e. different individuals may have differences between cultures.

Between cultures on the importance of human resources management.

Cultures are tempered by human resources management and promote trust among people, brings to the improvement, if considered important. The trust between people is from effective connections and understandings that can bring people together, make a team group; then, the staff comfortably in the company, feel that they form part of the company's help, they have a sense of belonging, thus enhancing staff loyalty. But understandings and contacts come from languages, orientations, values, habits, behaviours, etc.; unfortunately, or even those that differ between cultures conflict in organisations and groups.

Values affect the choice of models, means, and behaviour of people, and thus become some preference. Different nations and minds are different in their way of thinking and behaviour, religions, context, conflicts that easily cause. Unfortunately, intercultural human resources management is the most vulnerable part of conflicts, because it comes from different cultures in addition to human resources, both of which are variable — ignoring power and transparencies, using management methods to improve staff relations. "Simply, violating the psychological needs of employees will lead to some severe consequences, for example, low efficiency of organisations, costing more for foresight, and inconsistencies.

**5. CHARACTERISTICS OF HUMAN RESOURCE MANAGEMENT CULTURES**

A multicultural environment, a company that operates and their internationalization and multinationals position management staff have a great influence on human resource management cultures, which constitute the features and diversify diversion.

**a. Diversity**

This cross-cultural diversity advantage in human resources management refers to the coexistence of different national cultures in the management of human resources from multinational companies.

First, employees of multinational corporations with different cultural backgrounds, cultural differences and opportunities; then, understanding, and assessments of their multinational applications [5]. The objectives of enterprise management may not be the same; therefore, problem groups of international staff are easily split, Which makes human resources management more complex and difficult.

Second, from the environment and crystallised administratively, the process of internationalisation of the institution is the process of a single culture into a multicultural environment. In the multi-national human resources management theme of different cultural backgrounds, with various cultural features, cross-cultural missions in human resources management are not only human resources management of different cultural backgrounds, but also to diversify the methods and contents of management.

**b. Conversion**

The focus of human resources management among cultures is to maintain change. From the internationalisation of corporate operations perspective, at different stages of international operations, human resources management has different functions and objectives. In the initial stage of developing internationalisation, there are two types of human resources management
strategies [6,7,8,9]: The first is human resources management under the parent company's strategies. In this human resources management strategy, multinational companies focus on managing personal referrals sent by headquarters, for example, staff selection, job analysis, job performance assessments and management fees placed expatriates from the parent company or in a third country.

The second is the management of human resources in nations and multi-strategies. In this type of strategy, HRM focuses on developing multi-national markets and pays more attention to local or destination countries' management. In the globalisation phase, which means the world is almost globalized, multinational institutions also implements global strategies human resource management, international recruitment and personnel management are the most important tasks.

6. INTERCULTURAL DECISION MAKING

Decision-making of a cultural nature can be observed in various aspects of human resources management. Change management is an example where culture influences decision-making. In this culture that is in the future, such as the United States, with strong beliefs about people's ability to learn and change, HR creates change management programs to be more productive and efficient in internal and external customer service (e.g., employee training programs in new technology). By contrast, in a company with hierarchical management common to your style in Japan, for example, when making key decisions at the high level of human resources manager, it is unlikely to strengthen the team program to make decisions [10]. Whether in the local or global workplace of human rights, requires intercultural awareness in decision-making and the corresponding impact on human resources management. Recognising the cultural differences in the decision-making process (for example, the reasons for decision-making, the different ways in which decisions are made in different cultures, the party responsible for doing so in individual and group decisions, Manometric decisions are appropriate and work with managers in other cultures in the decision-making process.

7. DEVELOPMENT OF GLOBAL THOUGHT

The global mentality has become the core of efficiency in global trade strategy. As researchers Gupta et al. Emphasis, "an ingrained global thinking is a prerequisite for global industry dominance." In 2008 the SHRM forecast workplace for CITES training and developing world leaders in a global direction on organisations that are now responding. In particular, the efficiency of intercultural interaction stands out as a key focus in the development of global leadership, with the sensitive themes of intercultural communication, the development of thinking skills and respect for cultural diversity.

8. INTER-CULTURAL PERFORMANCE FEEDBACK

Lack of intercultural sensitivity in the performance evaluation process can lead to negative effects on communication, staff morale, teamwork and turnover [11]. It is important that managers be culturally appropriate when evaluating performance and delivering feedback. Also, to obtain the best results in diverse cultures working for population, companies may need to rethink and redefine their performance standards to ensure cultural bias does not affect the performance appraisal process. However, as the compositions show, performance management is the Western practice origin. When coming from an international perspective, there are primarily complexities because of structural and structural cultures that may not meet the desert use performance management.

Researchers, Philip Harris and Robert Moran point out that at the cultural level, how performance is defined, and what is "bound culture". Individuality in the community, such as the United States, is regarded as performance on productivity, timeliness, output quality, knowledge and competencies required for specific functions, focusing on individual and work, not on team results and practical work.

At the same time, culture affects the performance of a message with feedback [12]. On the collective or high-cultural context, such as India and Japan, where harmony in groups and interpersonal relationships are of high value, it is recommended that information be presented indirectly, provoked by confrontation. Researchers to have feedback on some processes, such as comprehensive comments, which includes explicit comments, staff are trained to understand and use these reactions, especially if the cultural orientation is not associated with communication.
9. CONCLUSION

Intercultural management is difficult, but a hot issue in human resources management. It is also a problem all over the world. Globalisation of the international economy calls for managers, a big trend for China to be close to the world. Boston Consulting Company, which is very famous in America’s future 100 candidates, including 44 Chinese companies, announced more than 20 Indian companies, but some other countries are rare. We can see that Chinese enterprises have great potential for development. Chinese enterprises in the international development process to international managers and management experiences. International managers must be intercultural management capacities. Intelligence is one of the most important indicators that measure capacity among cultural and administrative cultures. Cultural integration is the core competencies of the IAEA Director and cross-cultural experience in human resources management learning and exploration needs.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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