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MANAGING A MULTICULTURAL TEAM

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ABSTRACT

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<p>The aim of this thesis was to show what is multiculturalism and how it influences the management of companies. Indeed, today, almost all businesses are international, that is why, it is essential for managers to understand “cultures” and to know managing this diversity within their teams.</p> <p>This report gives clear view of multiculturalism in companies and explains how to manage this phenomenon.</p> <p>The structure of this thesis consists of five main sections including the introduction. The second part discusses the meaning of multiculturalism and its apparition in the world. Then, I will talk about culture: the definition, the different models and levels of culture, and finally, the Hofstede dimensions. The fourth chapter is about the management in companies by showing several types of management and explaining how to manage a team. And finally, the fifth section deals with the management of a multicultural team by describing the diversity in a group, the importance of the communication and also the way to manage conflicts in the workplace by introducing a proactive model that could help organizations to avoid these tensions.</p> <p>Nowadays, understanding this multiculturalism is very obvious and essential for businesses. In fact, our world is universal, as we have said previously, almost all companies are multicultural. It is important for managers to understand the different cultures, in order to know how to avoid conflicts, to communicate with their teams and to reach the goals.</p>		

Key words

Companies, culture, diversity, management, multiculturalism

ABSTRACT
CONTENTS

1 INTRODUCTION.....	1
2 OUR WORLD IS MULTICULTURAL	2
2.1 Definition of “multiculturalism”	2
2.2 The beginning of “multiculturalism	3
3 THE MEANING OF “CULTURE”	5
3.1 Definition of “culture”	5
3.2 Different models of “culture”	6
3.2.1 Iceberg model of culture.....	6
3.2.2 Onion model of culture.....	8
3.3 Several levels of culture	10
3.3.1 National culture.....	10
3.3.2 Regional culture	11
3.3.3 Industry culture	12
3.3.4 Organizational culture	13
3.4 The cultural dimensions according to Hofstede	14
3.4.1 Power distance dimension	14
3.4.2 Individualism versus collectivism.....	16
3.4.3 Masculinity versus Femininity.....	17
3.4.4 Uncertainty avoidance.....	19
3.4.5 Long Versus Short-Term Orientation	21
3.4.6 Indulgence Versus Restraint.....	22
4 MANAGEMENT IN COMPANIES	25
4.1 Several types of management.....	27
4.2 Managing a team	29
5 MANAGING MULTICULTURAL TEAMS	32
5.1 The diversity of a multicultural team.....	33
5.2 The communication in an intercultural environment.....	35
5.3 How to manage conflicts?	38
6 CONCLUSION	43
REFERENCES.....	45

FIGURES

FIGURE 1. Iceberg model of culture.....	8
FIGURE 2. Onion model of culture.....	9
FIGURE 3. Country clusters model.....	11
FIGURE 4. Power distance dimension	15
FIGURE 5. Individualism versus collectivism dimension.....	17

FIGURE 6. Masculinity versus femininity dimension.....	19
FIGURE 7. Uncertainty avoidance dimension	21
FIGURE 8. Long versus short-term orientation dimension.....	22
FIGURE 9. Indulgence versus restraint dimension	24
FIGURE 10. The three levels of management.....	26
FIGURE 11. The four types of management according to Rensis Likert.....	29
FIGURE 12. Proactive model to prevent conflict in a multicultural team	40

PICTURES

PICTURE 1. Difficulties of the physical interaction in a multicultural environment	37
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1 INTRODUCTION

Since my earliest childhood, I have dreamed of managing a team. After obtaining my baccalaureate, I decided to study in a business school based on the internationalization in order to discover and comprehend other cultures. That is why, to write my thesis, I have chosen the vast subject of the multiculturalism. In fact, nowadays, we live in an interconnected world in which almost all businesses are related to the internationalization, so, it is crucial for managers to know how to manage this diversity.

Despite the pandemic and the fact that, actually, our social tie is a lot disturbed, it is still important for companies to understand the heterogeneity within their employees. Thus, the aim of this report is to show the richness of the multiculturalism and the way managers have to adapt their management style in an intercultural environment.

The second section of this thesis will present what multiculturalism is and when it appears. Then, the third part will discuss the meaning of culture by defining this term, showing two different models and several levels of culture, and explaining the six cultural dimensions based on Hofstede's study.

Subsequently, we will talk about the management in companies: different types of management style and how to manage people. The fifth chapter will deal with the management of a multicultural team, it will focus on the diversity, the communication but also the conflicts that happen in these cosmopolitan groups. In order to avoid these tensions, we will show a proactive model that managers could use in the workplace. Finally, the sixth section of the report will conclude the aim of the thesis.

2 OUR WORLD IS MULTICULTURAL

Since its apparition, our planet has been composed of a variety of humans. This diversity has caused the beginning of the “multiculturalism” worldwide.

2.1 Definition of “multiculturalism”

Nowadays, we live in an interconnected world, every country is engaged in international activities (Luthans & Doh 2018, Chapter 1). This international earth has led to the phenomenon of “Multiculturalism”. In fact, today, due to the globalization, more and more people travel all around the world and decide to become expatriates. This “trend” applies also to students. During our studies, we are incited to live experiences abroad such as an academic year or an internship, ect. Most of the time, students love this time in a foreign country, and it is not infrequent that further to these adventures, they decide to leave overseas for their professional jobs.

These days, travelling is becoming easier, more and more people move that is why, we can say that our world is multicultural. In fact, a society is defined as multicultural when there are people from different cultures, nationalities, religions or languages who live in the same country (Greelane 2020). So, multiculturalism is the coexistence of humans from different backgrounds in the same territory, it expresses the idea that a society is enriched by preserving, respecting and encouraging the cultural diversity (Chu 2005). This phenomenon aims to encourage the integration of cultural minorities in the society by recognizing their cultural origins and differences, and by facilitating their participation in their new life abroad (Gale & Staerklé 2019).

In order to understand the functioning of the multiculturalism, there exists two theories. The first one is called “The Melting Pot theory”. It supposes that various groups of people from different backgrounds will have a tendency to “merge together” and to forget their own cultures in order to form one single and unique society. To illustrate this theory, there is one simple example: the fusion of the irons and carbon to form an only one metal: the steel. Then, the second one is the “salad-bowl theory”. It describes a heterogeneous society in which humans live together but keep their cultural traditions. For instance, when you eat a salad, you put various food inside but each one keeps its flavor. Both theories were criticized, the first one for reducing the diversity and losing the cultural

traditions whereas the second for dividing the society, developing prejudices and discriminations (Greelane 2020.)

Still today, multiculturalism provokes questioning. Indeed, even though this concept is not new, it continues to raise questions. The complexity of our new “international world” makes this term very difficult to define precisely.

2.2 The beginning of “multiculturalism

The concept of “multiculturalism” has always existed because of the variety of ethnic and cultural groups in the world. But it has grown through human history as a result of migration movements all around earth (Caceres del Castillo 2014). In fact, various history events such as the First and Second World Wars, imperial conquests or traffic of slaves have led to immigration in different countries (Caceres del Castillo 2014).

However, it was only in 1960 that the term “multiculturalism” is appeared for the first time, on the North American continent (Le multiculturalisme: vérités et conséquences avec Louis T 2019). Indeed, at this time, the presence of French and English nationalities in Canada led to a lot of conflicts (Greelane 2020). So, in order to stop these tensions and to create an inclusive culture, the Ottawa’s federal authorities have decided to declare their intention “to recognize the Canada as a multicultural society”. During the 1970s, the Canadian prime minister, Pierre Elliot Trudeau promoted this decision and engaged his country to respect the multiculturalism and to accept both languages: French and English as official languages. But it is only in 1982 that this phenomenon starts having a constitutional dimension and appears in the Charter of Rights and Freedoms. This law is essential because it recognizes the necessity to include the value and the place of every culture in Canada (Pudwell 2018).

Over the years, multiculturalism has spread out everywhere. And finally, today, we define our world as “multicultural”. In fact, as I have said previously, more and more people travel and move abroad. During a conference, the UNESCO has declared that “the cultural diversity is as much essential for the humanity as the biodiversity for the nature” (Greelane 2020). It applies also to companies. In fact, these days, almost all businesses are international, and enterprises are looking for foreign employees. For firms, it is beneficial to have employees from different backgrounds because it brings

creativity, productivity and effectiveness but managing multicultural teams creates also a lot of new challenges.

3 THE MEANING OF “CULTURE”

Nowadays, due to the fact that we live in a multicultural world, understanding the term “culture” is becoming essential in our everyday life.

3.1 Definition of “culture”

We estimate that the term of “culture” exists since millions of years. Indeed, at that time, there were two different groups of living being: the Chimpanzees and the Bonobos. Despite their similar appearances, the chimpanzees were a hunter-gatherer society in which males used violence to solve problems whereas the bonobos were a vegetarian society in which conflicts were resolved through erotic activities rather than violence. In those days already, the concept of “culture” existed, both groups had their own characteristics and lived-in societies. Thus, we can say that it is a very ancient phenomenon that has been inherited from our ancestors by the present generation. (Hofstede 2005, Chapter 1.)

The word “culture” comes from the Latin “Colere” which means perpetual habitation and arrangements associated with perpetual living in one place (Mäkilouko 2003, Chapter 2). There are three different meanings. First of all, in the fifteenth century, it was defined as the cultivation, the farming. Then, in the nineteenth century, it had a new signification and started to mean the civilization. And finally, since the twentieth century, it refers to the collective way of acting, thinking and feeling (Hofstede 2012).

According to Marko Mäkilouko, culture is a part of personality and widely affects the behavior of people as well as teams and societies, but in ways that are not easily detectable (Mäkilouko 2003, Introduction). It is an essential necessity for effective human interactions. Culture shapes the human behavior in a similar way. Indeed, people from a same background will have the same thinking, habits and way of communication, and, thus, they will interact more easily. Often, people from different cultures will have various ways to communicate and to behave (Mäkilouko 2003, Chapter 2).

Additionally, we can say that when we learn a new culture, we have to acquire some knowledges such as values, behaviors and attitudes that will be used to interact with people. It is a

transgenerational phenomenon; it is passed down from one generation to the next one and affects the way people think and behave (Luthans & Doh 2008, Chapter 4).

In the opinion of Sonia Levitin, culture is like a “construct”. She argues that “a construct is not directly accessible to observation but inferable from verbal statements and other behaviors, it is useful in predicting still other observable and measurable verbal and nonverbal behaviors” (Hofstede 2012). Constructs are imaginary models that we build in order to organize it in a way that makes sense for us and other people (Hofstede 2012). In that case, culture is compared to a construct because it is something that people build according to their values, beliefs, behaviors, ect. It needs to be acquired through learning and experiences; it is not immediately perceptible (Luthans & Doh 2008, Chapter 4).

According to Hofstede and McCrae, culture can be seen as a collective attribute, which is manifested in behaviors, it is common to some but not to all people (Bisconsin-Júnior, Rodrigues, Behrens, Lima, Aparecida Azevedo P.da Silva, Silvia R.de Oliveira, Januário, Deliza, Maria Netto & Regina B.Mariutti 2020). In fact, in the words of Geert Hofstede, this phenomenon can be defined as “the collective programming of the mind distinguishing the members of one group or category of people from others” (Hofstede 2005, Chapter 1).

Finally, we can say that culture is a social concept that we learn through socialization. It is a polymorphous term that changes according to the time and the place where the notion is studied.

3.2 Different models of “culture”

There are several ways to understand the meaning of the word “Culture”. We will study two different models in order to clarify this concept.

3.2.1 Iceberg model of culture

The Iceberg model was invented by the anthropologist Edward T Hall in 1976, to understand the signification of culture. He has chosen the term “Iceberg model of culture” as reference to the icebergs of polar seas. Indeed, an iceberg has a visible part, approximately 10% and a big part, around 90%,

which is hidden under the water (Harappa 2020). He started from the principle that it was the same for the concept of culture.

In fact, when you travel abroad or discover another country, there is a part of culture that is easy to detect, that you will see immediately. In the Iceberg model, this section of culture is represented above water and symbolizes approximately 10% of culture. It consists of the characteristics that you can see, taste, smell, hear and touch such as: the language, the food, the art, the clothes, the music and that can be changed easily apart from the language (FIGURE 1). In fact, for the food for example new recipes can be invented, for the music also new songs can be created (Harappa 2020).

However, we can observe that there is a big part of culture which is not visible directly: the deep part of culture. This section represents around 90% of culture and is located under water in the model (FIGURE 1). This portion of the Iceberg units some characteristics that are really difficult to be seen when we discover a new society. First of all, we can see that in this part, there are some aspects of the “culture” such as the attitude toward school, the family values: is it essential for children to go at school since their earliest childhood? Or how families live? Do they live with parents and children only or also with grandparents, uncles and aunts? However, we can observe a lot of other characteristics such as the beliefs, it is about the religion, the education, the politics, ect. Then, there are the assumptions: how people react when their assumptions are not met? There are also the gender roles: the gender ethnicity, economic statues, jobs, careers. For example, a little boy will grow up and become a man, he will work, get married and have children. We can also see the ideals: what is the best for the individual and for the society as a whole? There are the concepts that can be defined as the ideas and general ways in which people think like how to be happy? How people live? Are they individualistic or collectivist? We can also notice that there are the attitudes such as the gestures, how people have decided to think and feel? And finally, we can see the values. This characteristic is very important for each culture. Indeed, it can be defined as the feelings people have towards the most important aspect of humanity. For instance, is friendships are more important than the family? (FIGURE 1)



FIGURE 1. Iceberg Model of Culture (Global Internships CDES 2019)

Thus, this deep part has many aspects of culture that cannot be seen at first sight. We have explained the principals previously. All these hidden characteristics enable to explain why the concept of culture is really difficult to understand. Although there are things in which culture has no power such as the climate and the geography for example, today, this phenomenon is in control of our world. It is indispensable for humans to understand “culture”, whether in our personal or in our professional life.

3.2.2 Onion model of culture

The onion model is the second manner to define the word “culture”. It was created by Geert Hofstede in 2005. Indeed, according to Hofstede, the four terms: symbols, heroes, rituals and values describe the phenomenon in its entirety. That is why, he has used the skins of an onion to describe these four words (Hofstede 2005, Introduction). It provides a definition of culture by using concentric circles (Luthans & Doh 2008, Chapter 4).

First of all, we can note that the outer ring consists of symbols that are immediately observable (Luthans & Doh 2008, Chapter 4). Symbols are things which carry a particular meaning such as: words, gestures, pictures, hairstyles, flags (Hofstede 2012). It is the most superficial part of culture. Indeed, symbols from one culture can be copied by others and can change easily: new symbols can be developed whereas the old ones disappeared (FIGURE 2).

Then, there are the heroes (FIGURE 2). They can be persons alive or dead, real or imaginary. They possess some characteristics prized in the culture and so, they serve as models for the group members. A simple example of heroes can be a god or an athlete. Nowadays, with the apparition of new technologies like the television, the superficial aspects are becoming more important than previously in the choice of these idols (Hofstede 2012).

Additionally, there are the rituals (FIGURE 2). Rituals can be defined as the collective activities in a culture like the religious ceremonies, the way of greetings, paying respect to others (Hofstede 2012). For example, in the Finnish culture, we can say that the sauna is a ritual. These 3 parts: symbols, heroes and rituals are called “practices” because they are observable by an external eye, even if their cultural meanings are not visible (FIGURE 2).

Finally, we can see the inner ring which is named “Values”, it is the core of culture. Values are acquired early in our lives. They are strong emotions such as: ugly versus beautiful, dangerous versus safe, irrational versus rational... We learn implicitly the values in our childhood. In fact, until ten to twelve years old, humans can absorb information from their environment such as symbols with the language, heroes through our parents, rituals like the dinner but it also includes our basic values. Values are really difficult to understand because they were acquired early in our lives and so, many of them remain unconscious for those who hold them. That is why, they can’t be discussed or observed by outsiders of a culture like travelers for example. We can see the values of a culture through the way people act in various circumstances. (Hofstede 2005.)

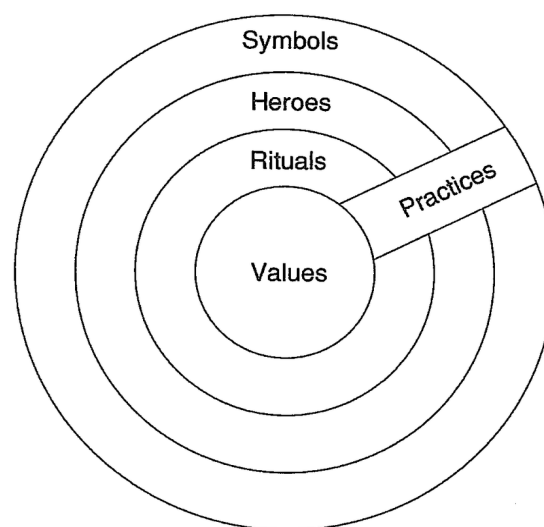


FIGURE 2. Onion Model of Culture (Research Gate 2008)

3.3 Several levels of culture

Today, we can say that the term of “culture” is very broad and can have several meanings. Indeed, it exists different types of “culture” worldwide. We will study four of them: the national, the regional, the industry and the organizational culture.

3.3.1 National culture

Firstly, we can define a national culture as the language, religion, cultural history and traditions that share people in a country (IGI Global). The nation system was introduced in the mid-twentieth century. Each nation has some forces such as one national language, one national education and political system, a national army, ect. In fact, national cultures are sources of a common mental programming of the population (Hofstede 2005, Introduction). They exist within the border of countries. Often, there are more differences between countries than within one.

According to Geert Hofstede, national cultures differ at the level of values. Indeed, in his research, he explains that when humans born, they are not completely programmed, in other words, they can't live alone at the beginning of their life as animals for example. Until their twelve years old, children have the capacity to absorb and diffuse complex mental programs implicitly, like learning another language for instance. All the programs that are acquired during our childhood through our parents, family and social environment include our basic values. So, we learn our basic values when we are children through our relatives. Thus, these values are passed on from one generation to the next and establish our national culture. A national culture cannot change easily because of a person as a political or business leader. It can only evolve over the generations because of the outside influence. (Hofstede 2012.)

We can note that sometimes, some national cultures have strong resemblances. They have different beliefs but similar values (Mäkilouko 2003, Chapter 2). We can see on the figure below, that there exist some country clusters (FIGURE 3). Often countries in the same cluster have a common history or a similar language. For example, if we look at the cluster of Nordic Europe, we can note that Sweden and Finland have similar way of life, a common history during the Second World War and a geographic proximity that is why the two countries are in the same cluster (FIGURE 3). Thus, this

model shows the resemblances between some national societies. We can notice that most of the time, countries in the same cluster have a geographical closeness.

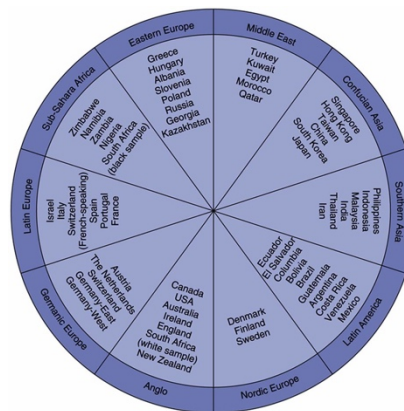


FIGURE 3. Country Clusters Model (Research Gate 2018)

3.3.2 Regional culture

A region can be defined as a part of a territory which forms a unit because of several characteristics such as the economy, the history, the language or the climate for example (CNRTL). However, we define a regional culture also called cultural region, as the environment and the cultural activities carried out in the region. These activities are created and promoted by the inhabitants of the area, they reflect the identity and the traditions linguistic, historical and cultural of the territory (CNRTL). Indeed, we can say that people of a same region will share some common cultural attributes like the language, the religion, the food or the customs. These attributes distinguish each regional culture from another.

For example, Texas can be defined as a regional culture because Texans share a common state, the educational system, the same history and the same way of life. Similarly, the North America is also a regional culture. Indeed, according to geographers, the Canada and the USA belong to the same cultural region because they have the same religion; the Christianity, they enjoy similar way of life and the major language in both countries is the English. Thus, a regional culture is not necessarily in the same country. We will see that there exist three different types of “cultural region” in the world.

The first one is called “formal cultural region”. These types of regions are uniform because they share common characteristics such as the language, religion, climate, political system and they have clear

boundaries. A simple example could be the Latin America. Indeed, it is a formal cultural region spanning over Central and South America where people speak mainly Spanish or Portuguese and share a common history and many traditions (ScienceStruck).

Then, there is the “functional cultural region” that is defined as a territory which is centered on a focal point such as a city and its outskirts like the Parisian region in France for instance. Most of the time, the transportation is the connector of this type of region (The Albert Team 2020).

Finally, the “perceptual cultural region” is based on people’s opinions and attitudes. It differs from one person to another. As its name suggests, these regions are only in our minds. They are not set by facts; they will vary depending on with who you talk. For example, if we ask ourselves: what countries are in the Middle East? Is Egypt part of the Middle East or part of Africa? Or is Nantes part of Brittany or part of Loire-Atlantique in France? The answers will vary depending on the opinion of the person with whom you are talking because these questions are only “perceptual” (Formal, Functional and Perceptual Regions: Examples included 2019).

3.3.3 Industry culture

Since the eighteenth century, culture is becoming a dimension directly linked to economic activities. It started to be seen as a resource for business and industry developments. The term “industry culture” was invented by two German authors: Horkheimer and Adorno in 1947 (Sociology IResearch). According to them, culture is turning into a real industry that creates benefits (Cultural Reader 2017). We can note that the cultural industry is directly related to the electronic sector (The culture industry- Adorno, Horkheimer, Neomarxism and Ideology 2020). The concept is really simple: using the new technologies like the TV, music, films to promote culture and so, creating profits. A simple example to illustrate this term could be the TV lifestyle. Often, when you watch an American TV show, people have big houses, nice cars and clothes (Cultural Reader 2017). In that case, we use the new technologies, here the TV to show a version of the “American dream”, so, to promote the American culture. We can also note that this TV show creates some economic profits that is why it is an example of “Industry Culture”.

Nowadays, the term “industry culture” or “cultural industry” has allowed the apparition of new expressions such as “information sector”, “knowledge industry” or also “creative industry”. First of

all, we can say that those days, we live in an interconnected world in which information is instantaneous and everywhere. We have seen previously that the industry culture uses these new technologies this is why it is also called “information sector”. Then, we can note that today, having “knowledge” is an essential condition for success. The cultural sector does not stop to evolve over time, hence the fact that each nation should encourage their “creative industries” in order to get a share in the market and profits (The culture industry-Adorno, Horkheimer, Neomarxism and Ideology 2020). Over the years, new technologies have developed the culture as a business worldwide and this area does not stop to progress.

3.3.4 Organizational culture

Since 1980, culture is becoming an essential preoccupation for management. From that moment, organizational culture has started to be a fashionable topic for management literature. Indeed, at this time, a lot of Japanese companies succeeded and so, we started to talk of the mysterious “Japanese Culture”. In 1982, the notion of “organizational culture” also called “corporate culture” has appeared in a book written by a Harvard Professor and a McKinsey consultant. (Hofstede 2005, Chapter 8.)

We can define an “organizational culture” as the shared beliefs and values between members of an organization. This sharing allows employees to understand their roles and the norms of the company in which they work (Luthans & Doh 2008, Chapter 6). The corporate culture is acquired through socialization in the workplace and sets the context for every activities of the business (Luthans & Doh 2008, Chapter 6). It is essential for every organization to have a strong culture in order to success. This type of culture is created by the founders and the first employees and evolves with the influence of employees and managers over the years. Corporate cultures are established in practice at the job and can change easily with enough time, money and management attention. (Hofstede 2005, Chapter 8.)

According to Hofstede, organizational cultures differ from national cultures because members did not grow up in it. They are only involved in the company during their working hours and will one day leave it. In his opinion, we all live in national societies, are part of organizations and have our own personality. It is like the gardens, bouquets and flowers. In fact, societies are the gardens of the world, organizations are the bouquets and finally, individuals are the flowers. These three things are related

between them and we have to consider each level in order to understand our social environment. (Hofstede 2005, Chapter 8.)

3.4 The cultural dimensions according to Hofstede

Geert Hofstede was born in the Netherlands in 1928 and died one year ago, in February 2020. He was a social psychologist and anthropologist who studied interactions between different cultures during his life (British Library). In fact, in the late nineteen-sixties, he accidentally became interested in national culture differences (Hofstede 2005, Preface). Through his research, he has created a model based on six dimensions for comparing societies cultures: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long versus short-term orientation and indulgence versus restraint. Scores on each dimension have a scale of from 0 to 100 (Hofstede Insights. National Culture). A score below fifty is considered low and inversely, a score above fifty is judged high. Nowadays, the findings of his research are used in psychology and management studies all around the world.

3.4.1 Power distance dimension

The first dimension of the Hofstede's model is called "power distance" and informs us about the "dependance relationships" in a country. According to Hofstede, it can be defined as "the extent to which the less powerful members of institutions (such as school, family, society) and organizations (like companies, place where people work) within a country expect and accept that power is distributed unequally." Power Distance dimension is described based on the value system of the less powerful members. (Hofstede 2005, Chapter 2.) We will observe the differences between high and low power distance countries in the workplace.

Most of the time, we start working as young adults, after learning a lot of experiences at school and in our families. We have acquired the relation parents-children and teacher-student in our childhood, and, so, we will automatically transfer these attitudes toward the boss. For example, in a high-power distance country, subordinates and bosses consider each other as unequal. Subordinates are highly dependent on bosses; they expect to be told what to do and see the boss as a "good father", that is why they prefer having an elderly superior. There is a large "emotional distance", superiors can

contact employees, but an employee will never approach his boss or contradict him. In these societies, we can observe a big gap between the subordinates and the bosses' salaries. (Hofstede 2005, Chapter 2.)

Whereas, in a low power distance country, subordinates are not really dependent on bosses, they are considered as equal: an employee can tomorrow be the boss. There is a small "emotional distance" between the boss and his employees. In fact, subordinates can easily approach and contradict their superiors if they are not agreed, they expect to be consulted for taking decisions. In these societies, there is a small gap between their salaries, and they have access to the same privileges such as the cafeteria, the parking, ect. Citizens in low power distance countries prefer when their superiors are young. (Hofstede 2005, Chapter 2.)

Figure 4 shows the scores of the power distance dimension of several countries. We can see that Russia has a really high score, approximately 90 on this first dimension whereas the Denmark has a very low score around 18 (FIGURE 4). Thus, we can say that, in a company, a Russian employee will expect to be told what to do. They will not approach or try to oppose his superior. They accept the inequality between them and their boss whereas a Danish subordinate will consider that they are equal to their chief and that they must be consulted for taking the decisions. They will go against their superior if they are not agreed. They are not dependent on their boss.

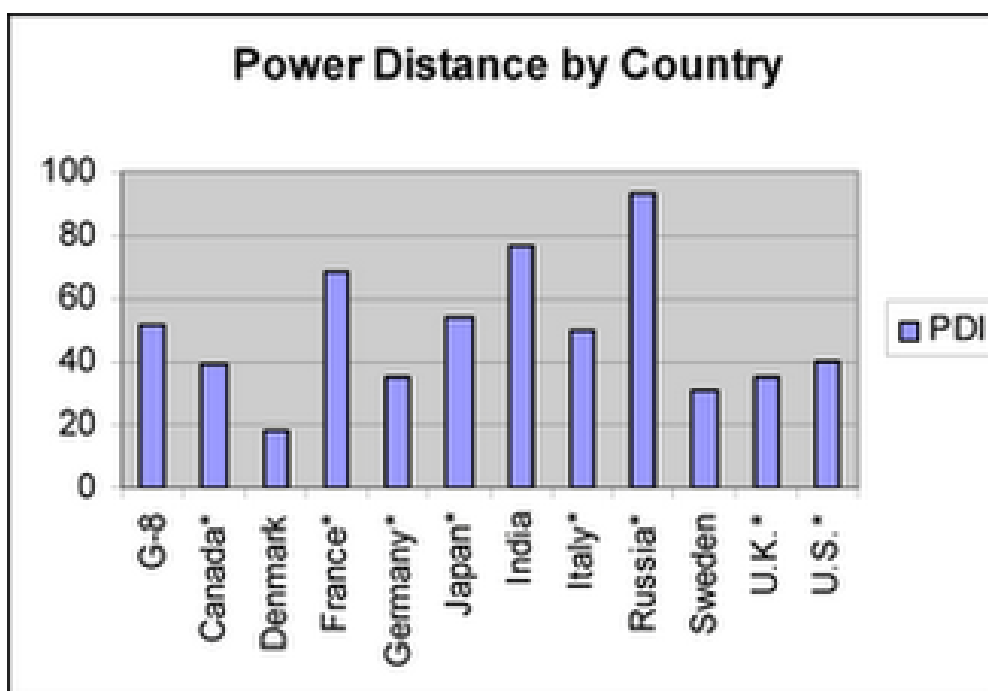


FIGURE 4. Power Distance Dimension (Holder)

3.4.2 Individualism versus collectivism

This second dimension is called “Individualism Versus Collectivism”. In collectivist societies, the interest of the group is judged more important than the interest of the individual. It refers to the power of the group. Our first group as humans, is the family in which we grew up. In most collectivist countries, the family is not just the parents and children, but it is an “extended family” with the grandparents, uncles, aunts. Children learn to think of themselves as a “we” group. But nowadays, there are still some people who consider more important the individual interest than the group one. It is the individualist societies. Unlike the collectivist countries, children born in families with two parents and some brothers or sisters, but the relatives live elsewhere. They assimilate to think of themselves as a “I” that represents their personal identities. In individualist societies, children are expected to leave their parents’ home when they are able to stand on their own two feet. (Hofstede 2005, Chapter 3.)

“Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups which throughout people’s lifetimes continue to protect them in exchange for unquestioning loyalty” (Hofstede 2005, Chapter 3.) In an individualist society, people will prefer having personal time, freedom and challenges whereas in a collectivist country, they will prefer having training, physical conditions and use of skills. Most of the time, individualist societies tend to be rich whereas collectivist ones tend to be poor. We will study the differences between individualist and collectivist countries in the workplace.

First of all, we can say that in an individualist country, employees are expected to act according to their own interests. The employee’ interests must coincide with the employer’ ones. While in a collectivist society, the employer hires a person who belongs to the group, thus he acts according to the group interest. In fact, in that kind of society, the employment process takes into account the group. In a collectivist country, when the employer has to recruit a new person, he will give priority to his relatives and the group’ ones but in an individualist country, relationships at work are judged undesirable. Often, in collectivist companies, people work with their relatives. Moreover, in an individualist society, we manage individuals and can give bonus to one person for his performance. Conversely, in a collectivist country, we manage a group and can only give bonus to the group not to one person. Finally, we can say that in collectivist societies, the relationship prevails over the task

and should be established first while in contrast, in individualist countries, the task is considered more important than the personal relationships. (Hofstede 2005, Chapter 3.)

Figure 5 exposes the scores of this second dimension in various societies. We can see that Germany is an individualist country with a score of 67 whereas China has a score of 20 and thus, can be defined as a collectivist society (FIGURE 5). So, a manager in Germany will manage individuals and reward one person for his work. In German companies, people will not work with their relatives. On the contrary, a manager in China will recruit people in his relatives or the ones of his group. He will manage one group and will recompense all the persons. In a company, a German employee will act according to his own interest whereas a Chinese employee will act according to the group interest. Thus, an employee from an individualist and a subordinate from a collectivist society will act differently within a team.

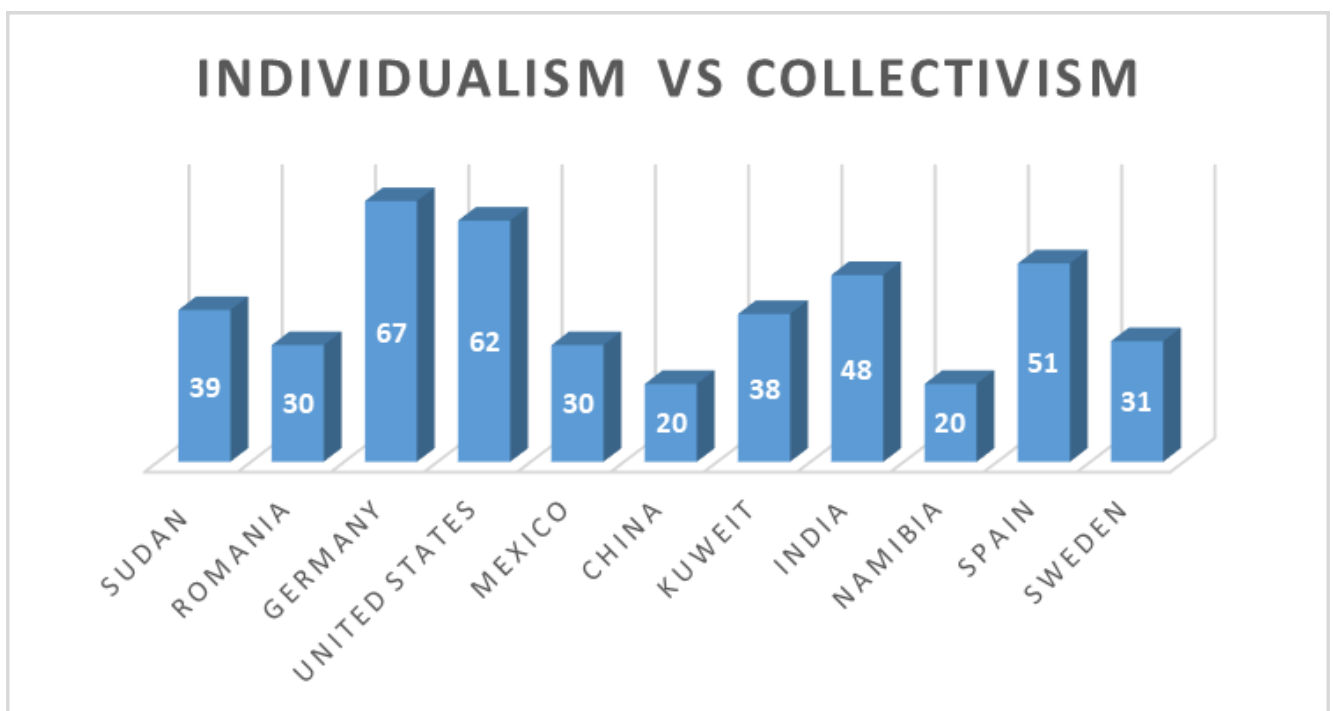


FIGURE 5. Individualism Versus Collectivism Dimension (Research Gate 2017)

3.4.3 Masculinity versus Femininity

The third dimension is called “Masculinity Versus Femininity”. In all human societies, there are men and women, in approximately equal numbers. This dimension is the only one in which the women

score differs from the men score. In fact, women prefer having a good relationship with their superior, cooperation with their colleagues, a good living area and employment security. Whereas men prefer having high earnings, recognition, advancement and challenges. (Hofstede 2005, Chapter 4.)

According to Hofstede, “a society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap, both men and women are supposed to be modest, tender and concerned with the quality of life”. (Hofstede 2005, Chapter 4.) We will look at the differences between a masculine and a feminine society in the professional world.

First of all, we can say that the “masculinity versus femininity” dimension affects the way of managing business conflicts. Indeed, a masculine society will resolve the conflict through a “good verbal fight” whereas in a feminine society the conflicts will be solved through negotiation and compromise. In addition, we can note that in masculine societies, companies reward employees according to their performance, it is the basic of equity while, in feminine societies, employees are rewarded according to their needs, it is the basic of equality. Both masculine and feminine societies have a different philosophy. In fact, the philosophy of a masculine country will be “live in order to work” and the one of a feminine country will be rather “work in order to live”. In a masculine country, boys are socialized to assertiveness, ambition and competition and there are some girls who want a career and other who do not want. Conversely, in a feminine society, both girls and boys can be ambitious and want a career or not. Both types of countries have advantages. In fact, a masculine country will be better in manufacturing, they do things efficiently, well and rapidly but a feminine country will be better in services such as consulting for example. (Hofstede 2005, Chapter 4.)

In figure 6, we can observe the fourth dimension’s scores of different countries. For instance, we can see that with a high score of 95 the Japanese society is masculine whereas the Sweden is a feminine country with a low score of 5 (FIGURE 6). Thus, in a company a Japanese employee will resolve the conflicts through a good verbal fight while the Swedish employee will try to negotiate in order to solve the problem. A Japanese man subordinate will be assertive, ambitious and competitive whereas a Swedish man worker will be more tender. Furthermore, we can note that a Japanese company will reward its staff according to their performances, but the Swedish business will give recompenses to the personnel according to their needs. Finally, we can also note that a Japanese employee will live

in order to work but the Swedish employee will work in order to live. Therefore, both nationalities will have a different philosophy in the workplace.

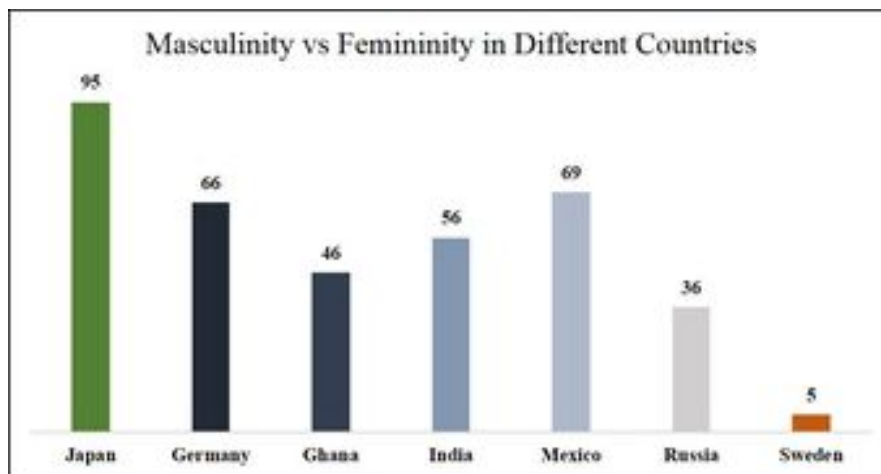


FIGURE 6. Masculinity Versus Femininity Dimension (Fandom

3.4.4 Uncertainty avoidance

The fourth dimension of the Hofstede's Model is called "Uncertainty Avoidance". This term was invented by the American James G. March. Indeed, all humans have to face that we do not know what will happen tomorrow. Feelings of uncertainty can be shared with other members of the society. They are acquired and learned. Some institutions such as the school, the family or the state will transfer and reinforce these feelings. (Hofstede 2005, Chapter 5.)

This dimension has appeared due to a question of job stress. There are three essential questions to answer in order to know if a country avoids or accepts the uncertainty: the first one is about the job stress, the second one about the rules to be respected at work or not, and finally, the last one is about having a long-term career or not. The research of Hofstede has showed that in a nation in which people are stressed at work, they would prefer having rules to be respected in their jobs and a long-term career. Thus, these three questions deal with the level of anxiety that exists in a society due to the uncertain future. (Hofstede 2005, Chapter 5.)

According to Hofstede, this fourth dimension can be defined as "the extent to which members of a culture feel threatened by ambiguous or unknown situations". In a society with a high level of uncertainty avoidance people need rules. This need is only emotional, the population has grown up

in a structured environment and so, they require to have some rules. Conversely, a society with a weak level of uncertainty avoidance has horror of formal rules. In these societies, we have to establish rules only in case of important necessity such as the direction of traffic flows on the road. Even if rules in countries with a low level of uncertainty avoidance are judged unnecessary, they are often more respected. A simple example to illustrate this fact could be the British neat queues for bus in comparison to the German ones. Compared to the German, the British nation has a weak level of uncertainty avoidance, people are patient, unemotional and not anxious that is why they respect more the rules than the Germans. (Hofstede 2005, Chapter 5.)

There are also some differences in the workplace. In fact, in a country with a high level of uncertainty avoidance, people like to work hard and to be busy whereas in a society with a low level of uncertainty avoidance, people prefer to relax, they will work hard but only if it is essential. Furthermore, we can note that there is a high rate of self-employment in the strong uncertainty avoidance societies. Contrary to what people may think, these nations perform also in innovation. Indeed, weak uncertainty avoidance countries are better at basic innovations, but they seem to be in difficulty in developing these innovations into new products because it requires a sense of detail that can more easily be found in countries with a high level of uncertainty avoidance. (Hofstede 2005, Chapter 5.)

In figure 7, we can observe the level of uncertainty Avoidance of several countries. By looking at this figure, we can say that Portugal has a high level of uncertainty avoidance with a score of approximately 99 whereas Singapore has a weak level with a score of around 8 (FIGURE 7). So, in a company, a Portuguese employee will prefer to be busy and to work hard whereas a Singaporean employee will work hard if it is necessary, but he will prefer to relax, to have free time. In a team project, a Singaporean employee will be more able to innovate a new product for example, whereas the Portuguese will have the sense of detail to develop this innovation.

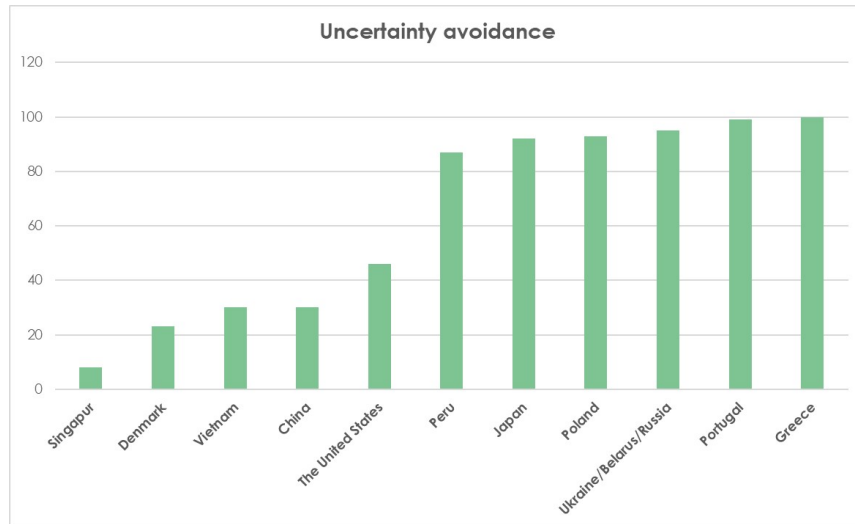


FIGURE 7. Uncertainty Avoidance Dimension (Migranciwi el kopolska 2020)

3.4.5 Long Versus Short-Term Orientation

The fifth dimension is called “Long Versus Short-Term Orientation”. Hofstede has defined this dimension through his model. “Long-Term Orientation (LTO) stands for the fostering of virtues oriented toward future rewards --- in particular perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present --- in particular respect for traditions, preservation of “face” and fulfilling social obligations” (Hofstede 2005, Chapter 6). We will observe some differences between a long and a short-term oriented country in the workplace.

First of all, we can say that in a long-term oriented society, people will be persistent, they will work for a long time to achieve slow results and are concerned with personal adaptiveness. Conversely, in a short-term oriented country, people will prefer to have quick outcomes, they respect the traditions and are concerned with personal stability. In long-term oriented nations, we do not separate the family and the work, having family businesses is totally normal and employees are tenacious. It is not uncommon that managers are family members. But in short-term oriented countries, people prefer to have rapid results and have some social rituals such as greetings, gifts for good manners, they have a strong respect for traditions. Moreover, a company in a long-term oriented country will be concerned with values like hard work, learning and accountability whereas a business in a short-term oriented society will be concerned with values such as freedom, rights, ect. Finally, in long-term oriented societies, managers are allowed time and resources to achieve objectives while in short-term oriented

countries, managers must achieve goals quickly, they have some control systems like every month for example. (Hofstede 2005, Chapter 6.)

Figure 8 exposes the fifth dimension's scores of few countries. Firstly, we can see that the South Korea is a long-term oriented society with a high score of 100 whereas the Ghana is a short-term oriented country with a low score of 4 (FIGURE 8). Thus, a South Korean employee will be persevering and will work for a long time to achieve the objectives whereas a Ghanaian employee will prefer to have quick results and will respect a lot the traditions. In South Korea, a lot of companies will be some “family businesses”, the population will work with their relatives. In a South Korean company, employees will work hard and learn a lot whereas in a Ghanaian enterprise, subordinates will be concerned with freedom and rights. Finally, a manager in a South Korean business will have time and resources to achieve the results whereas in Ghana, he will have to reach the goals rapidly and will be regularly controlled.

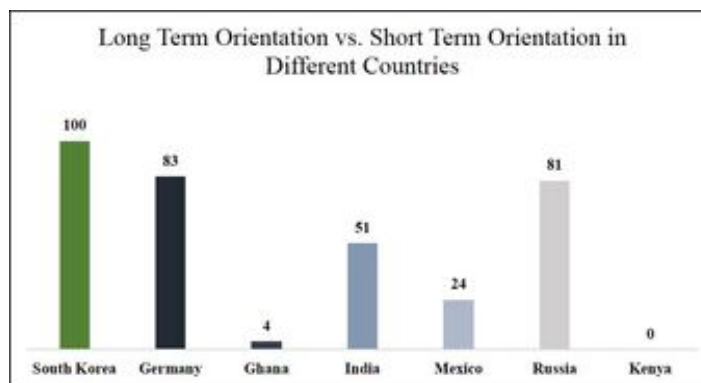


FIGURE 8. Long Versus Short-Term Orientation Dimension (Fandom)

3.4.6 Indulgence Versus Restraint

This sixth and last dimension is called “Indulgence Versus Restraint”. Added to the model in 2010, it is the most recent dimension. The term was invented by Dr. Michael Minkoff. An indulgent society will allow free gratifications of basic and natural human desires. In these societies people have fun and enjoy their life while a restrained country will suppress these gratifications and use strict social norms to govern the population (Business to you 2017)

According to Hofstede, this last dimension can be defined as “the extent to which people try to control their desires and impulses, based on the way they were raised” (Hofstede Insights. Country Comparison). A weak control is called indulgent and a strong one is named restrained. We will observe some differences between indulgent and restrained societies in our world.

First of all, we can note that in indulgent societies, people tend to feel healthier and happier. They have a perception of personal life control. On the contrary, in restraint societies, they feel less happy and healthy. They tend to feel that what was happened to them is not their choice, it depends on other factors. An indulgent country is optimist and has a positive attitude while a restraint one has a pessimist and cynical attitude. Generally, people are extroverted in indulgent nations and introverted in restraint ones (10 minutes with Geert Hofstede on Indulgence Versus Restraint 2015). In indulgent countries, the freedom of speech for every person is essential whereas in restraint countries, they prefer maintaining the order in the nation. Thus, it impacts also in the workplace. Indeed, in an indulgent society, employees can express their thoughts, say when they are disagreed, ect. But in a restrained country, subordinates must know their place and cannot express their opinions (Maclachan 2013). Finally, we can note that in indulgent societies, the working hours are flexible. Indeed, companies allow their employees to have free time with their relatives, to enjoy their life whereas in restraint countries, employees have rigid and controlled norms (Q Page 2020).

Figure 9 shows the scores of the “Indulgence Versus Restraint” dimension of several countries. By looking this figure, we can see that Sweden is an indulgent country with a high score of 78 and Russia a restrained country with a low score of 20 (FIGURE 9). Thus, in a Swedish company, each employee can express his ideas, his opinions whereas in a Russian enterprise, subordinates cannot say what they think, their thoughts. In Sweden, they will have some free time with their relatives, their working hours will be flexible whereas in Russia, they will not have these spare time moments. Finally, we can say that a Russian employee will be introverted whereas the Swedish subordinate will be extroverted. So, in the workplace, employees from an indulgent or a restrained society will have different conducts.

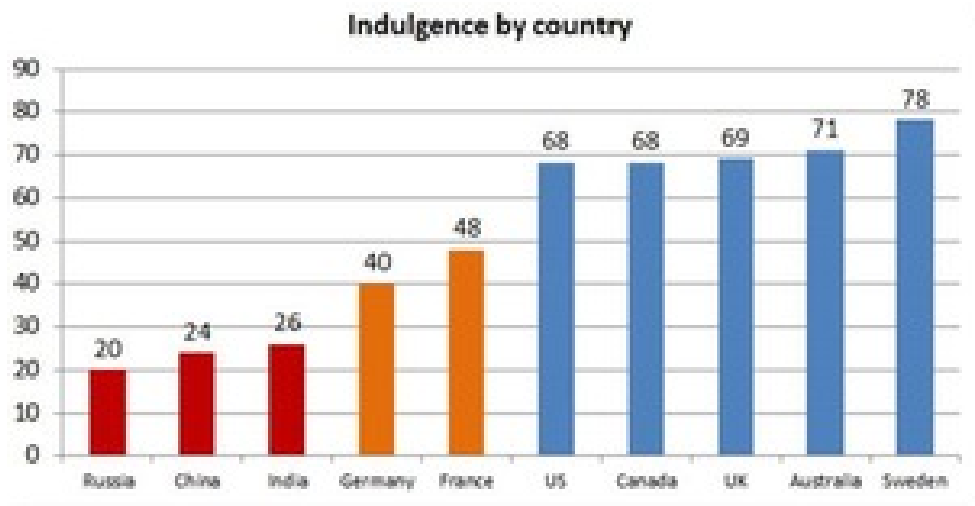


FIGURE 9. Indulgence Versus Restraint Dimension (Weebly)

Lastly, we can say that in our multicultural world, this model is very useful for managers to understand how to manage cross-cultural teams.

4 MANAGEMENT IN COMPANIES

First of all, we can say that the concept of “management” is universal. In fact, every structure requires it in order to manage its activities. In that case, a structure can be profit-making like a company or not such as a family life for example (Surbhi 2018). Indeed, a family needs also management in its everyday life to plan the activities of the week, to organize the daily life, to command and encourage the children, to coordinate everything and finally, to control the budget, expenses (Kukreja). As humans, we have to manage ceaselessly our personal and professional life.

Nowadays, we can find a lot of definitions of this phenomenon. According to Luthans and Doh, “management is the process of completing activities with and through other people” (Luthans & Doh 2008, Chapter 1). In fact, it means to get people together to reach the goals and objectives by using the resources efficiently and effectively (Cap RH 2018). Management aims to connect, all the functions activities and processes of the organization to achieve the objectives (Surbhi 2018). Indeed, it coordinates and organizes every business activity (UpCounsel). In companies, the main areas of “management” are the marketing, finance, sales, technology, human resources and legal departments. In other words, we can compare this notion as the backbone of a successful company (Kukreja).

Moreover, every organization is based on five managerial activities that are essential in order to achieve success. These activities were created by Henri Fayol in the twentieth century. Fayol was one of the main fathers of the concept of “management”. According to him, we can define this term as “an art of knowing what to do, when to do and see that it is done in the best and cheapest way” (Hofstede 2005, Chapter 7). His research is a real advance in the development of this phenomenon, we can note that these five activities still apply today. “Planning” is the first activity; it aims to anticipate the problems or opportunities and to design plans to reach the goals. During this first step, we decide in the present about the future. Then, “organizing” is the second one, it is about listing the essentials activities to achieve the objectives, dividing the work into sectors, designating the head of group of each department... The third managerial activity is called “commanding”. At this step, we must supervise, motivate, communicate and encourage employees to get work done. “Coordinating” is the fourth one, it plans to synchronize the work, tasks and the people in the organization to success. Finally, the last one is named “controlling”. It is at this stage that we ensure that the desired results are achieved, that we give feedbacks to the team and take corrective actions if it is required. (Kalpana.)

So, we have seen previously the five essentials managerial activities for every organization to function. Henceforth, we will see that it exists three different levels of management in companies. Indeed, each business can have several managers divided into the three different levels according to their authorities (FIGURE 10). Firstly, we can observe the “Top Level Management” also called “Upper-Level Management” (FIGURE 10). This rank is composed of the highest managers of the company who see in the long-term goals such as defining the objectives, strategies, markets... This degree is made of the board of directors and chief executive such as the CEO, CFO (Surbhi 2018). Then, there is the “Middle Level Management” (FIGURE 10). It is the second most important level of management in an enterprise. It represents the link between the upper and the lower-level management (Surbhi 2018). Managers of this stage are responsible to interpret plans and set actions. They have status such as marketing manager, sales manager, or finance manager for example. The last one is the “Lower-Level Management” also named “Operational Level Management” (FIGURE 10). Managers are responsible to implement the plans. They supervise, guide and assign tasks to the team members. They need to motivate and encourage their teams to execute the work (Surbhi 2018). This third level consists of the team leaders, supervisor, ect. Thus, the more a manager is located at the top of the pyramid the more they have authority in the company (FIGURE 10).

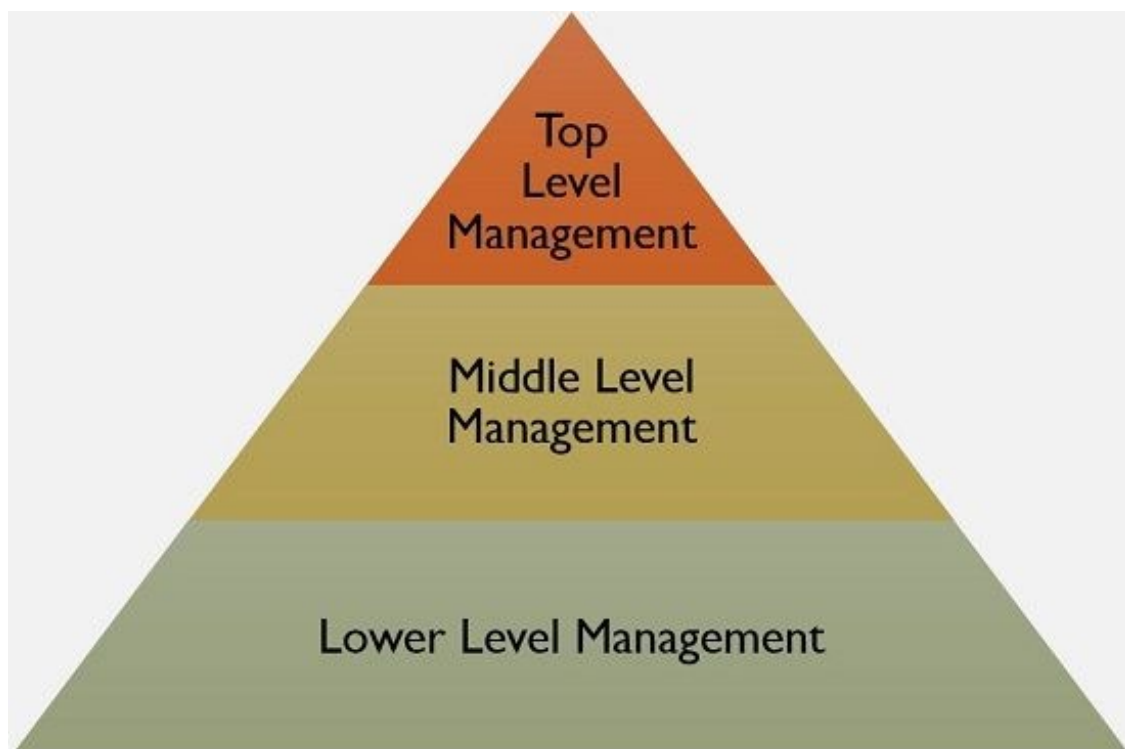


FIGURE 10. The Three Levels of Management (Business Jargons 2018)

Finally, we can say that the sector of management does not stop to evolve over the years. It is a continuous process that continues to change as long as the organization exists (Surbhi 2018). Furthermore, every company requires to have a good management in order to motivate the employees and to achieve the results. We will study four different types of management that are implemented in the workplace.

4.1 Several types of management

Rensis Likert was born in 1903 and died in 1981 (Famous Psychologists). He was a famous American psychologist and professor. At the end of the nineteen sixties, he created a model based on four types of management style that are executed in companies: directive, persuasive, delegated and participative management (Moch 2017). We will observe each of them.

The first one is the “directive management” also called “autocratic or authoritative management”. With this type of management, managers are highly involved in the team works and focused on the results (FIGURE 11). The main objective of the “directive management” is to obtain the immediate obedience of the employees (Belyh 2020). In fact, the manager has the complete authority. They take decisions alone; the team members cannot express their opinions. The “autocratic management” is based on strict orders (Moch 2017). Employees are not autonomous; it is the manager who dictates what is to be done and the subordinates have to execute without asking any questions (Belyh 2020). Thus, in a “directive management” style, the manager is always on the employees’ backs. They keep a close eye on the team members, observe every detail, action and move of his group. An autocratic manager will not hesitate to use sanctions if he considers that it is necessary. This type of management has some advantages: the team will achieve quick results and are efficient, there are no conflicts about opinion between the team members because it is only the manager who decides, directive managers are really attentive to the achievement of the objectives. (Moch 2017.) Conversely, we can note also many disadvantages: the team members are not motivated, they feel stifled because they are always controlled by their superior, the manager told always what to do and how so, they do not learn things, they are like “robots” they only execute what their manager wants (Belyh 2020).

Then, the “persuasive management” also called “paternalistic management” is a type of management which is based on the relationships and in which, managers are still really implicated in the work of their teams (FIGURE 11). It is also an authoritative way to supervise people but less than in the

directive management. Contrary to a directive, a “persuasive” manager can consult his employees to take decisions, even if they have the final decision-making power. With this type of management, team members have a little bit of independence, they can participate, communicate their ideas. Indeed, the “persuasive” manager has more faith in his team than the “directive” one (Moch 2017). They will use his persuasive skills to convince his employees that his decision is the right one, he wants to be the team’s model (Valamis 2020). This manner of managing people has some advantages such as the sense of belonging to a group for the subordinates, teams are solid and passionate, the decision-taking is always quick in persuasive teams and employees have a limited professional freedom (Cpl Jobs Ireland 2018). But there are also few disadvantages. It is a closed system that is not very open to the outside (Moch 2017). Furthermore, with a persuasive style, if the manager does not build trust in the team or if his plans fail, his team will not believe in him and so, it will lead to a failure (Valamis 2020).

The third one is the “delegative management” also called “consultative or bureaucratic management”. It is a type of management in which managers are faintly involved in the work of their teams and are focused on the results (FIGURE 11). Employees are always consulted to take decisions, the manager asks the opinions, thoughts and ideas of each member. There is a strong team spirit in every delegative team. In fact, the manager discusses with his subordinates, they have total faith in his team. Moreover, we can say that with this kind of management, employees are independent, they can choose their own way of working. Thus, in these teams, there is a good work atmosphere, employees are involved and motivated in their work. However, there is a lack of structures and norms that can lead to a “friendly management style”. (Moch 2017.)

Lastly, there is the “participative management” also called “democratic or laissez-faire management” (FIGURE 11). This type of management pays attention to the relationships and managers are not really involved in the work of the team. Indeed, in participative teams, employees have a real freedom, they can work as they want and can express their creativity and ideas in their works (Moch 2017). Furthermore, they are involved in the decision-making process, managers ask the opinion of each member, so, they feel acknowledged and important. A “democratic” manager listens to his employees. They recognize that each person has good ideas, and they want to know what they would like to do and how? By rewarding the work of his team, the manager motivates his subordinates (Moch 2017). This kind of management aims to establish harmony and to build commitment among people (Belyh 2020). It is based on a real relationship of trust between the manager and his team. We can note some advantages such as the high motivation and participation of employees, a strong

confidence within the team and cooperation of people. Nevertheless, with the “laissez-faire management” style, each member must be autonomous, creative and engaged in his work to reach the goals. In these teams, the progress is often slow because asking the opinion of each person at every turn takes a lot of time and creates debates (Belyh 2020).

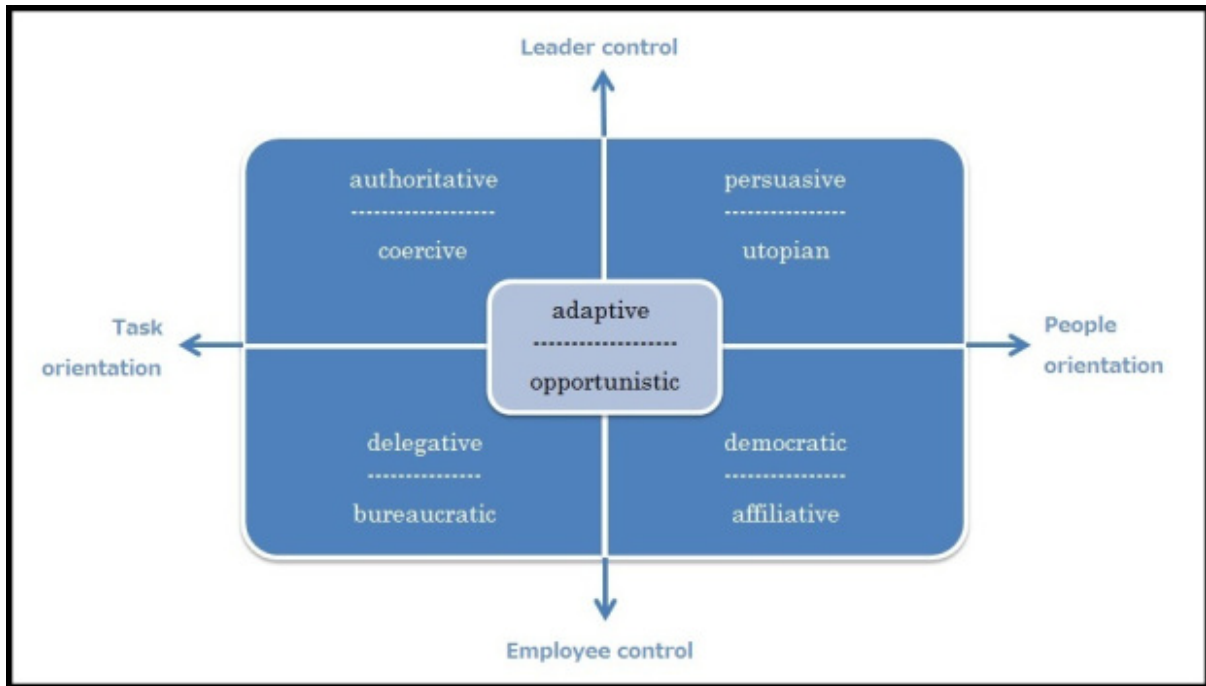


FIGURE 11. The four types of management according to Rensis Likert (Leader Syndrome 2015)

Finally, we can say that there is not only one right way of managing people. The management style must always be adjusted according to the circumstances, the team and also the individuals. For example, in the case of emergency, I will choose rather the directive management than the others because the results have to be achieved quickly. Furthermore, if few subordinates need to be supervised and directed, it will be better to use a directive management style. But in some groups, people will prefer to have more independence, so, in this case I will use a participative management. Thus, I must always adapt my manner of supervising people depending on the situation.

4.2 Managing a team

Nowadays, managing a team is a big responsibility for managers. In fact, without teams, companies cannot achieve the results. Thus, we will see that there are some actions that are essential in order to lead people in the best way.

First of all, a good manager must delegate tasks to his team hence the philosophy “Together we are stronger”. They need to give responsibilities to their subordinates, to have faith in them. The starting point of a successful delegation is matching people and tasks. In fact, each member should know his role and the goals that we want to achieve at the end (Mind Tools). The delegation will give people more autonomy. It is a powerful motivator because employees feel that they are trusted (Bryant).

Then, a manager has to motivate his team. Indeed, motivation is the driving factor that will lead the personnel to work harder, to love their jobs and to be involved in the tasks (Demers 2015). We will see that it exists some measures in order to motivate teams in the workplace. Firstly, it is essential that the manager considers each individual of the group. They must take a time to speak with every member and encourage the ideas of each one. Furthermore, if a subordinate does an exemplary work, the manager has to reward him. By recompensing him, the employee will feel recognized and the rest of the team will see that hard work is rewarded (Entrepreneur Europe 2016). Conversely, if a person has some problems or difficulties, the manager must take this person aside for coaching and helping him. Considering each member helps to keep the motivation within the team. Secondly, the manager should enable employees to evolve. In fact, advancement opportunities are a great way to maintain people motivated. Subordinates will feel bored if the tasks are repetitive, that is why, offering development actions such as some trainings will encourage the employees to be more implicated in their work (Mind Tools). The team members see their manager as “a model”, they do the same as him (Entrepreneur Europe 2016). So, if their manager is involved, optimistic and determined to reach the goals, they will be more motivated and will work harder. Finally, to encourage his team, the manager needs to create a good working environment. Indeed, it is important that his team feels comfortable in its workplace. Additionally, they should encourage their group to socialize with each member by organizing group lunches or outside activities for example. It will establish a good work atmosphere and so, their employees will be more engaged in their job (Demers 2015). Thus, all these actions will push the team to give its best.

Lastly, we can say that the manager must communicate with his group. In fact, the communication within the team is the key to success. If they use a clear and accurate communication, they will avoid misunderstandings and keep their team on the same page (Mind Tools). They have to create a work environment of transparency by listening each person and always telling the truth (Demers 2015). In fact, using transparency will show the manager’s integrity and so, build trust among the members (Entrepreneur Europe 2016). It is also important that they give feedback to each person (Bryant). Moreover, they should consult their team to take decisions by asking the opinion of everybody.

Indeed, if the team feels acknowledged and important, people will work harder and will be more involved in their job (Entrepreneur Europe 2016). Thus, we can say that communicating with the employees will permit the manager to identify some problems or opportunities and will encourage the group, it is essential to achieve good results.

5 MANAGING MULTICULTURAL TEAMS

Since the eighties, culture is becoming an essential preoccupation for management (Hofstede 2012). Indeed, nowadays, we live in an international world in which we are led to work with people from other backgrounds. The diversity of a multicultural team will develop the creativity in the tasks (Fournier 2013). Each member has diverse experiences and perspectives that provide many sources of ideas for the projects (Mäkilouko 2003, Introduction). However, managing this kind of group creates also a lot of challenges for managers. A team is considered as multicultural if there are members from two or more cultures (Mäkilouko 2003, Introduction). Cross-cultural teams can be really beneficial for companies but in order to be productive, it is essential that managers lead these groups properly by building a good work environment (Fournier 2013). As the French poet Jean Cocteau said, “the harmony is the mediation of opposites and not the crushing of differences.” So, they have to take into consideration the beliefs of each person: “management cannot change a culture it can only understand and use it” (Hofstede 2012).

According to Hofstede, there are some actions that are essential for managers in order to manage these teams successfully. First of all, they must identify the subcultures in their organization. Indeed, companies can be culturally divided by hierarchical level: top, middle or low level of management or by functional areas such as the sales division, the production division... It is essential for a manager to know this cultural map. Then, they have to be sure that the several cultures of their employees fit the strategies of the organization. For example, a subordinate who has a normative culture that is to say a short-term orientation, will be not be made for a competitive task. Thus, managers need to ensure that the diverse cultures of their members match with the strategy. Finally, in these groups, every person has different behaviors, so, managers should regularly use surveys such as one at the end of each year to learn how they can improve their management and to be sure that everybody is still motivated and happy in his work. (Hofstede 2005, Chapter 8.)

Therefore, to complete successfully these actions, the German Professor Eberhard Witte found a solution. According to him, every organization requires the joint of two parties: a “Fatchpromotor” and a “Matchpromotor”. The “fatchpromotor” is an expert who will provide a precise diagnosis of the state of the corporate culture. In fact, he will start by asking employees some questions through a survey in order to know how they feel. Then, he will ask the same questions to the manager of the team also called “matchpromotor” in order to have his opinion. The manager will have access to his

employees' responses only after having answered to the survey. (Hofstede 2005, Chapter 8 [Witte 1987].) The information collecting by the fatchpromotor will help the manager to adapt and to improve his cultural map. In fact, the responses of his employees give him a general picture of the situation and so, he can more easily find ways to exploit the strengths and to avoid the weaknesses.

In a cross-cultural team, the different behaviors and beliefs of each member make the management complicated for managers. Indeed, they have to take into consideration that every culture has its own manner of doing things. In a group, a Russian employee will not require to be consulted for taking decision whereas for a Danish subordinate the reverse will be true. This behavior will depend on how the power is centralized in their society. In some countries, it is only the top management that decides whereas in others, the decision is distributed in all the organization, everybody can express his opinion (Luthans & Doh 2008, Chapter 4). Also, in a team project, members can act differently. A Singaporean employee will easily take risks while a Portuguese one will prefer to respect the norms rather than to innovate. This kind of conduct will depend on our national values: some nationalities prefer to avoid the "danger" whereas others like to take risks and the uncertainty does not disturb them (Luthans & Doh 2008, Chapter 4)

Finally, we can note that all these different behaviors within the team can affect the work and the atmosphere negatively. That is why, it is essential that managers understand this multiculturalism and take into account these various deportment in order to manage their groups victoriously. We will see that the members' diversity has a lot of advantages but also some disadvantages. Furthermore, we will observe that a good communication is essential between multicultural partners. Lastly, we will study three main conflicts that appear frequently in cross-cultural teams and we will explain a proactive model that could help managers to avoid these tensions in the workplace.

5.1 The diversity of a multicultural team

Nowadays, multicultural groups are seen as more effective than single-culture groups (Luthans & Doh 2008, Chapter 6). In an interview the founder of "Mondâ" a Norwegian company, Julien S.Bourelle has shown that teams composed of different cultures will perform 35% better than teams composed of only one culture (Comment la culture influence le comportement 2015). The cultural diversity within a group increases the creativity and the innovation and can be really beneficial for companies.

First of all, as we have said previously, the multiculturalism in a team enhances the creativity: each person grew up in different backgrounds and so, has various ideas. The collection of the opinions of everybody enables to create a number of unique and imaginative solutions. It prevents the “groupthink”. This phenomenon is caused by social conformity and pressures on individual members of a group in order to conform and reach a consensus. Generally, it appears in teams composed of one unique culture. When “groupthink” occurs, if a person disagrees with the idea of the rest of the group, it will be seen as if he wants to sabotage their work. So, having a cross-cultural team allows to avoid this problem because each partner has a different point of view and expresses his opinion, so, there is not this herd instinct. Then, this disparity between members can improve the relationships with customers. In fact, if we take the example of a company that has customers from many nationalities, it can be beneficial to have representative from several cultures. Often, when you have the same background of someone, you connect better and easier with this person. (Luthans & Doh 2008, Chapter 6.) So, the heterogeneity has a lot of a benefits, but we can also note some disadvantages.

In fact, the diversity within a team creates also few problems. Firstly, we can say that frequently in cosmopolitan groups, there can be a lack of cohesion that results in the inability to take concerted action, decisions and so, to be productive. Furthermore, due to the fact that we grew up in different backgrounds, it can be difficult to have faith in our partners. For example, a Japanese employee can be seen as suspect by an American colleague because he is discreet and does not express his point of view explicitly. There are also a lot of perceptual troubles between employees that can affect the work negatively. In fact, there exists a lot of stereotypes of each culture: a French colleague will be seen as arrogant and an American one as aggressive. In the workplace, the heterogeneity of employees can cause miscommunications: some words or gestures can have different significations depending on our cultures. For example, a Japanese employee who nods his head during a meeting, is not agreed he is only listening and attentive to what the person is saying. (Luthans & Doh 2008, Chapter 6.) This difference of meanings can create misinterpretation and so, can lead to a failure of the work.

So, having a multicultural team can be a considerable advantage for businesses. During a conference, the UNESCO has declared that “the cultural diversity is as much essential for the humanity as the biodiversity for the nature” (Greelane 2020). But as the disparity in a group increases, the likelihood of all members perceiving things in the same way decreases sharply (Luthans & Doh 2008, Chapter 6). Thus, managers must be conscious of this complex challenge. They have to understand the points

of differences between subordinates and have to find ways to keep everybody on the same wavelength in order to succeed.

5.2 The communication in an intercultural environment

The communication can be defined as “the process of transferring meanings from sender to receiver” (Luthans & Doh 2008, Chapter 7). In multicultural teams, people have different manners to interact with others depending on their cultures. We will see that these several ways to converse create some communication barriers in the workplace and are a real challenge for managers.

Firstly, in every cosmopolitan teams, managers must cope with the language barrier. In fact, each member comes from a different country and, so, generally, partners have several native tongues. In order to have a good communication within the team, it is essential to establish a common language for the group’s interactions. Nowadays, we can note that most of international organizations speak English in the workplace (Luthans & Doh 2008, Chapter 7).

Secondly, it is really common to have problems of interactions in cross-cultural teams due to our cultural values (Luthans & Doh 2008, Chapter 7). Indeed, our traditional principles influence our behaviors with people. As we have seen previously with the Hofstede’s model, some societies are individualist whereas others collectivist. This difference can cause miscommunication between multicultural colleagues. If we take a simple example of a team in which a German and a Chinese employee have to work together. The German subordinate will act for his own interest and work on his side of things whereas the Chinese one will act for his group and communicate with his partners to achieve the job. Thus, managers should take into consideration the behavior of each person before assigning them to a group work. If the job is an individual task, they must keep an eye on the Chinese employee to be sure that this person has no difficulties. Conversely, if it is a common project, they have to ensure that the German subordinate fits in the team and participates with others.

The third main obstacle to the communication in an intercultural environment is called “perceptual barriers”. The perception can be defined as “a person’s view of reality” (Luthans & Doh 2008, Chapter 7). In an international context, people have different cultures and so, various ways of looking at things. Managers have to get by a perceptual problem named “advertising messages”. This phenomenon is about the misunderstandings that can be encounter in cosmopolitan groups. Indeed,

some words or gestures can have several meanings depending on our culture. For example, the “OK” sign can have different significations according to our backgrounds. In a meeting, a Western employee will use this gesture positively, it means that he is agreed with the proposition but for an Easterner subordinate this sign is really negative as it symbolizes the evil eye and the malediction. Thus, managers must be really careful when they translate messages to their multicultural teams. A misinterpretation due to gestures can prevent to get work done and can affect the group negatively.

Furthermore, we can also notice that the context in which we grew up can impact our interactions with people. There are two different types of context worldwide: the high-context and the low-context societies. In the workplace, employees from different context will have various ways to communicate with others. For example, a Japanese or Arab partner will be discreet, they will express their opinion implicitly through coded messages. If they need help, they will only make an allusion to their colleague such as: “Did you manage to do this project?”. In their opinion, through his question, their colleague will understand that they need their assistance. They come from high-context countries and use an “affective style”: the receiver must understand the meaning. Conversely, subordinates from low-context societies such as an American or Canadian will opt for an “instrumental style”: they say things explicitly, the receiver can understand easily what they mean. (Luthans & Doh 2008, Chapter 7.) So, if an American works with a Japanese partner, there is a high risk that he does not understand that through the implicit question, the Japanese asks him his help. This misunderstanding can develop some tensions between members: the Japanese subordinate will think that his American colleague does not want to assist him, but it is only a problem of communication. So, in a team, these different manners of communicating can produce problems of interactions between employees. Thus, managers must take into account this difference in order to create a good exchange environment and to avoid this tightness.

Lastly, in addition to the verbal communication problems, there are also some physical troubles. In fact, Latin people are known to be tactile. This behavior is seen as impolite from Eastern and Nordic countries. So, in a multicultural team, the physical approach of the employees can create some problems of communication. Picture 1 is an excellent illustration of the physical challenges that appear in an intercultural environment. In fact, we can see some people from different parts of the world whose have just met in an international airport, they are greeting each other (PICTURE 1). Few people want to give a kiss to say hello, others prefer to shake hands whereas few of them are set in the back, they do not want to touch physically humans to salute (PICTURE 1). Thus, this picture shows how much the physical interaction can also be complex in a cosmopolitan context.



PICTURE 1. Difficulties of the physical interaction in a multicultural environment (Cross Cultural Communication)

Therefore, we have seen previously that the physical and mental communication are some difficult challenges for managers of cross-cultural teams. In order to interact successfully with each other, every member of a group must adapt to the situation and learn about other. To help managers to build a positive interaction within their teams, Greet Hofstede has the brilliant idea of the training courses in order to assist employees to learn the intercultural exchange. According to him, every company should establish the “awareness training” in order to find out about how to work, to get a job done in an international context. This program has to be attended by the foreign employees, the boss and the manager who communicates with the team. During this training, the boss will know more about his employees’ behaviors that will allow him to adapt the strategies, the overseas subordinates will acquire ways to interact with their partners and their manager and learn more about the conducts of each person. As for the manager, he will acquire knowledges about his employees’ departments and so, it will allow him to find the good manners to communicate within his groups. (Hofstede 2005, Chapter 9.) So, instituting this training in an organization can be really beneficial for everybody. It allows to avoid the problems of miscommunication and to build a strong interaction that is required to achieve the objective in the best possible way.

5.3 How to manage conflicts?

We have seen that today, managing multicultural teams creates a lot of opportunities such as more creativity in the works but it is also a challenging task. In fact, usually, managers form mergers within the group to achieve the job but, in a cross-cultural environment, people grew up in several backgrounds and so, they have various behaviors and ideas. This human diversity can lead to conflicts in the workplace. We will study three different types of conflicts that appear frequently in cosmopolitan groups and we will explain how managers can avoid these tensions through the presentation of a proactive model.

The first type of discord is called “task conflicts”. This sort of tension appears frequently in the workplace through the work assignments, the division of the tasks and the differences of opinion on procedures (Shonk 2020). Indeed, in a cross-cultural team, members can have a different vision of the work such as the time schedule for example. A partner from a long-term orientation society like a South Korean will be persevering, they will work for a long-time on the same task to achieve the objectives whereas an employee from a short-term oriented country like a Ghanaian will prefer to obtain quick results (Hofstede 2005, Chapter 6). So, in a common project, their different vision of the time schedule can lead to tensions between these two colleagues.

The second style of dispute is the “relationship conflicts”. In fact, our cultural behaviors affect our manner to approach a problem within the organization. In a team, Western partners will tackle it directly and spell it out whereas Asian subordinates will express their thoughts implicitly through some subtle clues that are likely to be not perceived by their western colleagues. In the Western part of the world, beating about the bush is seen as ineffective while in the Eastern part, people see the direct confrontation as immature and useless. So, in the case of a conflict within the group, a Western employee will expose the problem in broad daylight and will prefer resolving it through a good « verbal fight » face to face. Conversely, an Asian one will first call upon an outsider to resolve the disagreement. If it is not possible, they will express his disapproval tacitly. For example, they will say « it will be maybe difficult » to show that they are not agreed. (Behfar, Brett & Sanchez-Burks 2014.) So, in the workplace, we will have a tendency to act differently depending on our cultures. In that case, for instance, an American manager cannot understand the disagreement of his Asian employee or on the contrary, an Asian team cannot understand the behavior of its Western colleague.

The third and last type of tension is called “value conflicts”. This kind of conflict is due to fundamental differences in identities and values such as politic or religion beliefs for example. Although these subjects are taboos in the workplace, sometimes, they can appear in some project tasks (Shonk 2020). A simple example of a religious conflict could be the advertising of a Spanish beer. The beer company has created a publicity which puts a few women who are drinking their beers in swimsuits at the beach in the spotlight. But Eastern employees can reject this proposition because it goes against their beliefs. In fact, women from the Middle East cannot drink alcohol and have to wear covering clothes. Additionally, there may be some politic conflicts in the workplace. Nowadays, the gender equality is an actual topic. So, in an organization, if the promotions or the positions of responsibilities are only assigned to men, it can lead to a value conflict. The tensions due to cultural values are really difficult to manage for managers. It can easily develop the defensiveness and distrust of members within the team (Shonk 2020).

Lastly, we can note that these three types of conflicts appear frequently in multicultural teams because of the diverse opinions and conducts of members and can damage negatively the work. This is why, I have created a proactive model that could help managers to prevent these tensions between the subordinates.

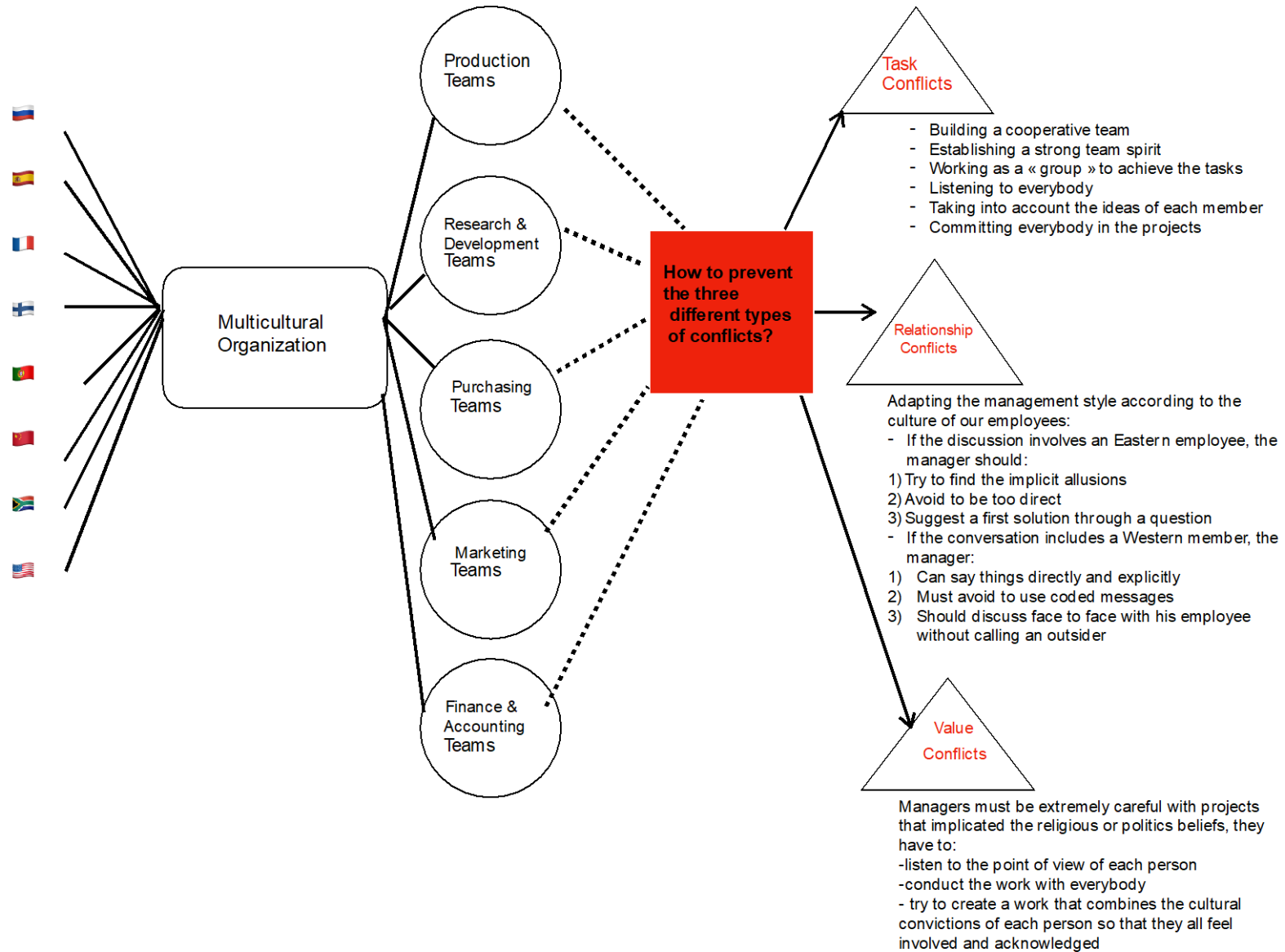


FIGURE 12. Proactive model to prevent conflicts in a multicultural team

This model takes the example of an organization which is multicultural due to the fact that there are employees from several nationalities. These cosmopolitan subordinates are divided between the six departments of the company: production, research and development, purchasing, marketing and finance and accounting. In each department, people work in teams that are supervised by managers. So, every group has a large cultural diversity among the members which leads to the three main types of conflicts that we have explained previously. These troubles are due to the tasks, the relationships or the values (FIGURE 12). We will see how managers can avoid each one of these tensions.

First of all, if we glance over the problems related to the tasks within the teams, we can observe several manners that can be useful for managers in order to stay away from the disputes. Before anything else, it is essential to build a cooperative group by establishing a strong team spirit. To develop the cohesion between members, the manager should create an atmosphere of solidarity and keep the notion of collective objective. In fact, they must reach the work with every member, they have to work all together so that, they are committed in the project. It is really important that the manager takes into account and encourages the ideas of each member, every person has to be listened (FIGURE 12). By using these actions, managers will prevent the task conflicts within their team. Indeed, by making a collaborative group of people and giving attention to the opinions of each subordinate, employees will be on the same wavelength and make progress together. So, if I take the time-schedule problem between the South Korean and the Ghanaian employee, there will be no dispute between them because they will work together as a group, reach an agreement on how to do and will follow their manager's instructions. Furthermore, they will be motivated and involved in the achievement of the job because they are acknowledged by their manager. So, by working as a team and not as individuals, they will avoid the problems due to the different behaviors of people.

Secondly, we can note that the relationship conflicts can also be eluded in a cosmopolitan environment. In fact, to prevent this type of tension, managers have to adapt their management style depending on the context. They will have to communicate differently with a Western or an Eastern partner to not offend the person and so, to avoid the discord. If the discussion involves, an Eastern subordinate, they must try to find the implicit allusions. We have seen earlier that these employees express their thoughts discreetly through stories or metaphors. So, the manager must perceive these coded messages to stay away from a misunderstanding that could lead to a dispute. Furthermore, they should suggest the solutions through questions such as "Could we do this?". Indeed, in that case, an assertion could offend the Eastern person. The manager must be careful of the employee's response: if Eastern people answered an evasive

“yes”; it means that they are not agreed but they will not express his disagreement openly out of politeness (FIGURE 12). Conversely, if the conversation includes a Western partner, the manager has to act in a different way. In this case, the manager must say things directly and spell it out. If they use implicit messages, the Western employee is likely to not understand the sense and so, to annoy himself. Furthermore, the manager has to avoid calling an outsider in this situation because it can be seen by his Western employee as a lack of confidence and thus, it can develop a conflict whereas if the supervisor discusses directly face to face with the subordinate, the Western person will feel listened and important, it will avoid the conflict (FIGURE 12). Therefore, depending on the culture of the person involved in the discussion, the manager must adapt his manner to communicate to prevent disputes within his team.

Thirdly, the manager of a cross-cultural group can be confronted with some disagreements related to the cultural beliefs of his employees. As we have seen previously, team projects can involve sensitive subjects such as religious or politics topics. So, in this kind of task, it is essential that the manager listens to the point of view of each person. In fact, if the work goes against the cultural convictions of some partners, it will lead to a value conflict. However, if the manager establishes the collaboration among members, the group can create a common project which combines the cultural beliefs of each person. To avoid this type of tension, it is important that the manager builds a collaborative team in which every employee expresses his thoughts and is attentive to the opinion of others (FIGURE 12). The diversity among partners makes the realization of the tasks complicated. Thus, in this case, a good listening and a good communication between members are the key to success.

Finally, we can say that all these actions can help a manager of a cosmopolitan team to prevent conflicts in the workplace. Generally, these disputes damage the achievement of the work and the good atmosphere in the group. So, using these measures can allow the manager to keep his team solid, motivated and implicated in the job.

6 CONCLUSION

Nowadays, we live in a multinational world in which countries are related between them. Indeed, we are continuously led to cohabit with people from other cultures in our everyday life. So, the phenomenon of multiculturalism is more newsworthy than ever, and we have to deal with it.

We have seen that the concept of “multiculturalism” is a big challenge in our personal but also professional life. In fact, those days, companies have to face up to the diversity among their employees. This heterogeneity can be really beneficial for organizations. The cultural diversity of members brings diverse ideas that allow the achievement of creative and innovative projects. So, in our competitive business world, having multicultural teams is a significant advantage for businesses.

However, the disparity of the subordinates makes the management of these groups complicated for managers. Indeed, each member grew up in different backgrounds and so, every person has different beliefs and behaviors that can be detrimental to the work and can create conflicts if the manager does not establish a successful management style. He must build a strong team spirit among partners so that, people work as a team, communicate between them and are less subject to tensions. Through the proactive model, we have observed that the manager of a cosmopolitan group should adapt his way of managing depending on the context and on the cultures of the persons. Furthermore, it is essential that he listens to everybody and takes into consideration the ideas of each member in order to build a project which considers the convictions of everyone. A good communication and cooperation among partners will lead the team to the success.

Therefore, forming multicultural teams is a big opportunity for an organization. Nevertheless, this kind of group requires to be well managed in order to achieve the objectives. That is why, to set up a good management style and to create a good communication within the cosmopolitan team, it can be useful that the boss, manager and employees follow together a training course. This program will help the boss to adapt the strategies depending on his employees’ conducts, the overseas subordinates will get to know their partners and managers and start to interact between them. As for the manager, the training course will allow him to understand the behaviors of his team members and so, it will enable him to establish an appropriate way of managing and to build a good interaction in the group. These actions will be essential to the

development and the prosperity of the team. Once, the suitable supervising style is implemented in the group and the cohesion building among members, they will be able to achieve excellent results together.

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