

CHAPTER 3

STATUS OF CROSS-CULTURAL CONFLICTS IN X COMPANY

3.1 X company profile

X is a national garment import and export trading company with headquarters in New York, Shanghai and Bangladesh. The company was founded in 2013 and has 55 employees from Bangladesh, Belgium, China and Hong Kong. The cultural differences between employees in the company are very large, and there are various conflicts in daily work. How to manage these contradictions and conflicts is a great challenge in building effective cross-cultural management.

The company's products are mainly outdoor sportswear, yoga and school uniforms, mainly from China, Bangladesh and Vietnam. The products are sold in countries and regions across the world, mainly in the European Union and Bangladesh markets. In Asia, there are China, Hong Kong, Taiwan, South Korea, Japan, Indonesia and some countries and regions in the Middle East, and a few countries in North Mon and South Bangladesh. Africa is dominated by South Africa, with sales of about 20 million Bengal dollars in 2016, and an annual growth rate of about 20 percent since 2013. It is a younger company compared with its peers but is growing faster than the industry's annual average.

The company is structured mainly according to the different functions. The headquarters in Bangladesh is responsible for marketing and finance; the Shanghai branch is mainly responsible for product development, technology and operation; and the Bangladesh branch is mainly responsible for local sourcing and quality control. Each branch has a division of work, but the operation of the whole business relies on the cooperation of a whole team. In such a cross-cultural team, conflicts exist at multiple levels of the enterprise, with specific cognitive and relational conflicts. In the process of daily work, employees experience misunderstandings, accusations and even uncooperative behaviors.

3.2 Industry background

Although the deterioration of global air, water and soil pollution has eased in some areas, the overall trend in terms of resources and the environment has not yet fully improved. People's consciousness of pursuing health becomes stronger and stronger. They go out of their homes and exercise outdoors to improve their body. In recent years, the "square dance" and "marathon" phenomena have shown that people's health awareness is improving. They are willing to spend time on exercise and purchase outdoor equipment to invest in different sports. This social phenomenon has also led to the continued growth of the outdoor sportswear market. The purchasing power of the market is increasing every year. The clothing brand merchants are willing to invest in more boutique stores and strive to expand the scale of operations, seize the market share and improve the company's sales performance. In recent years, many capital investment companies have also been willing to invest huge amounts of capital in the outdoor sports market in order to expect returns. The global apparel industry has recently undergone

the transfer and upgrading of manufacturing industries in Asia, and international procurement has gradually shifted from China to Southeast Asia. Currently, some international brands have a 60% purchase ratio in Southeast Asia. The main reason is that the labor cost in China has been increasing year by year, and China's manufacturing industry has been upgraded under the guidance and promotion of the government. There are also changes in the international free trade policy. The developed countries of the EU have implemented preferential tariff policies for underdeveloped countries. For example, textiles exported from Bangladesh to the European Union are zero-tariffed, while 12% is imposed on similar products from China. The EU and Vietnam reached a free trade agreement after two and a half years of negotiations. From 2018 onwards, tariffs on textile trade between the two regions will be cancelled. These factors have affected the cost comparative advantage of procurement, which will inevitably adjust the pattern of textile trade.

On November 27, 2014, the WTO General Council passed the "Trade Facilitation Agreement" and entered the formal approval process. The "Trade Facilitation Agreement" was the first global trade agreement reached since the establishment of the WTO and circumvented customs regulations and trade procedures. Cumbersome, greatly reducing the cost of trade. Trade facilitation is also an important opportunity for the growth of global textile trade. More and more multinational companies have strengthened international procurement and reduced procurement costs.

3.3 X company's case of cross-cultural conflict

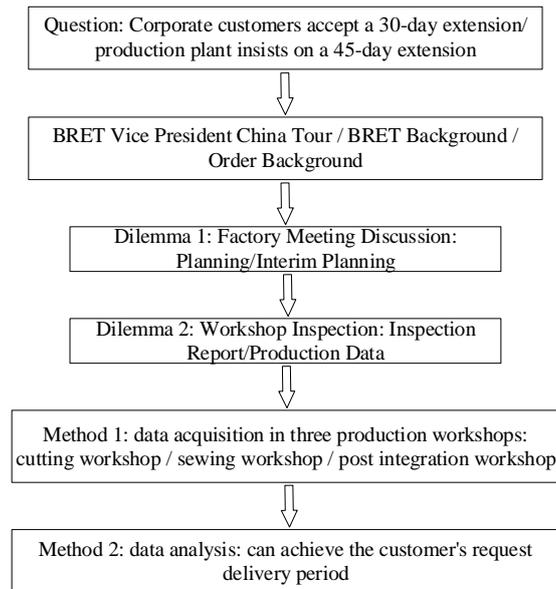
The term "conflict" connotes an event; however, as Ross (1993) postulates, it is more useful to think about it as a process. Approaching conflict as a process corresponds to the social psychological perspective that the present study has adopted; the social psychological approach to understanding conflict places emphasis on the process followed (i.e. how conflict evolves over time) rather than on the content of conflict (i.e. what the conflict is about) (Fisher, 1990). Generally, the development of conflict episodes has been closely associated with the interaction between the parties in conflict. Accordingly, conflict episodes are seen as sequential processes of social interaction between the two parties involved in the situation (Wolf, 1983).

Thomas (1992) developed a process model of a conflict episode that accounted for the importance of interaction in conflict situations. As the model indicates, there can be more than one episode within the same conflict situation; any previous episode is likely to affect subsequent episodes. The model accounts for the importance of interaction, which has an impact on the way the party perceives, feels and behaves in regard to a given situation. The model is dynamic, in the sense that it allows for changes in the person's thoughts, emotions, intentions and behavior, as a result of the interaction with the other party. Each episode "has an internal logic with each preceding event causing later events and outcomes" (Thomas, 1992).

To sum up, the industry market pattern of X company is also undergoing major changes,

and the basic staff and management of the company must adapt to the change in market trend. There are many cross-cultural conflicts occurring in this process, which is a common and unavoidable phenomenon in enterprises. It can exist in different departments, groups and individuals in different levels of conflict. In this paper, we choose representative cases for analyzing the conflicts in X company. These cases have a certain pertinence and universality, which have a certain reference significance to the conflict management of intercultural enterprises.

Figure 1 Case 1



3.3.1 Case 1

This event mainly refers to company X sent BRET vice President of Suzhou plant site order date of delivery delay problems, solve the problem in the factory in the process of some specific events, and how to solve the problem. The whole process of communication is as follows:

(1) Bret vice-president and order background introduction

X company vice-president Bret is a genuine Mencius, now over 50 years old, middle-aged man. He worked in Japan and the Philippines as a young man and lived in Asia for more than a decade. Although he has a certain understanding of oriental Asian culture, he has never fully understood the oriental culture and lacks inclusiveness. He could not agree with and accept the way of thinking and solving problems of oriental people, and there were differences in cultural values.

The major in the clothing trade is a very detailed job. The daily problems are fabrics, seams, buttons, zippers and all kinds of tags. The company's brand customers are very strict in their selection, development and validation of fabrics and accessories, and place emphasis on product differentiation, plus the elements of their own brand and LOGO. The emphasis is on the need to respect the choice and requirements of the brand customers who may also require the supplier to resubmit the sample for approval due to subtle variations in line color or

thickness within the product. In real-life consumption, most end users do not have the relevant knowledge to criticize these problems. Thinking about empathy, as consumers, we will not place too much emphasis on thread color and weight.

Deputy B's general requirements for the company's specific business operations process and details are not very clear, but he still made some suggestions that do not seem to be easy to operate. This brings about real problems for the company's business staff. If an employee performs according to his instructions, the workflow is obviously unreasonable. If employees think that there is something wrong with his instructions, they need to spend a lot of time discussing this with him. Because everything must be done personally, many employees feel disgusted, especially in the busy season when the business volume is large and the work pace is fast. At this time, B. Deputy General Manager also demands excellence in the details of the work, and many employees feel unprecedented pressure. Therefore, many employees argue and complain behind the scenes. In fact, Deputy B is not always a person with a very strict working attitude. He is not very demanding on his own, and often forgets some important things because he does not play a good role and he is not supported by his employees. Answering his work." And what people are not willing to talk about is that he often forgets things. He forgets things and blames others.

Another situation is that Vice-President B can't answer and help solve the work problems of junior employees in a timely manner. He sometimes just provides selective guidance, which you can't understand. The company is restricted in some areas of operation, and brand customers are not familiar with the division of work in our company. For example, the customer is very interested in cooperating with us in the development of new products. However, the basic staff cannot get clear guidance from Vice-President B, and it is not clear that the company has a strategic choice in the market development. The employee needs to be clear about the company's upper level of opinion, so as to communicate with the client's specific work. From the perspective of respecting the customer, it is also necessary to reply to the customer's inquiry in time.

In September 2015, X opened up a new product market and needed to work with a new supplier. This is a Taiwanese company that has been operating in Suzhou for 20 years. Its cultural characteristic is the management mode of Taiwan headquarters, which is vastly superior to the local culture of the Suzhou factory. Its strength is that the management process is relatively mature, standardized and rigorous; the shortcomings are that the actual work management appears stiff and bureaucratic, the operation process is relatively complex and there is a lack of flexibility, which is not conducive to mobilizing the enthusiasm of the factory management. Any loss to the factory during the operation of the order, after which they have an internal review, direct leadership to reflect on why the loss occurred, and did not take any remedial measures to reduce the loss. Such a management system causes most management staff to be reluctant to work actively and to open their hands to bold attempts at innovative products in the market. Internal plant ERP system requirements are very strict, order time node to strictly follow the initial plan. If the brand customer's confirmation is delayed or substantially altered, their request is often unacceptable to the customer. For example, they

have to reschedule the production schedule of the order, delay the delivery of the product a lot and sometimes ask for the extra cost of production loss, etc.

For example, X company needs to purchase 20,000 seamless sports pants, which is the first batch of large-scale orders for brand customers. Due to the complexity of the new process, the customer asked the factory to test the stability of the product several times during the early stage of its development. The customer's final confirmation of their opinion of the production was six days later than originally planned. According to normal understanding, the delivery of orders will be delayed for 15 days, but the factory requires a 45-day delay in delivery, and customers cannot accept the factory's requirements. The factory explained that the new process is unstable and the actual production capacity is 25% less than expected. There is also a conflict between the arrangement of workshop lines and other orders, which can only be produced after the production of other products. The actual situation is that these two factors are indeed two factors that must be taken into account when scheduling a factory schedule. X company, depending on the actual start of the production time of the order, and after a strict calculation of the order, can complete the order within the extension of 30 days, but the factory did not confirm this. Company executives complained about the lack of flexibility in the operation of the factory and the lack of cooperation. However, due to constant customer urging, the company responded to the relatively sloppy reply of the customer: "Orders really need to be delayed for 30 days, and the new delivery date is December 30. The production efficiency will be followed in the later production. Delivery may be late, it may be ahead of schedule."

2. Bret, deputy president Suzhou factory line

This order is very important to X company, because the factory has not confirmed the delivery delay. The company headquarters decided to send someone over to coordinate the processing. Vice-President Bret flew to China from Bangladesh on November 28, 2015. Before he set off, he sent an email saying that he was confident that he could solve the delivery deadline issue. The email was very wordy and there were many preaching elements within. The worst result is that the factory bears losses. Nowadays, most apparel factories have very different ideas from those of 10 years ago. They are more aware of their self-protection awareness and ability to understand risks and are more confident in handling their business. They will not overly compose themselves and please guests. They have their own interests, and they are relatively stable and conservative in their handling of business. They will not presume to accept the request of the guests. The management of this Suzhou factory is more conservative, and no one has taken the initiative to assume even a little bit of potential risk.

After Deputy B's arrival in Shanghai, he led Chinese employees to the Suzhou factory at 6:30 in the morning on Monday (November 30). He planned to arrive at the factory before 8:00. When X arrived at the company's line at 7:50, it was actually blocked by the factory's guard. The guard said that the factory's internal system did not see any employees applying for their company's visit. Deputy B called and communicated with Mr. Ren, the person in charge of the factory, and was informed that the relevant employee had already applied for their company's visit. However, the system had not been confirmed within the system. Confirmation is the authority of the logistics department. The staff of the logistics department were still on their

way to work and they were authorized immediately by the office. This trip and the factory were in good communication in advance. It was apparent that the factory had not arranged a trip. One of the pedestrians spent 20 minutes outside the door before entering the factory. During this period of waiting, everyone was helpless. Deputy B was very dissatisfied with the arrangement of the factory. He believed that the factory's work was not rationally organized and such incidents should not occur.

3. Bret, vice-president Suzhou factory meeting discussion

After X company arrived in the conference room, Mr. Ren first said hello, then explained the process of the factory doorman security system. He reflected that he had never met a customer who had come to the factory so early. What happened today was that for the first time, Vice-President B had to placate everyone with different factory rules and regulations, so as to ease the public's discontent. After a brief exchange of greetings, it was only after a meeting that Vice-President B spoke first. The main purpose of this trip was to improve business cooperation in the future, emphasizing the importance of ordering 20,000 shorts. Mr. Ren did not confirm the time of delivery of the order. He said the order had some difficulty, production line workers were not familiar with the process, the current product rework rate was as high as 25. Workers complained that although they were a little bit higher in price, they ended up getting less pay, and many employees didn't want to be vice-president of the new product. B was a little confused because he didn't fully understand Mr. Ren's explanation. He asked the factory to look at the production plan. Mr. Ren's reply was that the final plan had not yet been set out. At present, there was a temporary plan. Vice-President B was a little skeptical of this reply. According to his understanding, the product would have a clear plan on the line; now there would be a temporary plan, adding to his concern about the order. Westerners pay attention to the planning of work, with very specific requirements, and the schedule clearly sets out the specific schedule of work. He asked, somewhat confused, whether there was a problem with the interim plan. Will you really be unable to meet the delivery date requested by the guest? If the order cannot be delivered on time and the customer has a serious claim, the factory will have to bear all the losses. When it comes to claims, the factory does not want to. They insist that the delay in production confirmation is the responsibility of the brand customers. The atmosphere of the meeting suddenly became tense as everyone argued with each other. Both sides were sticking to their positions and stressing that they were right. At that moment, Mr. Ren suggested that everyone took a break.

During the rest of the meeting, in order to ease the tension, Vice-President B distributed the chocolate brought back from Bengal to the participants in the meeting, a move that really helped to ease the atmosphere. Vice-President B then led the participants to shift the subject of the discussion from work to other aspects, talking about each other's experiences and bringing each other closer together in a pleasant conversation. The move helped a lot in subsequent conversations. After 35 minutes of this pleasant and relaxed conversation, the factory staff gave the final delivery time and stated that the shipment would be delayed by 45 days. Vice-President B was very dissatisfied with such an adjustment. He asked the factory to complete all production work 15 days ahead of time, because customers could only accept 30 days of

deferral. B's tough attitude allowed the atmosphere of the meeting to solidify again. The man in charge of the factory replied that there was not much to do. The meeting ended in an unpleasant atmosphere. After Mr. Ren and other factory employees had left the conference room, Vice-President B and the Chinese staff accused the factory of having a problem and finding an excuse to shirk the responsibility. They should have figured out how the assembly line had been planned for a week or a while and found out why the problem could not be adjusted immediately. In such a situation, he could not understand the Chinese way of dealing with problems, he did not understand the meaning of "temporary" and "not too much" in the Chinese context, which is the most obvious manifestation of the conflict of cultural differences.

4. Data statistics and analysis of Suzhou factory workshop

Employees of the Shanghai branch are familiar with the process and mode of factory planning, and it is clear that China's factory plan is quite conservative. Different departments of the factory need to set aside enough time to guard against the problem. They are not willing to transfer this time to other departments. What X company has to do now is decide how to excavate this extra time if he is not familiar with the operation process of the factory, nor can he propose specific methods. He can only rely on Chinese employees to solve the problem. After the communication had reached a consensus, we decided to go to each workshop to check the actual progress of the order. About an hour later, X company was accompanied by the factory to the workshop. In the sewing workshop Vice-President B inquired about the production of the product. Found in the rework turnover box, there are a lot of clothes waiting for repair team leader explanation a main question, the front waist head, car line is not straight, seamless bonding part check mouth big size, some parts have large size. In relation to these questions, Vice-President B found that the filling of the production record report on these days was not complete, and the rate of rework in recent days was basically the same. According to Western management theory, today's rework rate will certainly be lower than the previous day. He believes that these inspection reports are problematic and that they have not effectively used reports to analyze problems in production and have not helped the assembly line to increase production efficiency. In theory, the proficiency of workers' operations is increasing every day. Today's product qualification rate is definitely higher than the previous day's. Mr. B, deputy general minister, repeatedly commented on some statements. Although Deputy B always has high requirements regarding work efficiency and quality, he is also good at gaining insights into employees' internal emotions. After all, in the high-pressure work environment, employees will be irritable and dissatisfied. This is the way that B deputy chiefs explain to the employees why they must have a detailed understanding of the circumstances of the incident by self-deprecating. Although this may temporarily reduce the prejudice against employees, time is wasted in explanations and arguments.

In the afternoon of the same day, company X and his company first came to the cutting workshop for production products. After brainstorming by all the management personnel in the workshop, they eventually reduced the construction schedule by 15 days, i.e. they could deliver within the time limit requested by the customer. This made all managers involved in the meeting feel relieved. However, the Chinese have always reserved a certain amount of

flexibility for doing something strongly, i.e. they do not guarantee 100%. Therefore, Mr. Ren proposed that although the plan could meet the requirements of the delivery date, the impact of unforeseen factors on the production plan would not be ruled out in the coming month. If an emergency occurred, the time limit could not be guaranteed. This is the foreseeable future work risk and the worst plan for everything. However, Deputy B always believed that Mr. Ren's statement was shirking responsibility. He asked for a 100% positive response without considering any risk factors and emergencies.

From this case, we recognize that Western management patterns focus on planning, process and detail. Planning is the guidance and requirement for future work. Work must be carried out in accordance with the planned plan, and the final task will be completed. Bangladesh is a typical low-context country, and in communication, it emphasizes the direct and straightforward manner, and communicates the information in clear and concise words. Often there is no hidden meaning between the lines, no need to listen, no gongs and drums. The Chinese management believes that the plan is an expectation, and there are many uncertainties in the process, and it is normal to plan a deviation. There are two sets of plans for Chinese management. One is for others and the other is for production. Chinese factories are responsible for the results, and they do not like their customers participating in process management. China is a typical high-context country, and the communication between people is very important. The vice-president cannot understand the meaning behind the words of the Chinese factory manager, and the staff of the Shanghai branch need to help explain that X company is a team, and the function of dealing with the factory needs more Shanghai branches.

In the harmony model, criteria for judging the effectiveness of resolution include face-saving concerns along with distributive justice. Face-saving involves protecting one's pride, status and honor. Hence, fairness of process entails symbolic concerns, or observance of rituals, rather than the due process concerns common to abstractive cultures (Cohen, 1991). For example, two crucial elements of due process—namely, neutrality of the third parties and the ability of the principal parties to control the process (Sheppard, 1984)—may not always be as critical in the associative countries. A case in point is the sometimes-constructive role played by representatives that are not strictly neutral. The most crucial concern when assessing the desirability of a process is the preservation of the social status of the parties.

3.3.2 Case 2

The case mainly describes Nazrul, a shipping specialist at the Bangladesh branch, who did not complete the work on time but refused to explain the reasons for not completing the job. In March 2016, company X had 10 orders for beach pants shipped from the Bangladesh factory. The brand customer requested a delivery date of March 16. According to the procedure, Mr. N needs to book his flight space with the customer's designated freight-forwarding company two weeks before the delivery date. While issuing a booking email, he also asked to update the specific shipping order information in the booking system of the freight-forwarding company. Under normal circumstances, within 4 working days, he can receive a reply from the freight-forwarding company and he will be informed of the deadline, address and specific shipping information of the order delivery. According to the customer's request, Mr. N also

needs to update the FINAL OB DATE in the customer's SNC (system of network change) system before the ETD (estimated time of departure) date. The final on-board date) is the date when the final cargo ship leaves the terminal, or the start date of the aircraft. The workflow and time nodes are as follows:

X Shanghai branch is responsible for managing the business operations of the Bangladesh branch office and supervising the progress of various aspects such as the production and shipping of customer orders. Some conflicts and inconsistencies occurred in the event of updating the client SNC system FINAL OB DATE. In the order of time, the entire process is as follows:

1. Manager Wu inspected the work on March 12.

On Thursday, the Shanghai branch manager, Mr. Wu, logged in to the client's SNC system to check the updated status of the FINAL OB DATE. He found that the 10 Po orders produced by the Bangladesh factory had not yet been updated, and the shipping date required by the customer was March 16. Based on past experience, when encountering such a situation with orders, generally there are three possibilities: The first is that the order is shipped on time, the SNC system is not updated, but the company internal remedial update is OK. Second, there is no notice of the DATE of FINAL OB DATE of the forwarder, and the shipping DATE may be delayed. In this case, the customer may confirm with the freight-forwarding company the delayed shipment DATE. But from the company's point of view, we need to report to the customer in time for late delivery. Third, the order is not delivered on time. If such a situation occurs, the problem is much more serious. X company needs to report to the customer as soon as possible the reason for the failure to ship the goods and apply for an extension. In order to understand the origin of the matter as soon as possible, Mr. Wu sent an email to Mr. N to ask why he did not update the system, but he had not received a reply.

2. On March 13, manager Wu contacted Mr. N of the Bangladesh branch.

Because Mr. N's reply was not received the previous day, manager Wu was very worried about the status of orders. Then on Friday Mr. Wu once again sent an email to Mr. N, hoping to get a reply as soon as possible and grasp the actual status of the order. If no reply was received on Friday, the two-day holiday would be basically unable to arrange work. The following Monday was the delivery date, and it would be too late to adjust to any problems. Throughout Friday, manager Wu still did not get a reply from Mr. N. The frantic manager Wu tried to contact Mr. N directly. However, Mr. N's mobile phone was turned off and no one answered the call from the office. At 6 o'clock Mr. Wu called Mr. N again and failed. By 8 o'clock in the evening, Mr. N had not replied to Mr. Wu's email and the phone was still not contactable. This made manager Wu feel very anxious and helpless.

3. On March 14th, manager Wu contacted Mr. N's leadership in the Bangladesh branch office.

Although Saturday was a rest day, manager Wu did not rest but chose to work overtime

at home and continue to contact Mr. N. Mr. N never gave any response. Manager Wu felt very helpless about this; even if the order was not completed, Mr. N should how to report progress, to facilitate communication between manager Wu and customers, timely delivery cannot be on time, but also to explain to the customers. However, Mr. N's attitude and behavior made the order as a whole indefinite, and he had to take great risks for manager Wu and the customers. In order to understand the status of the order as soon as possible, manager Wu chose no more slippers. He sent a hard-line message to Mr. N. He also sent the same email to Mr. N's supervisor. Mr. N's leader received a reply after receiving the email, but he was also not sure what the order status was. Mr. N did not report any abnormal orders. In addition, Mr. N had been on leave for two days due to his private business and had not been on duty on Thursdays and Fridays. Therefore, he did not reply to Mr. Wu's email. For this reason, Mr. N's leader expressed his regret and promised to contact Mr. N's reply to Mr. Wu's email later.

4 Mr. N finished working overtime on March 15th.

After the end of the two-timer, Mr. N returned to work, and Mr. N's leadership asked him to complete the work that had not been completed before the overtime. Mr. N inspected Mr. Wu's email. He repeatedly sent emails to Mr. Wu and found his superior's practice. Mr. N did not recognize it. He believed that in the absence of a job, manager Wu could understand the status of orders through many channels, such as finding other company colleagues. Moreover, before leaving to go on holiday, he had already informed the leader that the order was normal and he left after completing the work. The work attitude was very serious and responsible. As for the absence of a reply to Mr. Wu's mail during the holiday period, it was normal, not abusive, and he had no obligation to work overtime. Mr. N's performance reflected the attitude of the employees in Bangladesh to the separation of work and life. Being on holiday was more important than anything else and there should be absolutely no mention of work. With respect to work attitude, employees in different countries have different understandings of this. For example, in China, if the work is not completed within the working day, the employees will work overtime on rest days. Even the management staff will give up their rest time for work; this is China and Bangladesh. These are obvious manifestations of the differences in corporate culture in the country.

5. Manager Wu planned a meeting.

For Mr. N's statement, manager Wu was not approved, and manager Wu thought that everything he did was focused on the interests of the company and he was responsible for his work and did not infuse any personal feelings. He sacrificed his rest time but in return for a reasonable answer, so manager Wu felt very unhappy. Therefore, manager Wu hoped to communicate with the leaders of Bangladesh branch offices and focus on solving the problem of how employees maintain communication during vacations. Manager Wu wrote an email to the leader of the Bangladesh branch office. He suggested that all business and shipping attend the meeting on the afternoon of the next day. The theme of the conference was "Requirements for Business Work Communication." Manager Wu listed the topics to be discussed in the meeting:

How to communicate with the multinational branch when different branch staff ask for leave?

Do you want to keep the communication on time when you ask for leave of absence from different branch staff?

What are the company employees' requests for email responses?

These topics do not seem to be creative. There is a problem with the implementation of commonplace talk of an old scholar. Manager Wu should consider how to reduce problems and conflicts between cross-cultural colleagues from different cultural perspectives. In the context of the conference, most people in the company knew what was going on. Mr. N was very clear that this meeting was for himself, so he was disgusted with it. He thought that it was normal for employees to ask for leave, and they had already given up all work before leaving the company. The company did not insist that they worked overtime during the holidays. Therefore, there was no need to hold a meeting about this. This was personally targeted at him. Very strongly. According to Hofstede's theory of "long-term orientation and short-term orientation," Bangladeshis pay attention to the afterlife, while the Chinese emphasize the importance of the present world. They don't have a strong sense of time and are different from Chinese people. Bangladeshi employees have been given two days off, and their work has largely stopped. They generally do not have a work handover, and think that processing two days later is also normal. From the perspective of Chinese culture, Wu's early work is understandable. He did not investigate the matter later and wrote a very unfriendly email, creating a tense atmosphere at work. On the second day of the event, it was a bit of an exaggeration to ask for a special meeting. A company meeting was necessary, but the proposition could not be too sensitive, the time chooses whether to consider a bit later.

6. Meeting conflict

At 2 pm on March 17, everyone arrived in the conference room on time. The Shanghai branch held a videoconference with Bangladesh. First, manager Wu introduced the purpose and main topics of the meeting. He reiterated the company's system and regulations and asked everyone to complete their work in a timely manner. Employees attending the meeting agreed with the company's requirements and promised to comply. In the final part of the meeting, manager Wu criticized Mr. N and asked him to explain his previous behavior. Mr. N himself believed that he did not have great responsibility and was absolutely disgusted with this meeting from beginning to end. When emotions had accumulated to a certain extent, Mr. N gave no explanation, and he said very impatiently, "I did not explain to you what is necessary." Afterwards, the atmosphere of the meeting was very embarrassing. Both Mr. Wu and Mr. N were more excited. The leader of the Bangladesh state suggested ending the meeting prematurely and everyone was very unhappy to leave. It can be seen from this incident that the origin of the conflict was the difference between the cultures of the two countries. China has a far-reaching influence on Confucian culture, and Bangladesh has Islam as its state religion. There are great differences between the cultures of the two countries. The cultural system of Bangladesh is dominated by Islamic civilization, while it also incorporates Hindu civilization

and Western civilization. However, Bangladesh has been influenced by Western culture for many years because of British colonial rule for about 190 years. Bengali people's long-term interracial colonial rule caused "surface obedience" but a "hidden informality" rebellion. Mr. N. attended the meeting, but he did not agree with it, so there was "informal" verbal resistance.

This case conflict has a certain representativeness, and most of the leaders of multinational companies have the style to deal with it. The beginning of the event is good and the supervisor is normal. But they often encounter some of the work of employees in other countries and regional branches, and are unable to keep up with the pace of the work. The leaders themselves find it very hard to help solve the problem, show resentment, hinder their own situation and often make a fuss, and want psychological comfort. The end result is often bad, leading directly to conflict. According to the research on Hall's high- and low-context theory, Bengali is a low-context language, while Chinese is a high-context language. Different language expressions and communication methods directly caused this conflict. Mr. Wu thought Mr. N's reply was simple and crude, meaning that he was not respected. He was embarrassed by the staff who attended the meeting. But the leader of the Bangladesh branch understood Chinese culture, so suggested adjourning. The effect of the meeting was not satisfactory and did not achieve the desired end. As a middle-level manager of the company, manager Wu also lacked knowledge of Bengali culture and could not handle the conflicts generated in some work. Mr. N is a Bangladeshi, and the pace of work is relatively slow. All things are very calm and never stressful because of work. When things happen, they are not in a hurry, as if nothing has happened. Bangladeshis are relatively laid-back in their lives and work styles and are not particularly anxious or serious about anything. Compared with China's manager Wu (workaholic), there is no work rhythm at all. No wonder manager Wu was very angry. He was furious and did not solve the intercultural conflict.

This chapter introduces X company and the industry background. X company is a global company. In Bangladesh, both China and Bangladesh have branches, and employees are also from many countries and regions. As employees have different cultural backgrounds, the company does have many cross-cultural conflicts. This paper describes two representative cases. Case 1 describes the dilemma of Bret, vice-president of the Bengalese head office, in dealing with problems in Chinese factories. It is obvious that he cannot talk about the same plane of the problem. China and Bangladesh have different contexts and differences in long-term and short-term value orientation. Only with the help of Chinese employees can we find a solution to the problem. In case 2, the shipping commissioner of the Bangladesh branch, Nazrul, did not complete the work on time. Manager Wu of the Shanghai branch did not analyze the differences between Bengalis and Chinese in terms of time values and did not recognize the working characteristics of Bangladeshi people. Without analyzing from the perspective of a cross-cultural context, it was not expected that Mr. N would reply that he had "no need to explain," which directly damaged his face, leading to the climax of the whole conflict.