

The Challenge and Response of Human Resource Management for Cross cultural Teams in the Context of Globalization

Sinuo Sun

Jilin University, Changchun 130000, China

Abstract. Global economic integration makes the status of cross-cultural teams in various organizations increasingly prominent. Due to the differences in values, beliefs, working methods and communication methods of team members with different cultural backgrounds, it brings a series of challenges to human resource management (HRM). By studying the challenges and coping strategies of human resources management of cross-cultural teams under the background of globalization, this article reveals the problems encountered by cross-cultural teams in the process of operation and effective solutions. Specifically, this article first analyzes the needs and values of cross-cultural teams in practical application scenarios, and then introduces the problems faced by cross-cultural teams from the aspects of cultural differences, diversification, communication and trust, motivation and performance, and puts forward corresponding solutions to these problems. These strategies include establishing common values, improving diversified management level, strengthening communication and trust management, formulating effective incentive and performance management strategies, and attaching importance to employee training and development. It is hoped that this research can provide theoretical support and practical guidance for improving the work efficiency and collaborative ability of cross-cultural teams.

Keywords: Globalization; Human Resource Management; Challenge; Tactics.

1. Introduction

With the continuous growth of globalization, cross-cultural cooperation and communication has become an indispensable part of today's world. In this context, the status and role of cross-cultural teams in various organizations are increasingly prominent [1]. Because team members from different cultural backgrounds have different values, beliefs, working methods and communication methods, cross-cultural teams face many challenges in the process of working together and achieving their goals [2]. In the past decades, cross-Cultural human resource management (CHRM) has been widely concerned and studied. Researchers have discussed the challenges faced by cross-cultural teams from different angles, including cultural differences, diversification, communication and trust, motivation and performance [3]. Although some research results have been achieved, there are still many problems and controversies. For example, how to effectively manage and resolve cultural differences and conflicts, and how to formulate personalized incentive schemes to meet the needs of different team members [4]. In addition, the existing research mainly focuses on the theoretical level, lacking in-depth discussion of practical application scenarios, which makes it difficult to effectively apply the research results in practice.

Cross-cultural teams have a wide range of needs and values in practical application scenarios. For example, in a global enterprise, cross-cultural teams often need to work together to complete transnational projects [5]. At this point, how to establish an effective communication mechanism and trust relationship, as well as formulate reasonable incentive and performance strategies has become an urgent problem to be solved [6]. In addition, with the increasingly fierce competition in the global market, cross-cultural teams also need to constantly improve their diversification level and innovation ability to adapt to the changing market demand and development trend. However, due to the differences and conflicts between different cultures, cross-cultural teams have become an important platform to promote the exchange and integration between different cultures [7]. Through the joint efforts of cross-cultural teams, we can break down cultural barriers, enhance mutual understanding and cooperation, and make contributions to promoting the exchange and growth of world cultures.



Therefore, this article aims to explore the challenges and coping strategies of human resources management of cross-cultural teams under the background of globalization, in order to provide guidance for improving the work efficiency and synergy of cross-cultural teams.

2. CHRM

2.1. Definition and Characteristics of CHRM

CHRM refers to the coordination, integration and management of team members from different cultural backgrounds, values and behavior habits in the context of globalization, in order to achieve the goals and interests of the team [8]. CHRM has the following characteristics: diversity: there are many different cultural backgrounds, values and behavior habits in cross-cultural teams, which makes the team have the characteristics of diversity. Complexity: Due to the existence of cultural differences, communication and understanding between team members become more difficult, which makes the HRM of cross-cultural teams more complicated. Sensitivity: employees in different cultural backgrounds may have different views and reactions to some problems, which makes the HRM of cross-cultural teams sensitive. Adaptability: Cross-cultural team members need to adapt to different cultural environments, but also be able to understand and respect the cultural background of other members, which requires members to have strong adaptability. See Figure 1 for the innovation model of cross-cultural team human resource management.

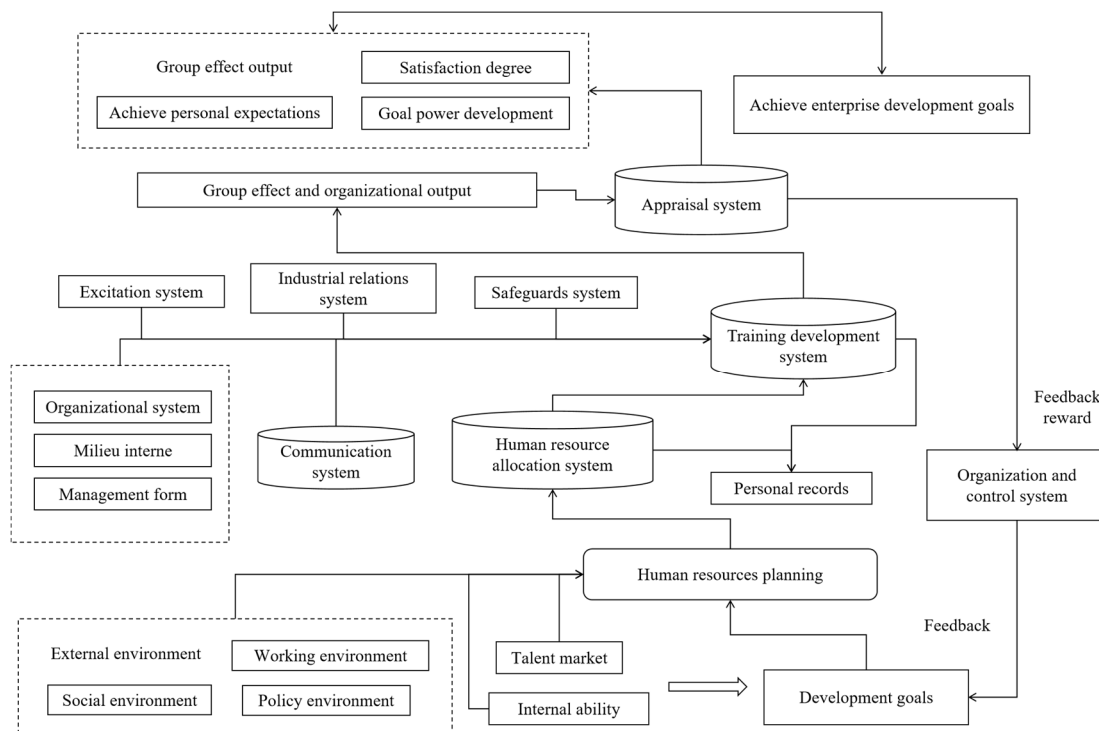


Figure 1. Cross-cultural team human resource management innovation model

2.2. CHRM Principle

Principle of equality and respect: in the process of management, we should respect the cultural background and values of each team member and avoid discriminating or excluding any party. Effective communication principle: establish good communication mechanisms and channels to ensure information transmission and understanding among team members and avoid misunderstandings and conflicts caused by cultural differences [9]. Principle of flexibility and adaptability: according to different tasks and environments, flexibly adjust management strategies and methods to meet the needs of cross-cultural teams. Principle of common values: actively cultivate the common values and cultural identity of the team, and enhance the cohesion and centripetal force of the team.

2.3. The Role of CHRM

Enhance teamwork: Through CHRM, team members with different cultural backgrounds can be coordinated, team teamwork can be improved, and common goals can be achieved. Strengthen team cohesion: By understanding and respecting team members with different cultural backgrounds, we can strengthen team cohesion and centripetal force, and improve the stability and reliability of the team. Promote organizational development: Successful CHRM can bring more opportunities and development space for enterprises or organizations, and promote their overall development and growth.

3. The Challenge of CHRM in the Context of Globalization

Under the background of globalization, CHRM has the following challenges: (1) Cultural differences and conflict management challenges. Under the background of globalization, members of cross-cultural teams come from different cultural backgrounds, and they have different values, beliefs, working methods and communication methods. These cultural differences may lead to misunderstandings, conflicts and contradictions among team members, thus affecting the team's synergy and work efficiency [10]. How to effectively manage and solve these cultural differences and conflicts is an important challenge for CHRM. (2) Diversified management challenges. Globalization has brought about the diversity of cross-cultural teams, and team members may have differences in gender, age, race and religion. This diversity may lead to incomprehension and conflict among team members, and may also bring difficulties to team management. How to effectively manage and integrate these diversities so that team members can understand and respect each other is another big challenge for CHRM. (3) Communication and trust management challenges. Due to cultural differences and diversity, cross-cultural teams may face great challenges in communication and trust. Team members in different cultural backgrounds may use different languages, symbols and communication methods, and may have different views on some issues, which may lead to communication barriers and lack of trust. How to establish an effective communication mechanism and enhance the trust and understanding among team members is another important challenge for CHRM. (4) Incentive and performance management challenges. Team members in different cultural backgrounds may have different requirements for motivation and performance. How to formulate effective incentive strategies and performance appraisal standards to meet the needs of different team members and improve team performance and work efficiency is another challenge faced by CHRM. (5) Staff training and development management challenges. Under the background of globalization, cross-cultural training for employees is an important means to improve the coordination ability and work efficiency of cross-cultural teams. However, due to the different needs and characteristics of employees in different cultural backgrounds, how to formulate targeted cross-cultural training programs to meet the needs of different employees and improve their skills and abilities is another important challenge facing CHRM.

4. CHRM's Coping Strategies

The main coping strategies of CHRM are shown in Table 1.

4.1. Establish Common Values

In view of cultural differences and conflicts, cross-cultural teams can reduce cultural conflicts and strengthen cooperation and understanding among team members by establishing common values. Common values can promote cohesion and centripetal force among team members, so that team members can work together better.

4.2. Strengthen Diversified Management

For the diversified management of cross-cultural teams, the following measures can be adopted: (1) Formulate diversified work plans and strategies, and fully consider the needs, abilities and cultural

backgrounds of different team members. (2) Provide diversified training and education to improve team members' awareness and sensitivity to different cultures. (3) Establish diversified communication channels and feedback mechanisms to encourage team members to put forward their own ideas and suggestions.

Table 1. Main coping strategies of CHRM

tactics	Describe	Example
Establish common values	By promoting the shared values, ideas and goals of team members, the cohesion and cooperation spirit of the team can be enhanced.	Provide a platform for cross-cultural communication for team members and promote mutual understanding and respect.
Strengthen diversified management	Respect and encourage the different cultural backgrounds, genders, ages and skills of team members, so as to realize the diversity and innovation of the team.	Develop inclusive policies and training plans to reduce cultural conflicts and increase the participation of team members.
Improve the level of communication and trust	By establishing effective communication channels and enhancing the trust relationship among team members, the cooperation efficiency and innovation ability of the team can be improved.	Provide language translation and communication training so that team members can better understand and respect each other's views.
Formulate effective incentive and performance management strategies	According to the individual and team goals of team members, formulate targeted incentive and performance management mechanisms.	Provide rewards and promotion opportunities according to employees' contributions and cultural adaptability to encourage employees' enthusiasm and investment.
Attach importance to staff training and development.	Provide training and development opportunities for cross-cultural team management to improve employees' adaptability and cooperation ability.	Provide foreign language training and cultural sensitivity training for employees to enhance their cross-cultural communication skills.
Strengthen team leadership	Promote team cooperation and development by cultivating leaders with cross-cultural awareness.	Provide cross-cultural leadership training for team leaders to help them better manage multicultural teams.

4.3. Improve the Level of Communication and Trust

Cross-cultural teams should strengthen communication and trust management to promote understanding and cooperation among team members, formulate effective communication mechanisms and norms, and encourage team members to use common language and communication methods. Regularly carry out team building activities and social activities to enhance the interaction and trust among team members. Establish a trust and feedback mechanism to encourage information sharing and mutual support among team members.

4.4. Formulate Effective Incentive and Performance Management Strategies

In response to the challenges of motivation and performance management, cross-cultural teams can take the following measures: formulate competitive salary, benefits and reward mechanisms to attract and retain outstanding team members. Make personalized incentive plans to meet the needs and expectations of different team members. Establish a scientific performance appraisal system to evaluate and motivate team members fairly and objectively.

4.5. Attach Importance to Staff Training and Development.

Cross-cultural teams should attach importance to staff training and development to improve the skills and abilities of team members: provide targeted cross-cultural training, including cultural sensitivity training, language training and communication skills training. Provide professional training and skills upgrading courses to help team members improve their abilities and career development. Encourage

team members to participate in international conferences and exchange activities, broaden their horizons and enhance cross-cultural awareness and cooperation ability. Establish career development paths and promotion opportunities to provide more development space and opportunities for team members.

4.6. Strengthen Team Leadership

Cross-cultural teams need strong team leadership to meet various challenges: to cultivate team leaders' ability of cross-cultural communication and coordination in order to effectively manage multicultural teams. Encourage team leaders to create an open and inclusive cultural atmosphere and respect and appreciate team members with different cultural backgrounds. Cultivate the strategic vision and decision-making ability of team leaders in order to formulate and implement effective team strategies. Advocate an open leadership style and encourage team members to actively participate in the decision-making process to achieve common goals.

4.7. Establish an Effective Cross-Cultural Communication Platform

Cross-cultural teams can establish an effective communication platform to improve the accuracy and timeliness of information transmission: use modern information technology, such as video conferencing, instant messaging tools, etc., to build a real-time communication platform. Organize cross-cultural communication meetings or forums regularly to provide channels for team members to express their views and suggestions. Establish information sharing mechanism and cultural communication channels, and encourage team members to share local culture and experience.

4.8. Build a Close Partnership

Cross-cultural teams should actively establish close relationships with partners to achieve resource sharing and coordinated development: maintain good communication with partners and jointly formulate cooperation plans and goals. Establish a cooperative relationship that supports each other and achieve mutual complementarity and win-win in terms of talents, technology and market. Strengthen the learning and communication between partners, and jointly enhance the competitiveness and innovation ability.

5. Conclusion

CHRM under the background of globalization is a challenging but extremely important research field. With the increasingly fierce competition in the global market, enterprises and organizations need to constantly improve their internationalization level and innovation ability to adapt to the changing market demand and development trend. This article analyzes the needs and values of cross-cultural teams in practical application scenarios, discusses the main problems and challenges faced by cross-cultural teams, and puts forward corresponding solutions. By constantly improving the management level and work efficiency of cross-cultural teams, we can better promote the development and internationalization of organizations. These research results are of great guiding significance for improving the working efficiency and collaborative ability of cross-cultural teams, and also help to promote the exchange and growth of world cultures.

Although this article has discussed and analyzed CHRM under the background of globalization, it still needs to be noted that there are still many unresolved problems and disputes in this field. In the future research, we can further expand the research field of cross-cultural team, and explore the operation law and development trend of cross-cultural team from multiple dimensions and levels, so as to provide useful reference for better coping with various challenges under the background of globalization. Moreover, with the change and growth of the global environment, the role and importance of cross-cultural teams will constantly change, which requires us to constantly adapt to the new changes and expand new research fields in order to better cope with various challenges under

the background of globalization. It is hoped that the research results of this article can provide useful reference for team building and management under the background of globalization.

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