
Examining the necessity and significance of implementing cross-cultural management practice in YiXin Energy Technology Co. in Shanghai, China

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Abstract

Cross cultural management mainly focuses on the behaviour of people from different culture working together as a group or an organization. Most of cross-cultural management study aims at dealing with the issue of organizational behaviour, such as leadership style, motivational approaches, strategy, organizational structure. As to the cultural concept, culture is a complex issue in some fields such as sociology, anthropology and now become a hot topic in management. The aim of this paper is to examine the necessity and significance of implementing cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China. A questionnaire is used in this study. This study randomly distributed questionnaires in the form of survey and collected 158 results as samples. SPSS was used for data analysis of the data obtained. The information gathered from the survey questionnaire underwent a number of in-depth investigations before being interpreted. Descriptive tests, ANOVA, and multi-regression test. Multiple regression indicates that there is a strong relationship between the independent factors and the dependent variables. The analysis's findings indicate that the three independent factors examined in this study may account for around 38.1% of the variance in multinational companies' cross-cultural management. Based on the findings, the social culture impacted the cross cultural management at 23.3%, the government policy impacted the cross cultural management at 35.0%, the management style impacted the cross cultural management at 21.8% and the cross cultural management at 28.7%. This study's findings provided concrete statistical support for the argument that cross-cultural practise is necessary, and Yixin Energy Technology Co. in Shanghai, China, has acknowledged the need of this cross-cultural practise. It is advised that businesses create a series of cross-cultural training programmes that concentrate on different levels of expatriates.

Keywords: *Cross-cultural management, Yixin Energy Technology Co., Shanghai, social culture, government policy, management style.*

1. Introduction

Cross-cultural management is an effective management process that overcomes any heterogeneous cultural conflicts in cross-cultural conditions by adopting an inclusive management approach to the cultures of the countries where subsidiaries are located in global operations, and creates a unique corporate culture accordingly. The aim is to design practical organizational structures and management mechanisms in different forms of cultural environments, to find corporate goals that transcend cultural conflicts in the management process, to maintain a common code of conduct for employees with different cultural backgrounds, and to maximize the control and utilization of the potential and value of the company. Only through successful intercultural management can a globally operating company run smoothly, enhance its competitiveness and expand its market share. In view of the current situation of the development of China's multinational enterprises and the national conditions of China, we must seize the great opportunity of the development of the world economy, fully understand and effectively use cross-cultural management and other means to lead Chinese enterprises, which are still in the initial stage of development, to the depth of multinational operations.

Cross cultural management mainly focuses on the behaviour of people from different culture working together as a group or an organization (Adler, 1983). Most of cross-cultural management study aims at dealing with the issue of organizational behaviour, such as leadership style, motivational approaches, strategy, organizational structure (Morden, 1995; Elenkov, 1998). As to the cultural concept, culture is a complex issue in some fields such as sociology, anthropology and now become a hot topic in management. The aim of this paper is to examine the necessity and significance of implementing cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China.

2. Literature review

Lack of understanding of values and codes of conduct in other cultural backgrounds will lead to a failure in understanding relevant information, which will make it more difficult to make and implement decisions or even impossible to implement them correctly. The existence of cultural differences will not be shifted according to people's subjective will (Wang Z.,2021). If an international enterprise wants to operate smoothly, it must seek common ground while reserving differences on the basis of respecting cultural differences,

determine new business philosophy and management mode, and form a unique corporate culture that can be recognized by all members of the enterprise.

Cultural conflicts are caused by cultural differences. From this point of view, in order to deal with cultural conflicts well, it is necessary to identify cultural differences. Only in this way can international enterprise managers take targeted measures. In order to establish common values and codes of conduct, culture can be basically divided into three categories for identification. One is fundamental values that are hard to change. Second, the living habits and customs that can be overcome through a certain period of cultural communication; The third is the experience, knowledge and skills that can be acquired through learning, which is easier to change. It can be seen that the cultural differences between different categories also bring about different cultural conflicts. The second step is to find the scope of cultural intersection between the two sides and customize the base point for cultural integration. If cultural integration is to be realized, it is necessary to find the similarities between the cultures of both sides, and then conduct cultural integration based on this, so as to formulate effective implementation and efficient management concepts and methods that can be recognized by both sides (Guo J.,2020). The third step is to determine the way of cultural integration based on the specific situation of the enterprise. Each enterprise is faced with different specific situations of cultural differences, and the resulting cultural conflicts are also different. Enterprises should choose the integration mode that is most suitable for their own development and environmental needs according to their own specific situations. The fourth step is to develop new management concepts and methods. According to the intersection of the two cultures, the development of the enterprise and the needs of the environment, formulate new management concepts and methods that can be effectively implemented. The fifth step is to run the new management concepts and methods inside the enterprise, and combine rewards and punishments to gradually become the values and codes of conduct of employees, thus forming the unique culture of the enterprise itself. The sixth step is to encourage the members at all levels of the enterprise to give feedback on the new operation and management concept and way, test whether the new operation and management concept and way can effectively improve the competitiveness of the enterprise, and put forward suggestions for modification.

2.1 *Cultural dimension theory*

The cultural dimension theory, as pioneered by Dutch management scholar Geert Hofstede, has left an indelible mark on the field of cross-cultural studies. It owes its enduring significance to the monumental cultural value survey that Hofstede orchestrated. This survey, conducted with the participation of an impressive 116,000 IBM employees hailing from a staggering 40 countries and regions, represented a wide spectrum of 50 distinct occupations. Moreover, it encompassed the perspectives of individuals from more than 60 countries, making it an unprecedented and comprehensive cross-cultural investigation. Hofstede's work revolves around the identification of cultural dimensions that serve as essential building blocks for understanding the intricacies of societies and their impact on organizational behaviour. These dimensions, including power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, and long-term orientation, have become fundamental tools in dissecting and comparing cultures worldwide.

This theory's enduring influence can be attributed to its capacity to enlighten organizations and individuals about the cultural nuances that affect their interactions in a globalized world. It not only enhances cross-cultural communication but also assists businesses in crafting effective international strategies, promoting collaboration among diverse teams, and cultivating a more inclusive work environment. Furthermore, the cultural dimension theory resonates beyond the corporate realm. It informs policymakers, educators, and diplomats in navigating the complexities of international relations, fostering peaceful coexistence, and bridging cultural divides. This theory's legacy extends to academia, where it continues to inspire further research and the development of new cross-cultural frameworks. In a world characterized by increasing globalization, Hofstede's cultural dimension theory remains a lodestar, illuminating the path toward greater cross-cultural understanding, harmony, and prosperity. Its enduring relevance ensures that it will continue to shape our approach to intercultural interactions and collaboration for years to come.

2.2 *Hofstede's cultural dimensions in the context of China*

Hofstede's (1980) groundbreaking work on cultural aspects has shed light on the intricate interplay between culture and professions, particularly in the context of China. This high-context nation places immense importance on culture as a determinant of how

professions are realized, a concept expounded upon by Tams and Arthur (2007). In China, unlike some of the low-context Western nations, the significance of relationships is paramount, and the subtleties of acceptance or refusal in commerce are often conveyed through indirect means. This unique cultural aspect may hold the key to understanding why Chinese expatriates, when sent to foreign countries, often experience significantly higher levels of sentiment and adjustment compared to foreign expatriates coming to work in Chinese organizations.

The Chinese expatriates, belonging to the high-context culture, find it relatively simpler to navigate and adapt to the steps and processes established by foreign organizations, which typically hail from low-context cultures. In stark contrast, foreigners moving to China, with their low-context cultural background, often grapple with the complexities of understanding and assimilating into the high-context Chinese culture, especially in the realm of building relationships. Branine (1996) highlighted how Western corporations faced significant challenges in achieving success in their development programs in China primarily due to their inability to discern the true needs and nuances of Chinese companies. This underscored the critical importance of cross-cultural training for foreign expatriates before they embark on their assignments in China.

While the need for cross-cultural training seems evident, it is worth noting that almost all expatriates surveyed within the framework of Hofstede's (1980) cultural aspects acknowledged its crucial role. Furthermore, these expatriates generally reported a high level of satisfaction with their transitions. Thus, on the surface, it might appear that there is no clear-cut requirement for cross-cultural training, especially in a state-owned company in China. However, as we delve deeper into the intricacies of expatriate experiences and professional success, a more nuanced picture emerges.

Analyzing the data within this model's purview, it becomes apparent that cross-cultural training, in and of itself, does not exert a direct influence on expatriate adjustment and professional success. Instead, other factors such as the psychological contract, family package, freedom of choice, and a flexible career path emerge as the true drivers of productivity, professional achievement, and work satisfaction. This suggests that while cross-cultural training is not a standalone panacea, it remains an important element in the broader spectrum of factors influencing expatriate experiences.

The cultural chasm between China and Western nations is undeniable, and while cross-cultural training may not directly dictate adjustment and success, it still holds relevance in enhancing the overall expatriate experience. The importance of this training lies in its potential to bridge the cultural differences and facilitate smoother transitions for expatriates. When organizations invest in improving their cross-cultural practices, they inadvertently contribute to higher levels of job satisfaction among their expatriate workforce.

To fully appreciate the multifaceted role of cross-cultural training, it is essential to delve into the intricacies of each contributing factor. The psychological contract, for instance, plays a pivotal role in shaping expatriate experiences. When expatriates feel that their expectations align with what the organization offers, they are more likely to be satisfied and committed to their roles. Cross-cultural training can aid in setting realistic expectations, thereby enhancing the psychological contract.

Similarly, the family package offered to expatriates can significantly impact their experience. Adequate support for family members in terms of education, healthcare, and cultural assimilation can reduce stress and enhance an expatriate's ability to focus on their professional responsibilities. Cross-cultural training can equip expatriates and their families with the necessary knowledge and skills to navigate these aspects effectively.

Freedom of choice is another critical factor that can determine an expatriate's satisfaction and success. Cross-cultural training can empower expatriates with the information and tools they need to make informed choices about their lifestyle, work, and social interactions in the host country. A flexible career path is yet another element that influences an expatriate's journey. Cross-cultural training can help expatriates understand how their career may evolve in the new cultural context and how they can proactively shape their professional development.

While cross-cultural training may not be a direct determinant of expatriate adjustment and professional success, it is undeniably a vital component of the overall expatriate experience. By equipping individuals with the cultural competencies and insights necessary to navigate the complexities of working in a foreign culture, cross-cultural training contributes to higher levels of job satisfaction and, by extension, professional achievement.

As organizations continue to expand their global footprint and rely on a diverse and mobile workforce, investing in cross-cultural training remains a strategic imperative for ensuring the success and well-being of their expatriates.

3. Methodology

3.1 Data collection method

Quasi-experiment was used in this research. The use of quasi-experiment indicates that the individuals targeted for the study as potential respondents can be approached conveniently and can also be convinced to provide their best knowledge on the necessity and significance of implementing cross-cultural management practice. In this way, the necessity and significance of implementing cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China has been examined. A questionnaire is used in this study because of their many advantages such as the capacity to swiftly and affordably collect data from a wide population, ease for respondents, confidentiality, the absence of interviewer bias, and uniformity of questions. This study randomly distributed questionnaires in the form of survey and collected 158 results as samples.

3.2 Data analysis method

SPSS was used for data analysis of the data obtained. The information gathered from the survey questionnaire underwent a number of in-depth investigations before being interpreted. Descriptive tests, ANOVA, and multi-regression test.

4. Results and discussion

4.1 Descriptive (mean and standard deviation) analysis

SC1 has an overall mean score of 3.96 (std. deviation = 0.49). SC2 has an overall mean score of 4.61 (std. deviation = 0.59). SC3 has an overall mean score of 4.09 (std. deviation = 0.61). SC4 has an overall mean score of 3.96 (std. deviation = 0.61). SC5 has an overall mean score of 4.39 (std. deviation = 0.62). SC6 has an overall mean score of 4.14 (std. deviation = 0.68). SC7 has an overall mean score of 4.27 (std. deviation = 0.56). SC8 has an overall mean score of 4.25 (std. deviation = 0.60). SC9 has an overall mean score of 4.06 (std. deviation = 0.64). SC10 has an overall mean score of 3.97 (std. deviation = 0.59). The mean index for research hypothesis one has an overall mean score of 4.17 (std. deviation

= 0.60). Since the standard deviation for all the items are below 1.00, it is concluded that all the respondents agree with research hypothesis one which states that social culture influences cross cultural management.

GP1 has an overall mean score of 3.94 (std. deviation = 0.53). GP2 has an overall mean score of 4.29 (std. deviation = 0.78). GP3 has an overall mean score of 4.10 (std. deviation = 0.67). GP4 has an overall mean score of 4.12 (std. deviation = 0.70). GP5 has an overall mean score of 4.49 (std. deviation = 0.63). GP6 has an overall mean score of 4.00 (std. deviation = 0.63). GP7 has an overall mean score of 3.98 (std. deviation = 0.65). GP8 has an overall mean score of 4.02 (std. deviation = 0.68). GP9 has an overall mean score of 4.00 (std. deviation = 0.69). GP10 has an overall mean score of 4.15 (std. deviation = 0.52). The mean index for research hypothesis two has an overall mean score of 4.11 (std. deviation = 0.65). Since the standard deviation for all the items are below 1.00, it is concluded that all the respondents agree with research hypothesis two which states that government policy factors have an impact on multinational firms.

MS1 has an overall mean score of 4.20 (std. deviation = 0.43). MS2 has an overall mean score of 4.36 (std. deviation = 0.72). MS3 has an overall mean score of 4.49 (std. deviation = 0.55). MS4 has an overall mean score of 3.99 (std. deviation = 0.70). MS5 has an overall mean score of 4.53 (std. deviation = 0.58). MS6 has an overall mean score of 4.60 (std. deviation = 0.50). MS7 has an overall mean score of 4.02 (std. deviation = 0.61). MS8 has an overall mean score of 4.05 (std. deviation = 0.58). MS9 has an overall mean score of 3.97 (std. deviation = 0.62). MS10 has an overall mean score of 4.28 (std. deviation = 0.51). The mean index for research hypothesis three has an overall mean score of 4.25 (std. deviation = 0.58). Since the standard deviation for all the items are below 1.00, it is concluded that all the respondents agree with research hypothesis three which states that management style have an impact on multinational firms.

RH1: Social culture influences cross cultural management	Items	N	Mean	Std. Dev
Social cultural factors influence decision-making processes in cross-cultural management	SC1	158	3.96	0.49
Social cultural factors significantly impact	SC2	158	4.61	0.59

communication styles in cross-cultural management.				
Social cultural influences affect negotiation and conflict resolution strategies in cross-cultural management.	SC3	158	4.09	0.61
Social cultural factors play a crucial role in the formation and maintenance of cross-cultural teams.	SC4	158	3.96	0.61
Social cultural factors influence leadership styles and practices in cross-cultural management.	SC5	158	4.39	0.62
Social cultural differences in work ethics and values significantly impact cross-cultural management.	SC6	158	4.14	0.68
Social cultural factors influence power dynamics in cross-cultural management.	SC7	158	4.27	0.56
Social cultural influences have a significant impact on motivation and performance management in cross-cultural management.	SC8	158	4.25	0.60
Social cultural factors affect the perception and implementation of organizational structures and hierarchies in cross-cultural management.	SC9	158	4.06	0.64
Social cultural factors significantly influence the adaptation and implementation of cross-cultural management strategies and practices.	SC10	158	3.97	0.59
	Mean Index		4.17	0.60
RH2: Government policy factors have an impact on multinational firms				
Government policies influence the establishment and operation of multinational firms.	GP1	158	3.94	0.53
Government policy factors significantly impact the decision-making processes of multinational firms.	GP2	158	4.29	0.78
Government policies affect the regulatory and legal framework for multinational firms.	GP3	158	4.10	0.67
Government policy factors play a crucial role in shaping the taxation and financial incentives for multinational	GP4	158	4.12	0.70

firms.				
Government policies influence market access and trade regulations for multinational firms.	GP5	158	4.49	0.63
Government policy factors significantly impact the labor and employment regulations for multinational firms.	GP6	158	4.00	0.63
Government policies affect intellectual property rights and protection for multinational firms.	GP7	158	3.98	0.65
Government policy factors play a significant role in shaping environmental and sustainability regulations for multinational firms.	GP8	158	4.02	0.68
Government policies influence the access to government contracts and procurement opportunities for multinational firms.	GP9	158	4.00	0.69
Government policy factors have a substantial impact on the overall success and competitiveness of multinational firms.	GP10	158	4.15	0.52
	Mean Index		4.11	0.65
RH3: Management style have an impact on multinational firms				
Management style influences the overall performance of multinational firms.	MS1	158	4.20	0.43
Management style significantly affects the decision-making processes in multinational firms.	MS2	158	4.36	0.72
Management style impacts the communication and collaboration within multinational firms.	MS3	158	4.49	0.55
Management style plays a crucial role in fostering innovation and adaptability in multinational firms	MS4	158	3.99	0.70
Management style influences employee engagement and job satisfaction in multinational firms.	MS5	158	4.53	0.58
Management style significantly affects the retention and turnover rates of employees in multinational firms.	MS6	158	4.60	0.50

Management style impacts the effectiveness of cross-cultural collaboration in multinational firms.	MS7	158	4.02	0.61
Management style plays a significant role in the alignment of goals and objectives across different branches of multinational firms.	MS8	158	4.05	0.58
Management style influences the organizational culture and values of multinational firms.	MS9	158	3.97	0.62
Management style has a substantial impact on the overall success and competitiveness of multinational firms.	MS10	158	4.28	0.51
	Mean Index		4.25	0.58

Table 1: Descriptive statistics.

Source: Developed for this research.

4.2 Multiple regression

The necessity and significance of implementing cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China was investigated using multiple regression analyses.

The formula for Multiple Regression model is stated below:

$$Y = a + bX_1 + bX_2 + \dots + b_nX_n$$

Where Y = Dependent variable

a = Constant

b = The regression coefficient associated with variable, X

X = The independent variable

According to Table 2, the value of the correlation coefficient (R) is 0.617, which indicates that there is a strong relationship between the independent factors and the dependent variables. When the correlation coefficient is positive, it means that the independent and dependent variables are positively correlated with one another. The R square, which is also known as the coefficient of determination, was found to be 0.381%. The analysis's findings indicate that the three independent factors examined in this study may account for around 38.1% of the variance in multinational companies' cross-cultural management. In a follow-up

investigation, an effort may be made to investigate the remaining 61.9% of data variance that the independent variable is unable to account for.

R	R²	Adjusted R²	Standard Error of the Estimate
0.617	0.381	0.373	2.10820

Table 2: Model summary of multiple regression of this study.

Source: Developed for this research.

In accordance with the findings of the multiple regression analysis. The beta value presented in Table 3 provides an illustration of the location of the influence that the independent variable has on the cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China. Accordingly, the beta value for social culture is 0.233, followed by government policy (0.350), management style (0.218), and cross cultural management (0.287).

Based on the findings, the social culture impacted the cross-cultural management at 23.3%, the government policy impacted the cross cultural management at 35.0%, the management style impacted the cross cultural management at 21.8% and the cross cultural management at 28.7%.

Government policy has the highest beta value ($\beta = 0.519$, $t = 7.799$, $p < 0.01$). Therefore, the cross-cultural management practice in Yixin Energy Technology Co. in Shanghai, China is mostly influenced by government policy factors. In addition, if the p-value is lower than 0.05, this indicates that there is a significant association between the independent factors and the dependent variable. Because the p value of all the independent variables is less than 0.05, it may conclude that there is a significant association between the cross cultural management practice in Yixin Energy Technology Co. in Shanghai, China and all of the independent variables.

Model	Non-standardized coefficients		Standardized coefficients	t-value	Sig.
	B	Std. Error	Beta		
(Constant)	18.038	2.945		6.125	0.000
Social Culture	0.233	0.269	0.233	1.250	0.000
Government Policy	0.350	0.045	0.519	7.799	0.000
Management Style	0.218	0.069	0.210	3.149	0.002
Cross Cultural Management	0.287	0.643	0.193	0.894	0.000

Table 3: Multiple regression results: impact of the independent variables on the dependent variable.

Source: Developed for this research.

4.3 ANOVA

Through the use of ANOVA, it was able to acquire a more precise comprehension of the connection between the independent variable and organization innovation performance. The results of this regression show that it is statistically significant ($F_{1, 400} = 47.736$, $p < 0.05$). According to Table 4, the F-value has been recoded as 47.736, and the p-value has been calculated to be 0.000. This indicates that the p-value is significantly lower than the significance threshold of 0.05. This indicates that the independent factors (social culture, government policy, and management style) have a significant correlation with the dependent variables (cross cultural management of multinational firms). This show that this model is reliable to use in testing the relationship between independent and dependent variables.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	424.32	2.00	212.16	47.74	.000b
Residual	688.90	155.00	4.44		
Total	1,113.22	157.00			

Table 4: ANOVA of this study.

Source: Developed for this research.

5. Conclusion and recommendations

Multinational enterprises should correctly understand the objective cultural differences. They should give enough respect to other cultures and learn the essence of each culture, and try to make the multi-culture into a fine culture. The process of cultural integration in multinational enterprises is not a simple cultural merger, but a process of understanding, recognition and absorption of other cultures by employees from different cultural backgrounds. The managers of multinational enterprises should, on the basis of a deep understanding of the characteristics of each other's cultures, draw the essence of their respective cultures, integrate innovative management concepts, and gradually create a new corporate culture that has the advantages of each culture and is in line with the actual business operation of the enterprise.

With the development of global economy and the advancement of information technology, the process of globalization is getting faster and faster, while making the world economy develop towards the aspect of globalization. Business management is also subject to the impact of foreign cultures and has a certain influence on the internal aspects of the company, which requires companies to master certain business management methods and techniques in the face of cross-culturalism. This paper analyses the meaning and content of cross-cultural business management, explores the ways in which business management is influenced by cross-culture, and makes several suggestions on how to achieve cross-cultural business management.

In cross-cultural management, companies should introduce cultural traits of high value, and pay attention to the effective integration of such cultural traits into the existing cultural model, and at the same time play a cross-cultural communication ability to develop the company into a cross-cultural company with cultural heritage. This will contribute to the development and internal harmony of the company. Job fulfilment was favourably correlated with cross-cultural training. This study's findings provided concrete statistical support for the argument that cross-cultural practise is necessary, and Yixin Energy Technology Co. in Shanghai, China, has acknowledged the need of this cross-cultural practise. It is advised that businesses create a series of cross-cultural training programmes that concentrate on different levels of expatriates. The study's researcher thinks that employing cross-cultural management

practises will benefit expatriation and, ultimately, the organisation as a whole. By giving them a basic understanding of the culture of their new place of residence, cross-cultural management practises may help expats integrate more easily and more comfortably.

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