

**CHAPTER 5**  
**X COMPANY CROSS-CULTURAL CONFLICTS AND MANAGEMENT**  
**IMPROVEMENT PROGRAM**

**5.1 Face up to cultural differences and pay attention to diversity**

According to the analysis of the causes of cross-cultural conflicts in Chapter 4, X company has objective cross-cultural differences. The existence of these differences leads to the continuous occurrence of conflicts. If the conflict situation is not handled properly, it will lead to negative emotions among the employees, the employees will be harmed and the company's interests will be lost. To reduce cross-cultural conflicts, leaders need to pay attention to cross-cultural differences.

According to the second chapter, Susan Schneider's strategic approach to cross-cultural conflict management uses cultural differences to integrate cross-cultural advantage resources. Based on this theory, it is proposed that we must face up to cultural differences and pay attention to diversified communication.

Conflict within organizational groups has so far been studied very little, even though its importance has been highlighted by existing organizational research. Research has demonstrated that friction among group members reduces employees' satisfaction regarding their work group, while it increases the likelihood of job quital (Jehn, 1992). The same applies in cases where employees feel they are in conflict with another member of the group, even though the friction between them is not apparent. For instance, studies have indicated that group members' perceptions of conflict have an impact on both group and individual outcomes (Deutsch, 1969; Kabanoff, 1985).

The bulk of organizational research on conflict has concentrated on situations where parties have athletic interests or incompatible objectives (Jehn, 1992). This approach can be seen as a reflection of the fact that much of this body of research has focused on conflict at an intergroup level (Ross, 1989). Nonetheless, even conflict research at an intragroup level has focused primarily on conflicts of goals within the group (Levine & Moreland, 1990). Placing such an emphasis on goal incompatibilities among members of an organizational group tries to disregard the fact that most organizational groups are common-goal groups. The existence of a common goal or purpose is a key element in the definition of a work group, in the sense that organizational groups (in the form of work teams, units and departments) formed

In order to achieve a common task goal (Jehn, 1992).

Involved, despite the existence of a common task goal that unites employees working in the same group, social interactions amongst organizational members are complex since they reflect a fundamental incompatibility (Boulding, 1963). They are often characterized by a mixture of cooperation and competition. For example, on the one hand, in their everyday interaction, employees rely on each other in order to accomplish the task assigned to the unit in which they work; due to the regular interaction, emotional ties also develop among

employees. At the same time, they often find themselves competing with each other for power and scarce resources (Mastenbroek, 1987). Since the work that members of the same group perform is usually interdependent, effective organizing cannot take place unless such interdependencies are managed, and a balance is reached between cooperation and mutual dependency on the one hand, and rivalry and autonomy on the other. Nowadays, posed growth in size and diversity and problems emerge what these members of these organization are probable to have quite divergent perspectives; the steps experienced by employees can range from competing over resources and struggles for power, to failure to coordinate their efforts, and to discrepancies in the way in which personal relationships are processed. Therefore, conflict interfaces between employees working in the same group occur, even though they have common interests and basically agree about the goals to be achieved. In other words, these are situations where people who believe they should be working together find that they are unable to do so effectively; that if, conflict that develops primarily from people's normal attempts to cooperate or coordinate their efforts" (Kabanoff, 1985). Moreover, sometimes personal goals are intermixed with organizational ones; in the work environment, employees find it difficult to separate their personal identity from the tasks they have to perform, from the organizational goals, as well as from the beliefs and norms in use in the particular organization or work group (DeCosta, 1993). This can be seen as another indication of the special nature of conflict situations in organizational groups, while it also explains why disputes between organizational members are typically seen as personality clashes (Rahim, 1986).

So far, I have referred in general to the special nature of the awareness of members of the same work group, and how such cause incoming armed conflict a form which is quite distinct from other forms of social interaction. Although these relationships and interactions among the apply to multifarious organizational settings, there are bound to be differences depending on the various characteristics of work organizations (e.g. the technology employed, the structure of the organization). The present study focuses on bureaucratic organizations. For this reason, references will be made to the way in which employees perform their tasks and relate to each other in organizational bureaucracies.

#### 5.1.1 Respect employees' multicultural values

The management of the company needs to recognize the composition of the company's employees. They come from different cultural backgrounds, have their own values in understanding their work and have different value judgments. Some employees are more inclined to individualism, serious and responsible work, time arrangement of work, whether in the workplace restrictions, striving for work. Many employees often work overtime to complete the task, they can't specifically for overtime wages. Employees of individualistic cultures value the holidays they should enjoy, and are reluctant to be disturbed during their holidays, especially when private holidays are annoying to work calls. The values of collectivism are embodied in employees with individualistic values. They are also willing to cooperate and identify with the values of the group.

X company management need to pay attention to cultural differences of individualism collectivist cultures tend to the influence of the employees, managers need to identify with the

staff, let them have a collective sense of belonging, to fully recognize the importance of them as a member of the collective. For employees with individualistic tendencies, they should respect their equal status and reward corresponding work achievements. Individuals feel a sense of accomplishment. They will keep on working hard and keep up the good work.

#### 5.1.2 Develop the company's cultural differences into the competitiveness of the company

The cultural difference is the fact existence phenomenon, and we must dialectically look at its influence on company development. A moderate amount of conflict is conducive to the development of a company, helping the company to achieve the best performance. In some ways, conflict can expose the shortcomings of some schemes and improve the quality of decision-making. So, conflict within a certain range is beneficial and helps maintain the vitality of the organization.

X branch employs many local employees and has various cultural differences. Some international brand companies value the new vitality that such cross-cultural companies bring to the traditional clothing industry. They choose to cooperate with X company.

#### 5.1.3 Respect different management habits

Different management habits come from different cultural backgrounds. The employees of X company come from different countries and regions, and the management methods of branch companies are not exactly the same. Hierarchical employees prefer a paternalistic management style, while democratic employees disagree with such management. Bengal employees emphasize the realization of personal values and believe that the company's management is subject to strict rules and regulations. Therefore, for the actual situation of X company, a management mode is not the most effective and needs to be treated separately.

For example, the addition of new employees in Bangladesh, as a leader needs to do very specific work, tell him clear tasks, always remind him what time period should be completed, and to control the progress of the work. However, for Bangladeshi employees with a personal cultural tendency, managers only need to clearly explain their tasks and give them full autonomy. You don't need to give them too much guidance on the details of their work. What you need to do is to reach out when he asks for help and use your resource advantages and internal integration capabilities to help him.

#### 5.1.4 Establish communication principles and encourage effective communication.

As with any other form of social interaction, conflict does not occur in a vacuum. Since individuals do not live in isolation, the way in which they behave and interact with each other takes place within a social environment (Deutsch, 1973). As Bateson (1978) notes, "all communication necessitates context, without [which] there is no meaning." Even processes such as motivations and cognitions, which have usually been approached uniquely from the perspective of the individual, operate in a social context (Condor & Brown, 1988). In regard to conflict studies, Morley argued that negotiations can only be appreciated when examined within "the historical contexts of which they form a part, and which they help to produce" (Morley, 1992). Since this research focuses on dyadic conflict interfaces in organizational groups, the organization constitutes the social context of the conflict situations to be studied.

A great number of organizational studies have investigated the phenomenon of conflict; the abundance of research conducted in this area is related to the persistence of conflict in organizational life. For instance, it has been noticed that a great deal of a manager's time is typically spent in being involved in the resolution of conflicts (Sheppard, 1984). The focus of this study is to model the way in which incidents of dyadic conflict are resolved between members of the same organizational group. According to Rahim (1986), intragroup conflict situations—and the way they are resolved—within an organizational group have different characteristics from other conflict interactions occurring in an organizational context. For this reason, the next section discusses the special nature of intragroup conflict.

Communication is not an easy thing to do: Send your message out, the other person understands and give you feedback so that the communication can be finished. If the communication is not complete, i.e. the other party does not understand or agree with your point of view, there will be a conflict of work, so there is no work. Therefore, to reduce conflict, effective communication should adhere to the following principles: (1) Information integrity requires the other person to understand your message. Communicators need to answer questions in time and provide additional information; (2) the clarity of information must be avoided and ambiguous, and ambiguity should be avoided; (3) when communicating, you need to maintain respect for each other, and language should be polite.

#### 5.1.5 Effective formulation of communication strategies

Communication among employees in cross-cultural enterprises is complex. I suggest you prepare yourself for a communication strategy before you communicate. To be targeted, to reduce the incidence of communication conflicts, to improve effective communication. 1) to confirm who is the object of communication, whether it belongs to that kind of situational communication culture, and whether the view of time is straight or flexible; 2) to determine the purpose of communication. Is to understand why they want to communicate, to understand their communication to achieve the desired results; 3) different communication sites to choose different communication strategies. For employees who prefer the high-context culture, they can talk informally, without having to talk about work in the workplace, and by having dinner together after work they can talk about things other than work. If you need to interview, also pay attention to the use of politely. For low-context culture cultural staff, direct interviews and phone calls are more effective. To know when to communicate, when the better communication results, to master the length of communication time. For employees with a linear tendency, managers should pay attention to the premise of not affecting the staff work is relatively safe, concise and clear, concise and comprehensive.

#### 5.1.6 Learn to listen

For managers of intercultural companies, it is also important to learn to listen. You need to concentrate and listen carefully. Listen to employees' opinions on the cultural industry and understand their cultural values. Listening is a kind of respect for each other, increasing tolerance for each other and reducing the possibility of cultural conflict. Having a sufficient amount of information for managers increases the effectiveness of decision-making.

### 5.1.7 Correct use of language and nonverbal communication

X company's Bangladeshi employees sometimes provide and feed-back information that is often incomplete and untrue. In a formal job, you need to dig deeper into the information you need, and you need another way to verify the information you want. Sometimes they find they are wrong in further communication. In informal communication, you should respect local religious practices. Some 90% of the people in Bangladesh believe in Islam, and they have daily fixed time to pray. Perhaps during a meeting, they would stop in the office for a unified prayer service.

In Bangladesh, when people interact with each other, they tend to shake their heads in a polite way. Shaking the head to the left is approving or respecting. Nodding the head means disagreement. This is exactly the opposite of our Chinese "head shake."

## 5.2 Build common goals

X company needs vision and stage goals. Employees need to have a vision and space for development. They have the direction of compliance, commitment and dedication. Organizations that do not have a common vision often lead to employee obedience to the organization, but never lead to a genuine commitment to the organization.

According to Chapter 2, Nancy Adler's theory suggests there are three cross-cultural conflict solutions. Collaboration is the difference between different cultures within the company, complementing and coordinating cultural differences, and creating a completely new organizational culture. Under the guidance of this theory, X company proposes the creation of a common goal.

### 5.2.1 Reasonable positioning and building common goals

The company's positioning consists of many aspects: marketing, production, research and development, personnel and finance. Reasonable positioning is the basis for the development of an enterprise. Without accurate product positioning, there will be no obvious market revenue. There are problems with market positioning, which will result in a specific inventory, and the previous research and development input will be lost. In cross-cultural X companies, it is necessary to eliminate the sense of superiority of different cultures and make the company's vision and goals become the common values of all employees.

### 5.2.2 Identify the core values of the enterprise and build a common culture of the enterprise

Core values are the ultimate beliefs that companies must have, and they are an important part of corporate philosophy that plays a dominant role. It is a series of guidelines to help enterprises deal with specific issues in their development, such as their views or attitudes toward the market, customers, employees, etc.

Now many companies are recruiting employees, the first is to match values. If the values do not match, companies will rarely consider hiring even if their individual ability is stronger. If the values are matched, the company may be willing to train even if the work ability is not

so strong.

X company, as a global clothing trading company, is a communicator of fashion clothing, which enables employees to participate more in the development of enterprises, so that they can understand and identify with the company's values.

In the X company, whether it is or Bangladesh Chinese employees, workers, and even to other countries, though they come from different countries and have different cultural background, but for the X company all the staff, they are currently working in the X company such a large family, all from the same company. Therefore, although there are a variety of cross-cultural conflicts, the X company needs to build a common corporate culture, to give employees from all parties a sense of belonging, promote they can agree on the culture and philosophy, in response to the current and the Bengal employee of cross-cultural conflict, reduce the friction of cross-cultural conflict.

First, in building a common corporate culture, company X should fully embody the concept of "ONE FAMILY" and demonstrate the "ONE FAMILY" in terms of organization, technical team, work style, decision-making process and delivery model. Thought, unity of ideas and understanding across the company.

Second, in building a common corporate culture, company X should clearly define its customer-centric thinking and the extent to which it meets customer needs as a measure of its effectiveness. In company X, whether it is a Chinese employee or a member of the Bangladeshi staff, their customers are all the same, and all the work they do is ultimately for the customer. Therefore, the establishment of a clear customer-centered thinking can guide both Chinese and Bangladeshi employees in their daily work to use the customer's needs as a working standard. All work must be based on the customer's needs as a measure, and all work objectives are also aimed at satisfying client needs. When employees from both China and Bangladesh disagree in the course of their work because of cross-cultural conflicts, the criterion for measuring whether the parties are right or wrong is not the respective cultural background of the parties, but rather the needs of the customers. Under the guidance of this kind of thinking, employees from both China and Bangladesh are able to basically unify their work standards, effectively reducing the conflicts arising from cross-cultural conflict issues and the friction in their work.

Thirdly, company X should regard honesty and integrity as a core part of building a common corporate culture, encourage employees to become trustworthy employees and ultimately build company X into a trustworthy company. Judging from the actual situation, despite the cross-cultural conflict between employees from both China and Bangladesh, integrity has always been a common standard of conduct for both Chinese and Bangladeshi employees. Therefore, company X should regard honesty and integrity as an important part of the corporate culture, establish the common values of employees from both China and Bangladesh, seek common standards in doing business and work for employees from both China and Bangladesh, and excavate more common ground between the two. This can resonate, promoting the establishment of unified core values and a harmonious team atmosphere.

Fourth, company X should establish a corporate culture of “fully authorized teamwork” to ensure that it creates a good atmosphere within the company and actively develop the characteristics and strengths of its employees and partners. From the perspective of the cultural differences between the employees from China and Bangladesh, the employees from Bangladesh pay more attention to personal skills and individual contributions to the team, while the Chinese employees pay more attention to teamwork. Therefore, company X should integrate the two organically in the construction of a corporate culture and establish a corporate culture of “fully authorized team cooperation.” The corporate culture of “fully authorized teamwork” not only pays more attention to the individual’s ability level, but also ensures that individuals can fully exert their personal abilities under the scope of authorization and permission; at the same time, they also pay attention to the achievement of team spirit and team goals. The integration of the cultural factors of Bangladesh and the formation of a “fully entitled teamwork” corporate culture can ensure that employees from both China and Bangladesh can be more easily accepted, promote the effectiveness of corporate culture building, and can also facilitate the construction of team spirit and a team culture.

Fifth, company X should reflect the spirit of “continuous improvement and innovation” in the construction of corporate culture, and promote better, faster, more effective and more use of new thinking. For a clothing company, the spirit of “continuous improvement and innovation” is extremely important. Although X company is currently in a leading position on the domestic technology level, there is still a gap with international apparel giants. For employees of X company, both Chinese employees and Bangladeshi employees attach great importance to the spirit of innovation in their cultural background. Through the spirit of “continuous improvement and innovation” in the corporate culture, the employees from both China and Bangladesh are further promoted. There is a focus on improvement and innovation, encouraging them to work together more harmoniously, building a platform for “continuous improvement and innovation,” and at the same time promoting the company’s own business goals.

### 5.2.3 Discuss and cultivate collective sense of honor

It is very important to cultivate a kind of moral emotion that loves collective self-consciously to honor the collective. If there is a group of people who are not united, the group is likely to fall apart, and there will be many conflicts in cross-cultural enterprises. The employees of X company come from different cultural backgrounds. If there are problems, they need to communicate more with each other, discuss more and solve problems through cooperation.

## 5.3 Correct selection and adjustment of management mode

Cross-cultural managers need to have the ability to manage cultural differences, cultivate employees’ recognition of cross-cultural values and build team cooperation. Different enterprises choose management modes to suit them. There are three general management modes: (1) localization mode: the branch is completely independent from the operation of the parent company; (2) cultural grafting mode: the parent company dispatches personnel to ensure

the parent company's control over the subsidiaries; (3) cultural compatibility infiltration pattern: absorbing the differences between different cultures, complementing and promoting each other. In the cross-cultural conflict management of X company, the use of the third mode culture is suggested to be compatible with infiltration. This model can reasonably avoid unnecessary conflicts and can become a special form of competitiveness among enterprises.

#### **5.4 Strengthen training and development of cross-cultural human resources**

Cross-cultural training is a must. This can prevent and solve cultural conflicts between different cultural backgrounds. It is one of the most effective ways to realize cross-cultural management. Cross-cultural training has three levels of understanding: the micro-level training of employees, the training of managers and the macro-level of the overall corporate culture.

From the current point of view, human resource management is the focus area of the cross-cultural conflict between China and Bangladesh. Therefore, X company needs to carry out a series of effective measures in human resources management.

##### **5.4.1 Personnel recruitment**

In the recruitment of personnel, X company first needs to pay attention to the cultural background of the candidates, not only to pay attention to the level of knowledge and skills of the candidates, but also to conduct professional cultural assessment in the recruitment process in order to ensure that the employees recruited can adhere to the company's development philosophy and values and avoid creating more cross-cultural conflicts.

Secondly, company X is currently operating mainly in China. Therefore, in order to avoid cross-cultural conflict, company X should recruit more local staff, and through the recruitment of domestic staff, it can greatly reduce the phenomenon of cross-cultural conflict. The production.

##### **5.4.2 Incentive system**

In response to the current cross-cultural conflict among X companies in terms of performance incentives, they need to further establish effective incentive systems in response to existing problems.

First of all, X company should further improve the system of performance management, add more quantitative indicators in performance indicators, and through a quantitative index set-up promote the accuracy of performance appraisal results, improve the fairness of performance appraisal and thus further bring into play the function of the performance management incentive.

Second, company X should establish an incentive system that combines physical incentives and spiritual incentives, and in particular, it should reflect the role of mental incentives. Through the establishment of a fair promotion system, equal training opportunities and other spiritual incentive measures, the Chinese and Bangladeshi staff will be placed on a common development platform to promote equal competition among them and establish a

sound development. The atmosphere encourages them to contribute their own strengths to X company.

#### 5.4.3 Compensation system

In terms of the construction of a salary system, X company needs to consider all aspects, not only the salary culture of Bangladesh, but also the salary culture of Chinese employees.

##### (1) Salary structure management

In terms of the arrangement of the salary structure, company X should first establish a percentage of post wage, post wage accounted for the proportion of total wages should be kept between 40 and 60 %, and the determination of post salary is based largely on employees' post to confirm. Second, X company should set up wages, skills wages accounted for the proportion of total wages remain between 20–30 %, skill salary should be based on employees' qualifications, knowledge, skills and the working life of such situation. Again, X company should set up a performance salary, mainly allocated according to the staff performance appraisal results. Among the current Chinese employees, acceptance of performance-related pay is not particularly high. X company shall specify the merit pay accounts for the proportion of total wages remain between 20 and 30 %. To ensure that the performance management and salary management system is as good as possible in the future, and employee recognition of performance management is as high as possible, X company should further improve the performance of wages accounted for the proportion of total wages, further perfecting the compensation structure.

##### (2) Bonus management

In order to effectively deal with the cross-cultural conflict between China and Bangladesh, company X can further play the role of bonus management. Based on the fact that there is a difference between the team culture of Chinese employees and the individual culture of the staff from Bangladesh, company X should add both team and individual bonuses to employees' salaries where applicable to reward outstanding achievement. The establishment of individual bonuses to reward outstanding individuals can not only stimulate the team's combat effectiveness, but can also stimulate the staff's fighting spirit, while taking into account the cultural differences between China and Bangladesh.