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MANAGEMENT AND MULTICULTURALISM IN COMPANIES

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ABSTRACT

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<p>The aim of this report is to give an overview of what multiculturalism is and how it influences the management in companies. To explain the advantage of the multiculturalism but also his disadvantage and the challenge that we have to face.</p> <p>This report focuses on multiculturalism in business and the issue met by a manager in a cross-cultural team.</p> <p>The thesis highlights the challenges that a multicultural company faces and also the benefits conceived.</p>		

<p>Key words Business, communication, cross-cultural, management, multiculturalism</p>

ABSTRACT
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1 INTRODUCTION

Multiculturalism is a vast subject, with different points of view in constant evolution. To travel, work and study in different countries makes people discover different cultures, notice the different customs of those cultures, and learn how to deal with multiculturalism. Travelers are more open-minded and willing to use multiculturalism as a strength not only in their daily life, but also in their job.

Nowadays our world is more closely connected. It is easier and cheaper to travel. Younger generations are more and more mobile. The trend of the world is now to travel and discover new societies and cultures. The phenomenon of multiculturalism is rewarding but also challenging, as people have to make effort to understand and accept other cultures.

The goal of this thesis is to show the richness of multiculturalism despite its inherent challenges, and the way managers have to adapt their management both to their team and culture.

The second chapter of this thesis will present an overview of multiculturalism and how it appears, as well as culture and its different forms. It will be followed by a general section on management, how to manage, and the four types of management: direct management, persuasive management, participative management and delegate management.

The fourth chapter is about the challenges faced by companies due to multiculturalism. All the cultural aspects are not always noticeable; usually, they are unknown by the company. In the same way, communication issues, as well as racism, imply challenge.

The fifth part shows that despite its challenges, multiculturalism is necessary and beneficial for a company. It is the key of growth and development.

The sixth chapter brings together the previous parts: it focuses on the way to manage cross-cultural teams, dealing with the way of work in different cultures and adapting the management to those cultures. In the end, the seventh part concludes the aim of the thesis.

2 MULTICULTURAL WORLD

In the world, multiculturalism is omnipresent. Every country and society was formed by different people and different cultures.

2.1 What is multiculturalism and when does it appear

The term multiculturalism refers to the coexistence of different groups in the same society. They can differ by their cultures, language, and religion. This coexistence is considered rewarding and relies on voluntarist politics. The goal of these politics is to innovate and to make things progress. (Le dico du commerce international 2016)

Multiculturalism is a concept that has always existed because of the variety of people and different cultures in the world (Caceres Del Castillo 2014). However, the concept was defined in the 1960s when Canada was established as a multicultural society in order to accept the two national languages, French and English, and alleviate the language issue.

In the 1980s, this idea was developed in the United State as an outcome of the minority's right. At this moment, it was a way of thinking in the United States that challenged the superiority of white people, and fought for an acknowledgement of those minorities. (Pairault, Suret& Silhol 2013). (Larousse 2016). (Journet 2000).

This phenomenon has grown over the years with the movement of people, immigration and globalisation.

Indeed, nowadays, multiculturalism is everywhere. With globalisation, more people travel, and decide to become expatriates. The society encourages people to move and discover other

countries, civilizations, and cultures. This is why there are not only more and more expatriates, but also more exchange students in the world. In higher education, especially but not limited to business school, students are incited to travel, study and do internships overseas. Usually students that enjoy their experiences abroad want to have a their first professional experiences overseas as well.

The members of this new generation are the perfect employees for the new company objective. Indeed, a company that wishes to grow its business and expand overseas needs to internationalise. Internationalisation starts by the various cultures represented by their employees.

Companies are looking for international employees that are able to adapt to any environment, or any country. During an interview of Mister X, responsible of human resources in Company X, I was told that his company was looking for multicultural people. For example, during an employment session in Belgium, they could hire a Mexican person to work in India. They are only looking for people that are mobile, willing to move to another country, and work with people from completely different cultures. This notion of multiculturalism has become more important and, in some companies, mandatory. (Interview of Mister X 2016)

In this way, multicultural teams bring companies face to face with new and complex challenges.

2.2 What is culture

The notion of culture is essential in the approach of a foreign country. The concept is important, but it is also difficult to make a precise definition because of the multiple "ideas" that it encompasses.

2.2.1 Definitions

According to Kluckhohn, culture is the structured way of thinking, feeling and reacting of a human group. These reactions are especially acquired and transmitted by symbols, which represents the group's specific identity, including the concrete objects it produces. (Levi-Strauss 2008)

On the other hand, culture is said to be a set of beliefs and norms shared by a group of people that help the individual decide what something is, what it can be, how it feels, what to do and how to do it.

Culture is also an interactive set of common characteristics that influences the response of a human group to universal problems.

Culture is a polymorphic notion, which differs according to the epochs and the places where it is studied. Moreover, it is a relative notion, because it is analysed by confronting another culture. (Le dico du commerce international 2017)

2.2.2 Different types of culture

National culture is a popular concept in international business. Focusing exclusively on national cultures is tempting, however it overlooks the complexities of culture, considering countries have many different types of cultures.

There are five main types of culture: supranational cultures, regional cultures, industry cultures, corporate cultures and professional cultures.

Supranational culture is defined by cultures that exist over the state level; in essence; culture that crosses national borders. Some examples include Eastern and Western culture, Anglo-Saxon culture, Kurdish culture, et cetera. Thanks to supranational culture, it is possible to cluster countries in terms of similar work related values. In this way, Anglo-Saxon countries are linked by their language and colonial heritage, Latin countries cluster thanks to Catholicism, Nordic countries look alike with their social legislation and because they are welfare states, et cetera. (Hennekam 2014)

Regional culture depicts the values and beliefs shared by members of a local community. It is the result of a number of different factors, including: geography, history, and political and economic developments. For example, England is culturally divided along the North and the South. The North faces economic issues and its culture is more collectivist, while the South is economically comfortable and has an individualistic culture. The example of Germany deals with history; despite the fall of the Berlin Wall in 1989, Germany is still culturally divided along the East and the West. Eastern Germans were born and raised under Communism. They are relationship-oriented, meaning to them, people are important. On the other hand, Western Germans were born and raised in a more capitalist system. It is claimed that they possess a more aggressive and ego-oriented culture. (Hennekam 2014)

Next, industry sectors can have their own specific cultures as well. These specific cultures are influenced by equally specific factors, such as product characteristics, market characteristics, and regulation. In the chemicals industry, there are lots of rules and regulations set by eg.the European Union. These regulations have created an uncertainty-avoiding culture. Chemical companies are forced to pay more attention to respecting manufacturing rules, rather than focusing on product innovation. Conversely, pharmaceutical sectors have a long term-orientated culture, considering ten to fifteen years are needed to create a new medicine. This means pharmaceutical companies make big investments today for large profits in the future. (Hennekam 2014)

Firms, even in the same country, are said to have their own specific cultures, called corporate culture. This culture is influenced by the personality of the founder, the stage of development, and by the ownership structure. During his career as a shampoo salesman in Paris, L'Oréal's founder Eugène Schueller developed a strong sense of competition that he applied in his company. This means that nowadays, L'Oréal is very committed to reach market-leader status. To attain dominance, the company has an aggressive and masculine culture. Additionally, a company's stage of development influences its culture. For example, in a start-up phase, uncertainty is accepted and there is a low power distance, while in consolidating phase, uncertainty is rejected and there is a high power distance. This culture difference in the stage of development is due to the fact that when you start a business, risk is unavoidable, but after few years the company is not willing to take that risk anymore. (Hennekam 2014)

Individual professions have their own specific cultures as well. These professional cultures result from a number of industry-specific factors, such as initial education, on-the-job training, and interaction with peers. The culture can also be seen in cultural artefacts such as dress codes or codes of conduct. In this way, doctors have an inclination towards feminine culture, they focus on relationship while soldiers tend to be more masculine and collectivistic. (Hennekam 2014)

3 MANAGEMENT IN COMPANIES

Management is a relatively recent discipline. It is the organization and coordination of the activities of a business. Management refers to the practices and know-how associated with the organization of collective work and human relations with particular attention to the qualitative dimension. Its mission is planning, organizing, directing and controlling an organization in order to achieve defined objectives. Management is often included as a factor of production. (le dico du commerce international 2016)

3.1 Different types of management

At the end of 1960, Rensis Likert, psychologist and teacher, defined four different types of management: direct management, persuasive management, participative management and delegate management. (Moch 2017)

Directive management focuses on results, with huge involvement by the manager. This management is authoritarian; it is based on strict structure and guidelines. Autonomy is limited, and aims at the effectiveness of employees, who have no power concerning decisions. Directive management requires precision in its method and on its results, and is based on numerous procedures, sanction, and reward. The manager's trust in his staff is limited. This type of management generates the most hostile behaviours on the part of employees. The directive direction is typical of Taylorism, which means the employees follow a process and do repetitive tasks. While the benefit of this management style is efficiency and achieving fast results, it might lead to a lack of motivation from employees. (Moch 2017)

Persuasive management focuses on the relationship between managers and employees with strong involvement from the manager. It is paternalistic management that remains authoritarian, but less so than direct management. It is also more oriented towards the employees, who have some autonomy. Persuasive management is based on the participation of employees, in whom the manager places more trust. The manager may sometimes ask an opinion of his employees, even if he keeps the power of the decision. The manager tries to create groups of employees around him where he would be the model. The major benefits are the feeling of belonging to a group and a tightly knit team, but it creates a close system that is not very open to the outside. (Moch 2017)

Delegated management focuses on the results of a team, with less involvement from the manager. It is also called advisory management, as it is based on trust in employees, who are frequently consulted for decision-making and team spirit. This style of management emphasizes the involvement of each member of the team and their accountability. Expected results and methods are defined by the system as a whole, and communication, both vertical and horizontal, is imperative. The advantages of this management style are the empowerment and involvement of employees and a good working atmosphere. However, the lack of structures can devolve into buddy management with no rules or structure. (Moch 2017)

Participative management focuses on the relationship between managers and employees with less involvement from the manager. It is based on building a relationship of trust between the manager and his collaborators. Employees are strongly involved in decision-making, have a great deal of latitude in the way they work, and can express themselves through their creativity and ideas. The manager integrates with the team, empowers it and oversees it more than he directs, and in turn, the employees are highly motivated. It is an open management, but it has its own challenges: it requires real commitment, a great capacity for autonomy and a strong dose of creativity from each collaborator in order to operate well. (Moch 2017)

3.2 Managing a team

Managing a team is a big responsibility. Teams are an important part of a company and are mandatory to run a business. Therefore, team managers play an important role. The goal of the team is to work efficiently as a group.

The most important thing to do as a team manager is to motivate the team, not only each individual, but also the group as a whole. The manager has to be careful with each member, and make sure everybody is integrated well into the team. He has to pay attention to everyone and make them feel important and recognized in the team, which will create a positive behaviour. Additionally, the manager needs to trust the team and its member in order to delegate. (DeMers 2015)

Communication between the managers and the employees is also very important in a team. The communication must be transparent and two-way. In this way, the employees will feel confident to talk to their manager. Transparency creates confidence and it generally increases the team's motivation. (DeMers 2015)

Not every member of the team has the same abilities and skills. They do not necessarily want to perform the same tasks in the company. Some people want to have new tasks and objectives; some want formation to be better in their task. The manager has to develop each individual in the team so they can all collectively develop. Developing the team is the key to long-term success; the team member will become the best in their sector and in this way, the team will be efficient and at a high level. (Mind Tool 2016)

It is not easy to manage, but managing a team is even more challenging. We do not manage individuals one by one but as a group. The manager must be careful not to favour one member of the team in order to avoid conflict. However, he should give credit when necessary. The

manager should not be too picky and criticize employees, but should allow them to make mistakes so the group can learn. Each process should be clearly defined and explained by the manager. The goals of the team have to be in agreement with the company's goal. Also, whether it is the manager or the employees, no decisions should be taken alone. The last step to have an effective team management is to regularly provide feedback to improve the work of the team but also of the individual. (DeMers 2015)

4 CHALLENGE OF MULTICULTURALISM IN COMPANIES

Companies face challenges every day; however, multiculturalism brings multiple and different challenges due to cultural differences.

4.1 Culture is an iceberg

Culture can be represented as an iceberg, meaning it is much more than what we see at first. Indeed, one part is visible, the artefact, and the other one is hidden, the values and the beliefs. The hidden part of culture is much more important than the visible part.

The visible part, above the surface, is called artefact. It is the food, clothes, architecture, language, holidays and festivals. The artefacts of a culture are easily detected through observation, because we see them, meaning we can respond to them and act in consequence.

In a business culture, artefacts are the organisational culture of the company, like job descriptions and one's relation to the hierarchy. For example, job offers differ between France and Great Britain. In France, the summary of the position is detailed, and qualification requirements, tasks, and responsibilities are indicated. However, in Great Britain, only a brief summary and the general skills needed for the position are outlined. (Hennekam 2016)

The organisational structure of the company is easily seen. There are two types of structures: "pyramid" organisation, and "pancake" organisation. In pyramid organisation, the relation to hierarchy is high; there is one person above the other: the CEO, followed by the president, the vice presidents, then the middle management and the supervisors, and at the bottom, the employees. There is no communication between employees and the CEO; employees refer to their supervisor, who refers to the middle management, et cetera. (FIGURE 1.)



FIGURE 1. “Pyramid” organisations (InfoGraphic 2016)

Conversely, “pancake” organisation is less focused on a company’s hierarchy. Of course hierarchy exists, but everybody is part of the same team at the same level. (FIGURE 2.)



FIGURE 2. “Pancake” organisation (Hennekam 2016)

Beliefs and values are the invisible aspect of a culture. It includes humour, methods of working, views of equality, rules of politeness, family values, gender roles, et cetera. It tells us what is really important in a culture, but it can only be noticed after a detailed analysis of said culture. (Hennekam 2016)

In spite of their differences, visible and invisible parts of the culture are linked. Artefacts reflect the deeper assumptions that tell us what a culture considers to be important, desirable or ideal. Pyramid organisation highlights the fact that some people are better than others, while everybody is equal in pancake organisation. French job descriptions infer that law and regulation has to be respected, while people have to be willing to take risks for British jobs. (Hennekam 2016)

According to this analysis of culture, it is challenging to work in a multicultural team. Even though not all aspects of a culture are easily seen, everyone has to adapt to each other and to different cultures. It is even more difficult when you try to use the rules of your own culture to interpret the behaviour of another culture with different rules.

4.2 Culture influence on work method

Culture is part of ourselves: we act in accordance with our culture without noticing it. In the company, it can be the source of conflict. For example, the relation to time: in Germany, time is time, so being late is considered impolite and disrespectful. Conversely, in Brazil, turning up to the meeting point one hour after the time announced is still considering to be on time. The relation to time is very different in those two cultures. When those cultures meet, it involves conflict. Germans have to be patient and try to adapt to the Brazilians, while the Brazilians must make an effort to arrive at the announced time. Some cultures consider losing time while waiting abnormal, but for some people it is a normal situation. (Hennekam 2016)

Meetings are also conducted differently according to culture. In France or Asia, one person, the leader or director, is responsible for the meeting and leads it. In Canada, everybody is involved giving opinions, so the meeting is more interactive. In this way, a Canadian employee in a French or Asian company might have difficulties in understanding the country and company's culture. He will probably seem disrespectful to the manager from the view of the other

members of the company, and will not accept the hierarchical system as a member of the other culture. He will probably have difficulties integrating. (Hennekam 2016)

4.3 Communication issue

Another challenge found in multicultural teams concerns communication. We can find different kinds of communication issues in multicultural teams.

The first challenge of international teams and companies involves the language. All the members of a multicultural team come from different countries, and therefore speak different languages. In this kind of situation, team members have to find a common language in order to communicate and understand each other easily. In most cases, the common language is English. (Hennekam 2016)

The second issue is misunderstanding. Most likely, everybody is using a second language, different from their mother tongue, so the possible issue at this moment is that the workers do not all have a good level of the shared language, thus do not understand their colleagues. This situation creates misunderstanding. For example, there is a video that aptly represents miscommunication due to a language issue. It is about a German coast guard that receives a call from a ship saying, "We are sinking, we are sinking," and the coast guard answers, "What are you thinking about?". In this particular situation, we can see a really big misunderstanding because of the lack of knowledge of the language, and, in this case, a difference in accent. It can have an awful direct impact and can be very harmful for the team and, on a bigger scale, for the company. (Berlitz Corp 2006)

There are different types of communication: low and high context. Low context is mostly used in Switzerland, Germany and Scandinavia. Low concept communication uses direct and explicit language, meaning clarity is important. We say what we want, and we mean what we

say (ToughNickel 2016). High concept is more used in Japan, the Middle East and South America. The communication in high concept is indirect and implicit. What we say and what we mean are not necessarily the same. (ToughNickel 2016)

When these two methods of communication have to work together, it can be difficult for each side to understand what is said and meant in the conversation. For example, imagine a situation where someone needs a ride to the airport. In a conversation with two Americans, the person will directly ask for a ride from his friend. In a conversation with two Japanese, the person will talk about the subject without asking for the ride, but because of the implications, his friend will offer the ride. However, in a conversation with an American and a Japanese, the Japanese will talk about his holidays and need to get home, and the American will wish him a nice time without offering the ride. In this situation, the Japanese wanted a ride to the airport but did not ask for it clearly. The American did not offer his friend a ride because they did not ask for it, so he did not know he needed one. If he knew, he would probably have offered. This is a perfect example of misunderstanding due to culture. (Hennekam 2016)

Cross-language communication is as demanding for native speakers as for second-language speakers; everyone has to adapt.

Different cultures have different communication behaviours, and different styles, conventions and practices of language. There are two communication styles: neutral and affective. Neutral communication styles are present in Poland, Sweden, the Netherlands, et cetera. Communicators hide their thoughts, feelings and emotions. They admire coolness and self-control. Gesture is not used in their communication. On the other hand, affective communicators display thoughts and feeling both verbally and non-verbally. They release tensions and they admire displays of heated and animated expressions in others. Affective communication styles are common in Italy, France and the Philippines. (Hennekam 2016)

Communication between these two styles is also difficult. Neutral communicators think that affective people are unprofessional and lose control of the situation since they show their emotion. On the other hand, affective communicators think that neutral style people are cold and emotionally repressed. In order to sort out the communication, both sides have to understand that communication styles are culturally embedded, and in any case, personal. Both styles have to make compromises in order to find an average, and thus communicate easily. (Hennekam 2016)

The way of talking is also different according to culture. Latin people tend to cut each other off, which appears very impolite in Eastern and Nordic countries.



PICTURE 1. Cultural differences (cultural conflict, 2013)

The PICTURE 1 above perfectly represents the complexity and challenges of communication in a multicultural environment. It represents different cultures that have just met. We can see

that an interaction as simple as a greeting can become challenging. Some people want to kiss as a greeting but it will be perceived as impolite by the other culture, however the first person mentioned will see the other one as unfriendly for refusing. The different cultures have to learn about one another beforehand and have to learn to adapt to the situation very quickly in order to spare unnecessary tension and conflict.

4.4 Racism and stereotypes in a company

The main issue that arises from multiculturalism in our world nowadays is racism. This issue has risen in the last couple of years because of the increase of radical extremism. People get scared and start to stereotype everybody. The recent events in the world, especially in France, increase this feeling.

Racism has become more culturally embedded and common. With the exact same curriculum vitae, the person with the common name of the country or a name familiar to the human resources manager will be hired at the detriment of the other candidate.

Even if laws exist in a company designed to avoid racism, it has been proven that during a job interview, the interviewer tends to favour the person from his own culture, simply due to human nature.

In 2007, a survey conducted by the International Workers' Office and the French ministry showed that 78,7 % of employers would choose a white person instead of a North African person, even in the case where the experience and skills of both candidates were equal (JDN 2007).

Stereotypes are also quite persistent in the business world. Spanish people are bad-tempered and racist, the English are business men, Chinese people make work their religion, Swiss people like exactness, Brazilians are always late, and Japanese are forward-looking. All these ideas are stereotypes against a country and its people, which can negatively affect an employee or future employees. Because of already-made ideas, an employer can demonstrate racism and make a mistake in hiring.

Racism and stereotypes have always existed in the world. Despite the wishes of a society to eliminate racism and prejudices with laws and codes of conduct in favour of diversity, they still persist.

5 BENEFITS OF MULTICULTURALISM IN COMPANIES

It is known that international companies develop more and are more competitive than local or national companies. This growth is due to the international employees working in the company. Every employee has his own way of working according to his field, education, culture and personality. When there are multiple countries represented in a working environment, the ideas and innovation are also multiplied. (Isechos 2016)

For example, in a French company with ten workers, if there are only French employees, they will have one idea and work according to what they all know based on French culture. On the other hand, if there are several nationalities represented in a company, the workers will share their experiences and their ideas with each other, and work together by taking the best elements of each culture.

A multicultural team is also able to be more productive and efficient than a homogeneous team. In this way, a multicultural team is more competitive.

Companies with an international team have more relations and target a bigger potential client group. A company that has a multicultural workforce would have a social network that could cover more territory than a homogeneous team would.

Another advantage of a multicultural team concerns knowledge. Working with different cultures makes the employees more respectful and careful with each other. They also use what they learn from the other culture to be more efficient in their work. (Lewis 2012)

At the individual level, to behave in a multicultural environment brings open-mindedness and tolerance. It also enables re-assessment.

Multicultural companies are more tolerant and thus are more open and more willing to satisfy their client. According to Mrs Emeriau working at KLB Group, multiculturalism is the development virtuous key; all the big companies are multicultural. For a few years, multiculturalism is a priority; it permits learning about the outside world and increases the economy. (interview of Mrs Emeriau)

6 MANAGING CROSS-CULTURAL TEAMS

A cross-cultural team is a group formed by people from different backgrounds, countries or cultures. They work toward a common goal.

The challenge for a manager nowadays is that they have to make sure that all of their employees understand the cultures and policies of the company, but also that the whole team understands and respects each other's cultures, values and beliefs.

6.1 Hofstede's cultural dimension

Geert Hofstede is a social psychologist and a Dutch anthropologist who studied interactions between cultures. One of his most important achievements concerns the establishment of a theory on cultural dimensions, which proposes a systematic structure for the evaluation of differences between nations and cultures. Seeking to establish differentiation criteria to account for the diversity of cultures, G Hofstede highlighted five essential dimensions that explain the different working methods according to one's own culture: power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and long-term versus short-term orientation. (Hennekam 2016)

The power distance dimension reflects the degree to which the organisational structures are hierarchical, and how independent the employees are. In Latin countries and South American countries, as well as in Africa, Russia and the Middle East (FIGURE 3), the power distance is high. This means people create hierarchies to distinguish the employees from the managers and the headmaster; they accept the wide gap present in the society. Managers and the CEO issue directives that are followed by the employees without any questioning: respect is shown to the superior. In a company with a high power distance, bosses and employees have distinct

roles: bosses are needed as a leader to ensure that the work gets completed (Hennekam 2016). Unlike Latin countries and South American countries, Anglo-Saxon, Scandinavian, and Germanic countries (FIGURE 3) have a low relation to hierarchy. People reject the uneven distribution of power, and all the employees are involved in decision-making. The distinction between bosses and employees is low, and everybody is seen as equal in the company.

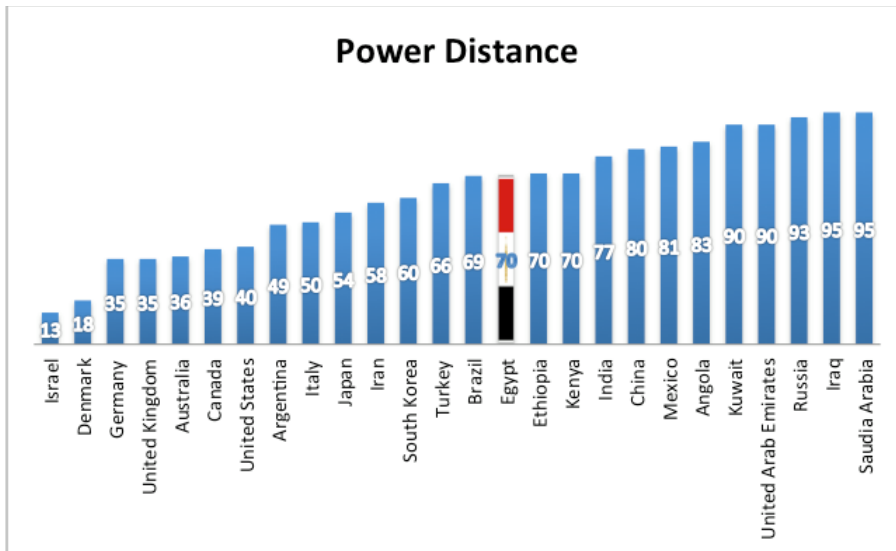


FIGURE 3. Power distance dimension (Thwab 2015)

The second dimension is about uncertainty avoidance. Some cultures are willing to take risks, to work without rules, and also to accept conflict and stress. This is the case of Anglo-Saxon countries, Germany, Asia, India, and Africa (FIGURE 4). These cultures are tolerant to risk and are open to change and initiative. On the other hand, Latin Europe, Russia and the United States (FIGURE 4) are against change; they like stability and develop rules and laws in order to avoid risky situations.

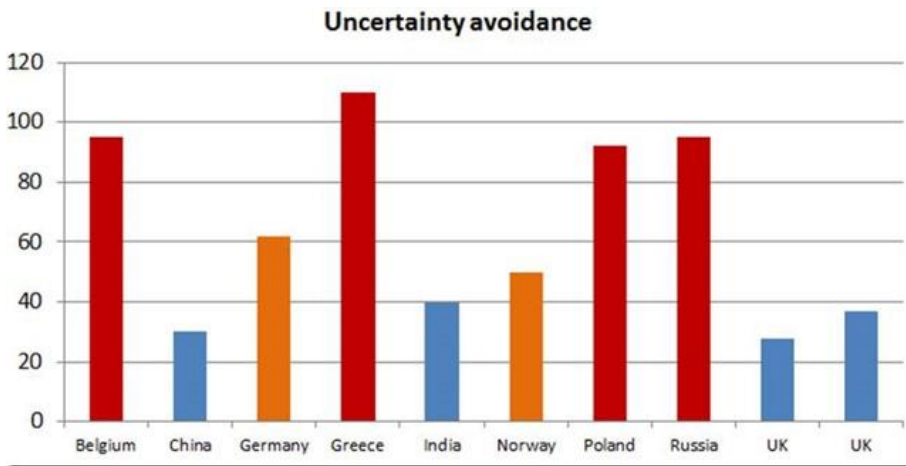


FIGURE 4. Uncertainty avoidance dimension (Rey 2014)

The individualism dimension highlights the countries and cultures that are more willing to work alone and focus on their task: this concerns Anglo-Saxon countries, Australia and Great-Britain (FIGURE 5). Employees of individualistic culture see themselves as individuals, and not as members of a group. They want to achieve personal goals and focus on individual achievements. Contrarily, Western Africa, Pakistan and Guatemala (FIGURE 5) tend to work in a collectivist environment. Employees see themselves first and foremost as part of a group, and attach less importance to individual welfare. They value harmony and equality over personal achievement.

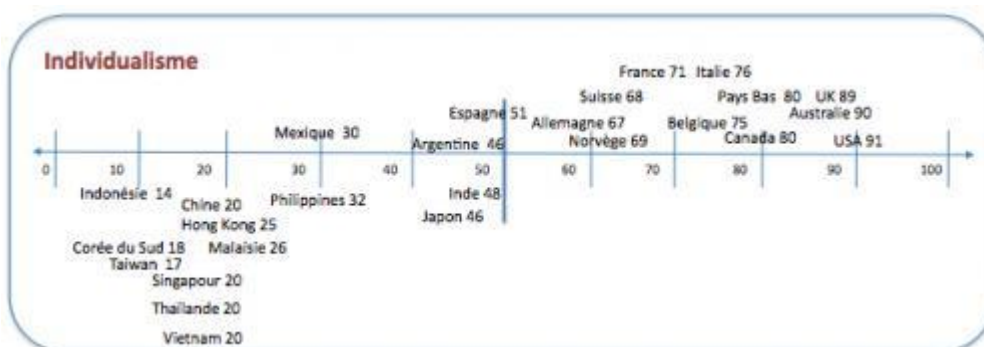


FIGURE 5. Individualism dimension (equipaje 2012)

The fourth dimension in Hofstede's theory is about masculinity and femininity. This criterion distinguishes societies in which the roles attributed to men (economic activities) and those attributed to women (children and domestic work) are strongly differentiated (masculine society) and those where this difference is small (feminine society). Masculine societies are characterized by the following aspects: ambition, the predominance of professional life over family life, the hardness of behaviours, the preference for individual decisions, and the valuation of people by their salary. In male societies, work is a way to achieve one's career ambitions. Conflicts are hard and open. Masculine societies are present mainly in Japan, Germany, Italy, Venezuela, Mexico, Colombia and England (FIGURE 6). In feminine societies, work is first and foremost an opportunity to create relationships of cooperation and cordiality. In relationships, emphasis is put on discussion and consensus-building. They are concerned with the quality of life. The countries based on this business style are Scandinavian countries and the Netherlands (FIGURE 6). Anglo-Saxon and Asian countries, Peru, Chile, Yugoslavia and Black African countries place averagely on this scale. (equipaje 2012)

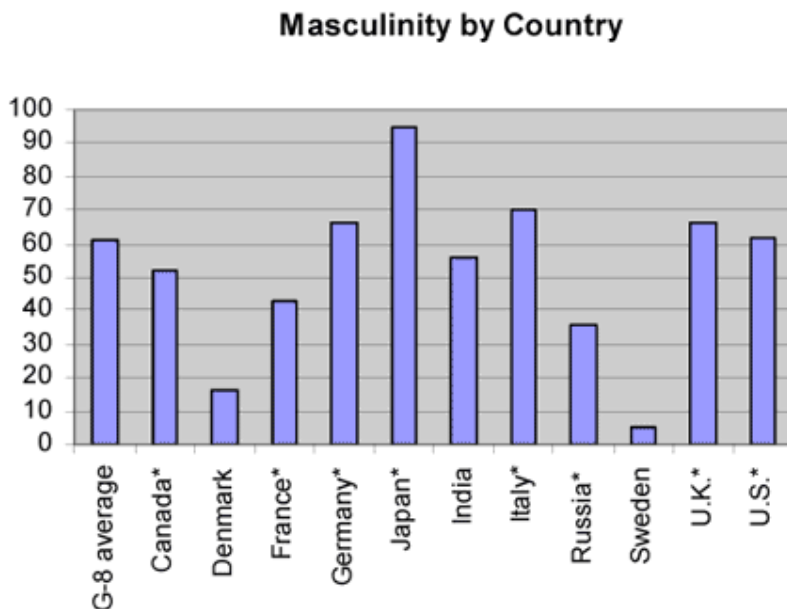


FIGURE 6. Masculinity dimension by country (Culpepper & Smith 2017)

The short-term/long-term dimension reflects on whether people have a short or long term view of their work, and if they live in the past or attach importance to the future. Short-term oriented cultures attach importance to the past and present; they respect traditions and are usually resistant to change. This culture is seen in North America, Norway, England and the Philippines (FIGURE 7). On the other side of the spectrum, China, Japan and Asia in general (FIGURE 7) are long-term oriented. These cultures focus on the future; they are not interested in the past.

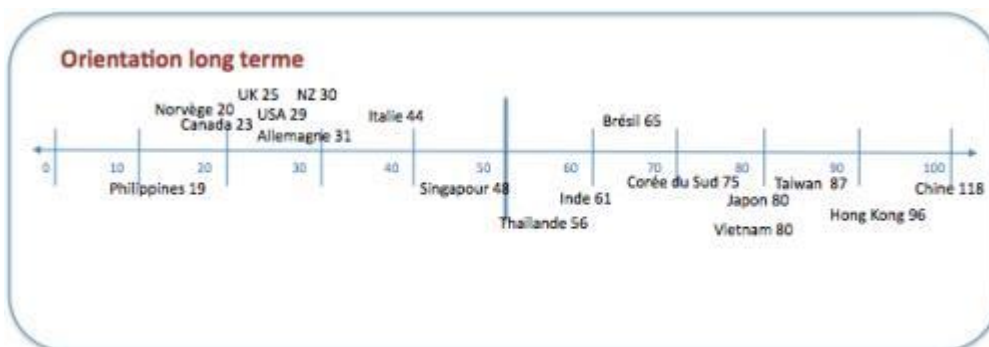


FIGURE 7. Long-term orientation (equipaje 2012)

6.2 Cross-cultural management

Cross-cultural management is a management style that has the goal to improve the interaction between different cultures in a company in order to minimize the negative effects of differences between employees. This helps companies organize and reap the benefits from the best from all cultures (le dico du commerce international 2016). To know and understand how to manage across cultures is essential for the efficiency of a company.

The notion of cross-cultural management appeared in the 1980s after the failure of several companies to manage different cultures. The lack of cross-cultural management was first experienced by expatriates, or people that left their country to work in a company overseas. Most

of these workers were not able to accomplish their tasks in an unidentified culture. Multinational companies became aware of the failure of their expatriates. They realized that they had to adapt their management styles in order to keep their workforce abroad, a fundamental element to sustain the growth of their foreign investments.

A manager has to look out for all the members and adapt his speech according to each culture. For example, someone with English as second language might not understand all of the nuances used in English. A manager should then use easy and simple words and get straight to the point.

According to Nancy Adler (Hennekam 2016), there are five steps to establish in order to have good management across cultures. First, we have to select the right people to be part of the team. They have to be social and have to be able to communicate easily with others in order to facilitate communication. They also need to have heterogeneous competencies so they will fit in at a company faster. Next, all the members of a team have to recognize and accept cultural differences. A manager has to make sure that everybody understands each other's culture. This means the members cannot believe in harmful stereotypes, since they could have a wrong image of a culture, creating conflict. The team needs to have a common objective and a clear goal to unite the group. Additionally, the power has to be equally distributed. The manager should not favour a specific culture or the host country's culture. It could be taken as disrespectful to the others. Finally, respect has to be ubiquitous in the team. These steps are the key for good management and efficiency of a cross-cultural team.

The objective of the manager in an international company is to make sure that all of the employees are able to work together and feel welcome in the team.

6.3 Cross-cultural conflict

A conflict is hostility between two or more people. The origin can be an incompatible goal or emotion. It can also be a disagreement on a specific subject. There are different types of conflict and different ways to resolve it.

Goal conflicts are based on a disagreement based on what needs to be achieved. For example, some people want to improve the packaging of a product, and some want to improve the quality; it is a goal conflict. Cognitive conflict concerns disagreements on an idea or an approach to solving a problem. For example, "should we enter the market alone or via joint-venture?" is a cognitive conflict. Disagreement about personalized, individually orientated matter is an affective conflict. (Hennekam 2016)

Conflicts are present in all companies, but tend to be more prominent in multicultural environments. Everybody has his own way to work and his own perspective on what has to be done. It is more difficult to find an agreement on cross-cultural team.

According to Thomas and Kilmann, there are five resolution styles: competing, collaborating, avoiding, accommodating and compromising.

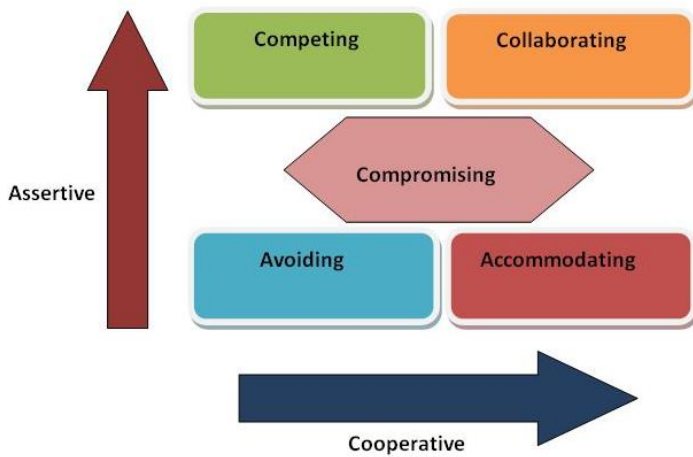


FIGURE 8. Conflict resolution styles (aqdas 2015)

When people are confident and do not cooperate, they use competing resolution style. They only consider what they think, they do not want to let down their position, and they know they are right (FIGURE 8). This style is seen in cultures where goals and achievements take priority over relationships, for example, in the United States or France.

The second style is collaborating (FIGURE 8). The problem is solved together, and the position of both parties are equal but conflicting. It is a win-win situation. This approach is seen in feminine and collectivist cultures where relationships are more important than personal achievement.

The third resolution style is avoiding (FIGURE 8). People do not choose a side since they do not like tension. It is seen in cultures where the power is unequally distributed like in France. The conflict is referred to the hierarchy. Additionally, in cultures where maintaining relationships is more important than the rest, like in Japan, they do not have conflict in public.

The accommodating style is based on the goal to not upset the other (FIGURE 8). Maintaining relationships is the first priority, even though the other person may take advantage of you. It is seen in cultures where inferiors are expected to submit to their superior.

The last resolution style is compromising (FIGURE 8). It is a lose-lose situation. None of the people get what they want. It is usually used in the case of a temporary situation.

It is important to solve a conflict in a company, especially in a cross-cultural team since it can lead to an unfixable problem and create permanent dislike between employees.

7 CONCLUSION

Multiculturalism is omnipresent in our society, either in countries, cities, businesses, economies, companies or even a political system. We are constantly surrounded by different cultures.

This thesis shows how challenging it is to deal and work with multiculturalism despite its real benefits. In this perspective, cross-cultural management is vital in a company. However, it must be learned in order to guarantee success. Indeed, this concept presents defiance. In everyday life we have to adapt and understand different cultures, and interact with people from different backgrounds, education, languages and ideas.

The challenge is intensified in businesses with cross-cultural teams. It is more and more challenging for a manager and his employees to learn and discover how to work together.

This issue is due to the lack of knowledge of another culture and the close-mindedness of the current world. Multiculturalism is essential and beneficial for society. It allows people to think differently, and to know and discover more with different points of view.

A company without multiculturalism but only homogeneous team is destined to stagnate. Quite the reverse, a heterogeneous company will develop and prosper.

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