Cross-cultural Management of Chinese Enterprises: A Review of the Literature

Yu Chen, Fang Wang*
College of Management, Sichuan Agricultural University, Chengdu 611130, China

*Corresponding author e-mail: wangfangscnd@sicau.edu.cn

Abstract. Culture has a profound impact on multinational enterprises. Especially under the strategy of "one belt and one road", the Chinese enterprises' "going out" step is accelerating, and the business management problems caused by different regional cultural conflicts have become a pressing problem at present. This paper reviews the literature of cross-cultural management in Chinese enterprises, mainly analyses the connotation of cross-cultural management, discusses the differences between eastern and western enterprise management cultures and the status quo of cross-cultural management in Chinese enterprises, and gives the mode and strategy of cross-cultural management in Chinese enterprises. For our multinational enterprises, we should establish the concept of cross-cultural management, attach importance to the coexistence and development of multiculturalism, and use cross-cultural management methods to prevent and solve the crisis caused by cultural conflicts.

1. Introduction
In 2016, China's outward FDI flows reached a record high of 196.15 billion US dollars, ranking second in the world with an increase of 34.7% year on year, accounting for 13.5% of the world's total. China has entered a new normal economic growth pattern of "steady growth, structural adjustment and transformation". The government encourages Chinese enterprises to "go out" to invest abroad and open up new markets along the "one belt" road. Under the guidance of national policies, more and more enterprises are moving towards the international market, actively participating in the global allocation of resources and production factors, and a number of typical representatives such as Huawei, Lenovo and Haier have emerged. By integrating technology, capital and management resources globally, these enterprises have developed rapidly.

Culture has a profound impact on multinational enterprises. Culture influences people's world outlook, outlook on life and values. For transnational business activities, there are significant cultural differences and conflicts between decision makers and employees affected by different education and cultural backgrounds [1]. How to understand and treat the cultural differences between countries and regions objectively, study and judge the manifestations and contents of transnational corporations' cross-cultural conflicts, and explore the effective ways of cross-cultural management are of great theoretical significance to the operation of transnational corporations in host countries and the overall progress of the world economy [2].

With the acceleration of transnational operation of multinational corporations, enterprises in the midst of cultural differences and conflicts are facing urgent problems in both management paradigm
and management means. The integration of corporate culture through cross-cultural management and then the integration of transnational culture is an important issue that needs systematic consideration in both business and management circles. Through the analysis of the connotation of cross-cultural management, the management culture and differences between East and West, the present situation, mode and strategy of cross-cultural management of Chinese enterprises, this paper aims to promote the alleviation of cross-cultural management conflicts, to resolve the risks of overseas operation of Chinese multinational enterprises and to safeguard the investment rights and interests of Chinese overseas enterprises.

2. The Connotation and Theory of Cross-cultural Management

The so-called cross-cultural management includes two levels of meaning: the first is cross-cultural. Cross-culture, also known as "cross-culture", refers to the interaction and function of two or more organizations or institutions (enterprises) with different cultural backgrounds in the transnational business activities of enterprises. The second is cross-cultural management. The most straightforward definition of cross-cultural management is to resolve the contradictions and conflicts in the process of transnational business management through various ways (cultural integration, etc.) between enterprises in two countries with completely different cultural connotations, so as to achieve efficient management of transnational business. Li [3] Cross-cultural management refers to the management of people, things and events involving different cultural backgrounds. It is to adopt an inclusive management approach to the cultures of subsidiaries of different races, different cultural types and different stages of cultural development in transnational operations [4]. Cross-cultural management focuses on the effective management of different cultures in the global operation of enterprises, which is the concept of organizational level. From a small point of view, "cross-cultural management" tries to solve the communication and cooperation between members of different cultural backgrounds in the same working group, and its foothold is the effectiveness of cross-cultural teams [5].

In the field of cross-cultural management, researchers have put forward many analytical dimensions of the sources of cross-cultural conflicts in terms of the differences between national and national cultures, including the representative two-way value model, the five-factor cultural dimension theory, the seven-factor cultural framework theory, the high-low context cultural analysis model and the national cluster theory. Although there are many theories, there are many overlaps among the dimensions covered by each theory. Through comparison, we can see that cultural conflicts mainly come from three aspects: the relationship between man and nature, the relationship between individual and collective, and the grasp of time and space sequence [6]. Among many theories, the most popular one is Hofstad's five-factor cultural dimension theory. According to his theory, cultural conflicts originate from five aspects: power distance, uncertainty avoidance, individualism and collectivism, masculinity and femininity, and short-term and long-term orientation [7].

3. East-West Business Management Culture and Differences

The internationalization of cross-cultural management enterprises is not only an economic activity, but also a social and cultural activity. It is bound to face the cultural differences caused by the collision of different cultural systems [8]. Western society emphasizes the importance of personal value and encourages individuals to strive to realize their own value; in enterprise management, it is manifested in standardizing management, system management and regulation management, pursuing the orderly and effective management; in labor and personnel policies, performance management is generally adopted, encouraging the continuous flow of their staff and staff to maintain the enterprise vitality [9]. Oriental enterprise management generally has a strong political and ethical color. Chinese people pay attention to human feelings and morality, attach importance to the collective and express restraint and implicitness. Oriental enterprises attach importance to improving their physical, mental, spiritual, emotional and intellectual level by serving their own selfish desires [10].

One of the major obstacles faced by modern enterprises in implementing transnational business strategy is the difficulty of communication caused by cultural differences among the international
public, which is generally called cross-cultural differences [11]. We are different in the way of thinking and behavior logic, as well as in the institutional environment and cultural background of Chinese enterprises [12]. There were obvious differences in cultural values between the East and the West [13]. The cross-border and cross-regional operations would lead to the emergence of multiculturalism, and that cultural differences would have a significant impact on the overseas operations of multinational enterprises, resulting in many problems in enterprise management [14].

4. Current situation of cross-cultural management in Chinese Enterprises

Cultural differences will have a significant impact on the operation of multinational enterprises. More and more Chinese enterprises are going to overseas markets [15]. At present, the cross-cultural management of transnational corporations in China mainly shows the characteristics of virtual culture, humanistic culture and innovative culture. Virtual culture means that more and more multinational corporations integrate their superior resources with the help of information science, virtual enterprise and virtual management, high-tech as a means, and soft operating system as a blueprint worldwide. Humanistic culture emphasizes that in today's era, the development of multinational corporations depends more on people. Talent resources are the core of development.

Cultural differences between China and its host countries have become one of the main obstacles for Chinese enterprises to conduct transnational operations [16]. There are three problems in Chinese enterprises: cultural exclusion makes management more difficult, incentive mechanism ignores cross-cultural differences, and training system is not perfect. Because of the short growth time, insufficient experience and deep influence of Chinese traditional culture on management of Chinese multinational enterprises, Chinese multinational enterprises have not yet established a real cross-cultural management system of large international enterprises, and Chinese multinational enterprises have not fully adapted to the management of different cultural environments [17]. There are three problems in the cross-cultural management of Chinese enterprises: insufficient understanding of cultural differences, insufficient ability of cultural integration and relatively backward level of human resources management. There is a shortage of cross-cultural managerial talents and imperfect cultural construction with "compatibility" characteristics in cross-cultural management of Chinese multinational enterprises at this stage [18].

5. Models and Strategies of Cross-cultural Management in Chinese Enterprises

Scholars have put forward the models and Strategies of cross-cultural management in Chinese enterprises from different perspectives. Cross-cultural management mainly includes four modes: home-country culture-oriented, local culture-oriented, cultural grafting-oriented and corporate culture-oriented; cross-national culture from conflict to integration, to achieve cross-national management under different cultural backgrounds [19]. The existing cross-cultural management mode of multinational corporations can be generalized into localization mode, cultural input mode, cultural difference mode and cultural integration mode, and puts forward the selection strategy of cross-cultural management mode [20]. Chinese enterprises could adopt the correct concept of cross-cultural management, such as cultural integration, localization, cultural infiltration and cultural innovation, cultural avoidance and the use of third-party culture to enter the African market [21]. The cross-cultural management of Chinese enterprises should be improved in five aspects: strengthening the study of foreign cultures, finding the balance between "self-preservation" and "adaptation to others", establishing a modern human resources system, emphasizing the communication between cross-cultural enterprises, and emphasizing the incentive role of cross-cultural management [22]. All employees should establish correct cross-cultural management concept, grasp the differences between eastern and Western cultures, respect and tolerance each other's culture, construct positive and efficient communication methods, enhance the efficiency of further communication between Chinese and foreign employees through the art of listening, and train excellent local management personnel [23]. Improve the cohesion between Chinese and foreign managers, so as to build an excellent management team; constantly improve the training system from the training content and methods, and
introduce the training effect evaluation system, so as to enhance the efficiency of cross-cultural communication management; build a diversified incentive mechanism in the company, improve the enthusiasm of expatriates.

6. Conclusion
Through combing the literature, we find that along with the "one belt and one way" strategy, Chinese enterprises have stepped up the pace of "going out", and scholars have rich research on cross culture management of Chinese enterprises. There are also many innovative studies in China, which are worthy of further study. However, there are some shortcomings in the current research: (1) Innovating the cross-cultural research theory of domestic enterprises. Most of the cross-cultural studies of domestic enterprises focus on practical application, and put forward relevant countermeasures to solve a practical problem, while deep-seated theoretical research is rare. In order to construct a management theory suitable for the Chinese situation and make the Chinese model reach the influence of the American model and the Japanese model, future related research needs to expand the research field, innovate the research perspective and innovate the relevant theories. (2) Enriching the cross-cultural research methods of domestic enterprises. If China's cross-cultural research wants to get more international acceptance, it must pay special attention to the exploration and standardization of research methods. Compared with the field investigation and research methods of obtaining a large number of sample data abroad, domestic research mostly takes an enterprise as an example, and the typical case and representative sample data are not convincing enough. The research methods of force, quantitative research and statistical analysis need to be further improved.

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