

The Application of Cross-Cultural Management Theory in Implementing Personalized Employee Management: The Case of Huawei

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Abstract. This article explores how cross-cultural management theory can effectively promote the implementation of personalized management for enterprise employees. In the context of global economic integration, cross-cultural management has become an important cornerstone of multinational business operations. By respecting and integrating different cultural backgrounds, not only can cultural conflicts be resolved, but also an inclusive corporate culture can be constructed, providing theoretical support for personalized management. Personalized management requires customizing management strategies based on employee characteristics, while cross-cultural management theory helps companies gain a deeper understanding of employee cultural backgrounds and needs, and develop precise management plans. Therefore, enterprises should actively adopt cross-cultural management theories and enhance their cross-cultural management capabilities to cope with the challenges of globalization. In order to effectively respond to the various challenges brought by globalization, enterprises must actively embrace cross-cultural management theories and strive to enhance their cross-cultural capabilities. Through this initiative, companies can deeply tap into and fully utilize the unique potential of their diverse workforce, creating an inclusive work environment where every employee feels respected and empowered. Such an environment can not only stimulate employees' enthusiasm and creativity, but also promote teamwork and innovation, ultimately laying a solid foundation for the sustained success and long-term development of the organization.

Keywords: Advantages of Cross-Cultural Management; Personalized management of employees; Cultural fusion; Localization strategy.

1. Introduction

This article focuses on how cross-cultural management theory can effectively promote the implementation of personalized management for enterprise employees. In the context of global economic integration, cross-cultural management has become an important cornerstone of multinational business operations, emphasizing respect and integration of different cultural backgrounds. This article points out that cross-cultural management not only solves cultural conflicts, but also constructs an inclusive corporate culture through cultural integration, providing theoretical support for personalized management. Personalized management requires customized management strategies based on employee characteristics, while cross-cultural management theory can help companies gain a deeper understanding of employee cultural backgrounds and needs, and develop more accurate management plans. Strategically, this article suggests strengthening cultural exchange, implementing localization strategies, utilizing cross-cultural advantages, and enhancing cross-cultural training to enhance employee cultural adaptability and management effectiveness.

The research object of this article is Huawei, which was founded by Ren Zhengfei and others in 1987. Initially, it mainly engaged in the research and sales of telephone exchange networks and was a small supplier specializing in communication equipment. In the early stages of entrepreneurship, Huawei started with the research and sales of telephone exchange networks, gradually establishing a foothold in the field of communication equipment. In the 1990s and early 2000s, Huawei began to transform

into a communication equipment manufacturer, with main products including telephone switches, wireless base stations. At the same time, in the early 2000s, Huawei began to enter overseas markets, selling products to Africa, Latin America and other places, officially opening up overseas markets. Until today, Huawei has deepened its cooperation with international organizations to provide the ability to connect 90 million remote populations in nearly 80 countries to the digital society, promoting global inclusive connectivity. Huawei have launched the SEEDS talent training program, which has covered more than 150 countries and regions worldwide, benefiting over 3.4 million people in total.

Through literature review and case analysis, this article verifies the positive role of cross-cultural management theory in personalized employee management, and believes that it can help enterprises solve the problem of cultural differences, build an innovative corporate culture, and promote personalized development of employees. Therefore, enterprises should actively adopt cross-cultural management theories and enhance their cross-cultural management capabilities to cope with the challenges of globalization.

2. Cross-Cultural Management

Culture refers to all artificially created environments, including both objective and subjective cultures. Objective culture refers to visible hardware products, such as buildings and technological equipment; Subjective culture refers to intangible software products such as beliefs, values, and social norms. The purpose of cross-cultural management is to understand cultural differences and conflicts, and to design organizational structures and management mechanisms that can adapt to different cultural backgrounds, in order to maximize corporate efficiency.

Renowned cross-cultural management expert Hofstede believes that power distance refers to the degree to which a member of society accepts the unequal distribution of power within a society or organization. Under high power distance, people are more inclined to accept and expect significant power differences within organizational hierarchies, and their respect for authority is more evident. Under low power distance, people tend to pursue equality and democratization, with smaller differences in power and easier questioning. Uncertainty avoidance describes a society's tolerance for uncertainty and ambiguity. In high uncertainty avoidance, people tend to avoid uncertainty through formal institutions and social norms, emphasizing rules and order. In low uncertainty avoidance, people are more willing to accept risks and uncertainties, and hold an open attitude towards change. Individualism and collectivism describe the degree of interdependence among members of society. In individualism, members tend to think and act independently, emphasizing individual rights and personal achievements. In collectivism, members are more inclined towards the interests of the group, valuing harmony and consensus within the group. Masculinization and feminization describe whether social values are more inclined towards traditional male traits (such as competition and achievement) or female traits (such as quality of life and social well-being). Masculinity emphasizes competition, achievement, and material success. Feminization places greater emphasis on quality of life, relationships, and social well-being [1]. Enterprises are the core entities of cross-cultural management, and their activities mainly focus on carrying out various business activities in a multicultural background. The concept of cross-cultural management essentially refers to the implementation and management of business operations by enterprises in environments that cross cultural boundaries. Cross cultural management, on the other hand, is a broader and deeper process that not only involves policy considerations at the national government level, but also encompasses various aspects such as ethnic customs, business operation strategies, consumer behavior preferences, and cultural diversity of the workforce. The core goal of cross-cultural management is to explore and establish an efficient business model that adapts to a multicultural environment and promotes enterprise development by promoting cultural integration and effective management of cultural conflicts, while respecting and understanding cultural differences [2].

The research object of this article - Huawei, as a leading global technology enterprise, has accumulated rich experience in cross-cultural management. Huawei pays attention to respecting local cultural customs, actively integrating into local society, while maintaining the company's core values and strategic direction. Huawei also formulates corresponding management strategies based on the laws, regulations, and market environment of different countries and regions to meet the needs of different markets. In addition, Huawei also attaches great importance to cross-cultural training for employees, improving their cross-cultural communication skills and adaptability.

3. Personalized Management of Employees

The theory of personalized employee management emphasizes that enterprises should respect and meet the personalized needs of employees, promote the full potential of employees through flexible management strategies, and achieve a win-win situation between the enterprise and employees. This theory is based on humanism, humanistic principles, and corporate humanistic culture, and believes that employees are unique individuals whose personalized characteristics have a significant impact on work efficiency, corporate innovation, and overall performance [3]. The significance of personalized employee management lies in improving employee job satisfaction and loyalty, and reducing turnover rates. Personalized employee management stimulates employees' creativity and potential, promoting the innovative development of the enterprise. It can also enhance the cohesion and centripetal force of the enterprise, and improve the overall performance level.

4. The Specific Application of Cross-cultural Management Theory in Personalized Employee Management

4.1. Strengthen Cultural Exchanges

Cultural differences are divided into differences in values, language, customs, and ways of thinking. There are two meanings to understanding cultural differences. Firstly, it is deeply understood that how the host country's culture shapes and influences the behavior patterns of local employees. Secondly, it is recognized that the culture of the home country also deeply influences the behavior of management personnel sent by enterprises to host countries [4]. Cultural differences may lead to different behavioral patterns among employees in their work. For example, in a culture that emphasizes collectivism, employees may be more inclined towards teamwork and mutual assistance; In a culture that values personal achievement, employees may place greater emphasis on personal performance and career development. In addition, differences in language and customs may also affect employees' communication styles and social behavior. Employees from different cultures may encounter certain difficulties and problems when working together. So cross-cultural communication and management training should be organized to help employees understand and respect the values, customs, and communication styles of different cultures. The training content can include behavioral norms, nonverbal communication methods, and conflict resolution strategies in different cultural backgrounds. Flexible and diverse management strategies should be adopted to meet the needs and expectations of different employees based on their cultural backgrounds and personality traits. For example, for employees who value personal achievement, more challenging goals can be set; For employees who value teamwork, emphasis is placed on teamwork and common progress. The training content can include behavioral norms, nonverbal communication methods, and conflict resolution strategies in different cultural backgrounds. Flexible and diverse management strategies should be adopted to meet the needs and expectations of different employees based on their cultural backgrounds and personality traits. For example, for employees who value personal achievement, more challenging goals can be set, For employees who value teamwork, emphasis is placed on teamwork and common progress.

4.2. Implement Localization Strategy

Before entering a new market, conduct comprehensive cultural research, including studies on language, religion, values, social customs, and other aspects. This helps companies to more accurately grasp the cultural characteristics and consumer needs of the local market. Companies customize product design based on the needs and preferences of local consumers. For example, adjusting product features, appearance, packaging. Companies to better meet local market demands. Companies establish a local team, actively recruit local employees, and form a localized team. Local employees have a better understanding of the local market, culture, and language, which helps companies better integrate into the local society. As local employees are closer to the front line of the market, they can quickly capture information on market changes and make corresponding adjustments, thereby improving the company's market response speed [5]. In addition, recruiting local employees can reduce the high costs incurred by multinational companies due to expatriate employees, including transportation, accommodation, allowances.

Huawei implements a localization strategy in management in Mexico. Huawei strictly follows the local holiday schedule, celebrates employees' birthdays according to local customs, and commutes according to local employees' habits. This management approach not only reflects respect for local culture, but also enhances employees' sense of belonging and work enthusiasm. In India, Huawei is promoting localization processes, including requiring Chinese employees to adopt "Indian names", appointing local Indian executives, and promoting the integration of the company into Indian culture. Currently, 85% of Huawei's employees in India are local employees, which helps to better understand and meet local market demands. This will help reduce cultural conflicts and misunderstandings, and improve management efficiency. The local employees are more familiar with the local market and culture, which can better serve local customers and improve customer satisfaction. In terms of products and services, Huawei fully considers the needs and characteristics of the local market in the product development process, and makes adaptive adjustments to the products. For example, the performance of Huawei P40 Pro phones in the domestic and overseas markets is significantly different, with overseas markets providing more detailed product parameter descriptions to meet the needs of different consumers. Huawei also makes compliance adjustments to its products based on local market laws, regulations, and industry standards to ensure that they can enter the market smoothly and gain recognition. This helps to enhance the market competitiveness of the product and meet the needs of local consumers. Moreover, compliance adjustments can help reduce market risks and ensure the stable operation of enterprises. Huawei actively integrates local cultural elements into marketing activities, enhancing brand awareness and reputation through sponsoring local sports events, cultural events, and other means. For example, in Uzbekistan, Huawei representative office employees often attend local employee weddings, travel to various cities during holidays, and watch ballet performances to enhance their connections with the local society. Huawei also expands its local market through localized marketing channels and partnerships. For example, in the Southeast Asian market, Huawei collaborates with local telecommunications operators to launch customized products and services. This can help enhance brand image and visibility, strengthen consumers' sense of identification and loyalty to the brand. Through localized marketing channels and partnerships, Huawei can better understand local market demands and changes, and adjust marketing strategies in a timely manner.

The successful implementation of Huawei's localization strategy for cross-border management is attributed to its in-depth understanding and respect for the local market. Through measures such as localization of management, localization of products and services, and localization of marketing, Huawei has successfully integrated itself into the local social and economic system, achieving deep integration with the local market. This strategy not only enhances Huawei's market competitiveness, but also lays a solid foundation for the company's long-term stable development.

4.3. Strengthen Cross-cultural Training

Utilizing cross-cultural training to address cross-cultural management issues in enterprises is a systematic and effective strategy. Cross-cultural training aims to enhance employees' awareness, understanding, and adaptability to different cultures, thereby reducing cultural conflicts and strengthening team collaboration. Through case analysis, interactive discussions, and other methods, employees can gain a deeper understanding of the specific manifestations and influences of different cultures. Companies invite experts to share different cultural values, traditional customs, to enhance employees' cultural awareness. The differences in cultural dimensions significantly affect the identification of host country employees with corporate culture in multinational corporations. Huawei's training strategy is divided into two main aspects: firstly, the induction and subsequent professional training of host country employees, emphasizing the infusion of corporate culture and the improvement of professional skills. By establishing Huawei University and overseas research institutes, internal training flexibility and autonomy can be achieved. The second is international training for employees in their home country, aimed at enhancing their international business management capabilities and enabling them to better adapt and integrate into the local economic environment in the host country. Cultural adaptation and rule training before dispatch, as well as on-site guidance and utilization of overseas resources after arrival, are important means to enhance the internationalization literacy of home country employees [6].

Language is the foundation of communication. Through language training, employees of enterprises can master more international common languages or specific target market languages, effectively eliminating language barriers when communicating with foreign businesses and improving cooperation efficiency. In cross-cultural enterprises, employees from different cultural backgrounds may have communication barriers and misunderstandings. Language training can enhance understanding and trust among employees, and promote internal harmony within the company. Language training can enhance understanding and trust among employees, and promote internal harmony within the company. Basic vocabulary, phrases, sentence structures, and grammar rules of the target language can be taught. Language training simulate daily life scenarios, engage in oral practice, and improve students' listening and speaking abilities. Provide reading materials to train students' reading comprehension and written expression abilities. To enhance employees' language proficiency, it is also necessary to increase their cross-cultural communication skills and explain nonverbal communication methods in different cultures, such as body language, facial expressions, and eye contact. Companies teach how to adapt communication styles to different cultural backgrounds, avoid misunderstandings and conflicts. Provide conflict resolution techniques and methods to help learners effectively cope with conflicts in cross-cultural environments. In the early stages of Huawei's internationalization strategy, especially when entering the North American market, the company found that there were language factors in the front-line team that affected team efficiency. This language difference is not only reflected in daily document publishing and communication of homework processes, but also delves into details such as translation of job titles. For example, Huawei encountered the challenge of translating job titles when appointing John Roes as Senior Vice President and General Manager of North American Research and Development. The term 'vice president' in Chinese has multiple expressions in English, such as 'vice ', 'associate ', and 'delegate ', which have semantic differences. Choosing the appropriate translation is crucial for accurately conveying job information. In order to address the impact of language differences, Huawei has decided to establish a language reform team. Huawei has set up a language reform team aimed at helping employees improve their language abilities, and has established language standards for different positions throughout the company. Evaluate employees through standardized tests such as TOEIC, TOEFL, and IELTS to promote their improvement in English proficiency. Reforming the language of emails and reports, Huawei regulations stipulate that starting from the end of 2007, all emails and reports sent by Chinese employees overseas must be written in English; When receiving an English email, it is also necessary to reply in English. By the end of 2008, specific positions require full English proficiency, such as supply chain departments holding meetings in English. Cultural

integration training, Huawei selects outstanding employees from overseas representative offices to participate in training on culture, practice, and skills at its headquarters in China. These training help foreign employees better understand and accept Huawei culture, and spread this culture upon returning to their workplace. Huawei recognizes that the knowledge and skills acquired by each employee during the training process are not only an improvement of their personal cultural literacy, but also a group cultural influence that can radiate to their families, friends, and surrounding social circles. Huawei has adopted a broad and gradual strategy, aiming to deeply embed the core values of the company and the essence of Chinese culture in the hearts of every Huawei employee in a rational way, and then spread them to a wider social level through their daily behavior and practice. This strategy reflects Huawei's high emphasis on corporate culture construction and a profound understanding of the combination of employee personal growth and social responsibility. Through training, Huawei not only cultivates employees' professional skills, but also invisibly shapes their role as cultural disseminators, enabling the integration of corporate culture and social culture, and jointly promoting social progress and development [7].

5. Conclusion

In the context of global economic integration, multinational corporations are facing unprecedented cultural diversity challenges. This article proposes a cross-cultural management theory using Huawei as an example, emphasizing respect and integration of different cultural backgrounds, providing powerful tools for companies to address these challenges. By strengthening cultural exchange, implementing localization strategies, leveraging cross-cultural advantages, and enhancing cross-cultural training, companies can gain a deeper understanding of employees' cultural backgrounds and needs, enhance team cohesion, promote innovation, and ultimately improve employee satisfaction and performance. However, achieving personalized employee management at the same time requires enterprises to invest a large amount of human, material, and financial resources, including developing personalized training plans, providing personalized work environments, and welfare benefits. This may increase the operating costs of the enterprise. This study aims to provide specific reference solutions for multinational enterprises. Due to limited references, the proposed solutions are not comprehensive enough. In the future, author hope to conduct more comprehensive research on the specific application of cross-cultural management theory.

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