

Research on Human Resource Management of International Enterprises Based on Competency Model under Cross-cultural Background

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Abstract

Human resources are the strategic resources of enterprises in the 21st century, the decisive factor of enterprise development and the core strength of management. At present, there are some cross-cultural issues in the human resource management of multinational companies, such as communication issues and cultural gaps. When the company develops multinational operations, the company may be affected by diverse cultures from the same country, including another value, concept, and action affected by the culture. Human resource management theory has far-reaching cultural significance, and cultural differences use human actions to bring significant and irreversible changes to the efficiency of the team. Competence refers to all the personal traits that can be objectively measured by people with outstanding performance in the exclusive career, team and cultural environment. This article introduces the cross-cultural human resource management in multinational corporations based on the competency model, so as to more fully utilize and manage human resources in various cultural atmospheres.

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1 Introduction

Since 1990, the scale of economic globalization has expanded rapidly, and practical use of international markets and international resources has become the key to the expansion of enterprises around the world [1]. In such a situation, more companies are pushing overseas to carry out practical resource allocation worldwide. Globalization, informatization, and the diversity and complexity of market changes have made competition between companies increasingly fierce

[2]. More and more research and practice have shown that if companies want to gain competitive advantage, they must focus on human resources. Human resource management has a significant effect on team performance. The daily work of human resources-related staff has gradually shifted from normal management to seeking cooperation with the company. Human resource managers have gradually transformed from passive executive roles to active strategic leaders [3]. The globalization of the economy has caused rapid progress in overseas

operations and promoted the globalization of company operations. In the same multinational company, managers and employees come from different countries and regions, corresponding to diverse cultures, making the company a multicultural company [4]. Moreover, the cultural gap between countries and different nationalities has brought new difficulties to the traditional ideas and concepts of multinational companies and their managers.

When the company operates overseas, it faces a completely different cultural feature from its own, and such a culture leads to diversified values and decisions [5]. There is overlap between different nationalities and different cultural backgrounds in global companies. Their human resource management not only has the characteristics of general human resource management, but also has its own unique performance [6]. Under the development trend of globalization, cross-regional management of all companies is a problem that cannot be ignored. Moreover, human resource management is the key to cross-cultural management and one of the key elements of internal conflicts in the company [7]. Many companies are beginning to pay attention to human resource management, but do not know who can take the position of human resource manager. This directly brings negative effects to the company's acquisition of outstanding human resource managers, personnel management efficiency and ultimately to company performance [8]. The realization of personnel expansion in the process of corporate globalization is critical to sustainable development. In fact, the role of foreign workers in multinational companies is often unsatisfactory, and at the same time, many foreign workers in enterprises have not yet realized the envisioned strategy [9].

With the gradual evolution of human resources into the core competitiveness of international enterprises, human resource managers of overseas

companies need to work hard to find practical cross-cultural management methods and strategies, so as to resolve the negative effects of cultural differences and promote the company's sustainable development concept. The realization of [10]. Human resource practitioners must not only perform their traditional functions, but also undertake new key functions dedicated to increasing organizational performance and value. The choice of what kind of talent is conducive to the realization of organizational strategy [11-12]. Competence refers to the objective personal characteristics of employees who have achieved outstanding achievements in their exclusive positions, teams and cultural environments [13]. The competency model refers to a description of the competency characteristics and level requirements of a role. The competency requirements of a role not only have a qualitative descriptive definition, but also a quantitative measurement standard [14]. After China's accession to the World Trade Organization (WTO), China's overseas economic opening level will get more significant progress and more effective expansion [15]. This article further explores the cross-cultural human resource management problems of international companies based on the competency model, so as to manage human resources more effectively in different cultures.

2 Research on competency model of enterprise human resource manager

The competence of the human resource manager lies in a specific company atmosphere. What kind of influence does the competency management of enterprises receive and how to affect the business performance of enterprises. The selection of employees is usually more concerned with the obvious characteristics of employees' knowledge and skills, rather than selecting employees based on key reasons and characteristics that are difficult to assess [16]. This can not only prevent the negative effects caused by the wrong

choice of employees, but also control the company's training costs. Analysis of factors affecting the ability of a company's personnel manager. The establishment of a company's strategy undoubtedly has a significant impact on the organization's structure, marketing and personnel [17]. The cross-cultural knowledge and skills of human resource managers are a key ability for human resource managers to understand the differences between different cultures in the club and to lead different cultures. They are variable influencing factors of human resource managers' cross-cultural competence, and can be improved through postnatal training [18]. In the world, gaps and contradictions between cultures of various countries can be seen everywhere. It has a significant effect on the human resource management of international companies and usually plays an invisible role.

Human resource management requires employees to have full professionalism and management level, so as to drive their enthusiasm and enhance their happiness to realize their personal needs. Lack of implementation will seriously affect the operation and development of enterprises. The data mining process of financial analysis is shown in Figure 1.

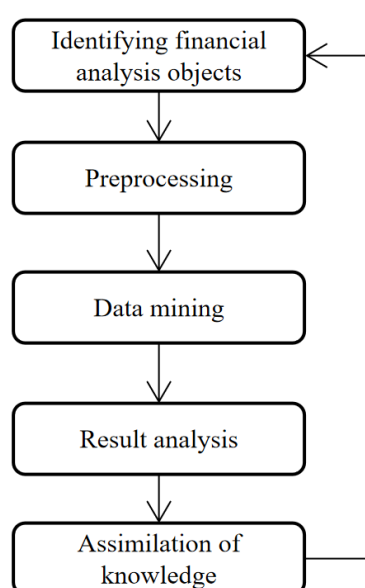


Figure 1 Data mining process in financial analysis and management

There are very significant cultural differences between countries, and the management ideas and practices of different countries are also culturally significant. Various cultural backgrounds differ greatly in making management decisions and how people interact and communicate. Multicultural competence is the ability of human resource managers to adapt to environmental development and meet work performance under new cultural needs. You can use this to experience the cognition and feelings of human resource managers of different cultures, and take concrete actions at the same time. The three processes of cross-cultural competence. Combining with the special needs of management work, select a specific number of employees from different performance levels for exploration [19]. Through the analysis results of various methods, summarize and refine the ability characteristics, and through the analysis and comparison of the frequency of different ability characteristics in the investigation and analysis, find out the relationship between different characteristics and performance results and the weight of their influence. Language and culture are often discussed together. Language is a key component of culture, a container that carries culture, and a way to transmit information inside and outside the company. Some foreign companies only focus on strategy and economic factors in their operations and supervision phases, and forget the negative effects of cultural incompatibility after corporate globalization, which in turn makes management difficult and leads to business difficulties.

Technological innovation teams are special teams, usually composed of different people from different business areas, depending on specific business needs. In the definition of innovation, the dimensions of innovation performance evaluation can be reasonably divided into two parts: product and process. The correlation analysis between capability and innovation performance is shown in Table 1.

Table 1 Correlation analysis between competency and innovation performance

	Active learning characteristics	Communication and cooperation characteristics	Self-management characteristics	Team thinking characteristics
Product innovation	0.54	0.29	0.45	0.59
Process innovation	0.48	0.67	0.76	0.68

A rational manager always seeks for a management combination x that minimizes the risk under the condition of a given expected return level R_0 , that is, solves equation (1) or makes the expected return reach under the condition of a given risk level V_0 Maximum, that is to solve the equation (2):

$$\begin{cases} \min & x^T \Sigma x \\ \text{s.t.} & r^T x \geq R_0 \\ & \sum_{i=1}^n x_i = 1, \quad x \geq 0 \end{cases} \quad (1)$$

$$\begin{cases} \max & r^T x \\ \text{s.t.} & x^T \Sigma x \leq V_0 \\ & \sum_{i=1}^n x_i = 1, \quad x \geq 0 \end{cases} \quad (2)$$

Among them,
 $x = (x_1, x_2, \dots, x_n)^T$, $r = (r_1, r_2, \dots, r_n)^T$, $i = 1, 2, \dots, n$. r_i represents the ratio coefficient of the i -th enterprise management to the total management; $r^T x$ represents the rate of return of the corporate management portfolio; $x^T \Sigma x$ represents the risk of the corporate management portfolio; $\Sigma = (\sigma_{ij})_{n \times n}$

represents the rate of return covariance matrix.

Organizational competence covers 8 aspects: entrepreneurial direction, opportunity and ability, relationship and cooperation, learning level, knowledge sharing, innovation level, organizational power and commitment. These eight dimensions are related to entrepreneur performance to varying degrees. Figure 2 shows the theoretical model of team competence.

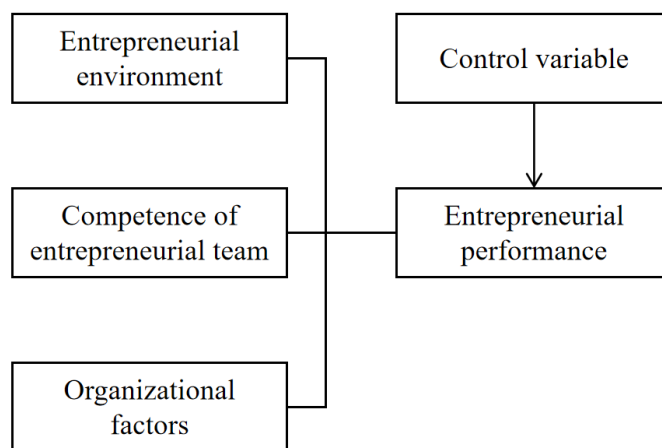


Figure 2 Theoretical model of organizational competence

In order to better study the influence of human management on various factors, the empirical part adopts the idea of standardizing human management. As shown in Table 2, human resource management is divided into 5 parts. The relationship between standardized value and company strategy is shown in Figure 3.

Table 2 Division of human management level

Enterprise strategy (%)	0-20	20-40	40-60	60-80
Normalized value	0.2	0.4	0.6	0.8

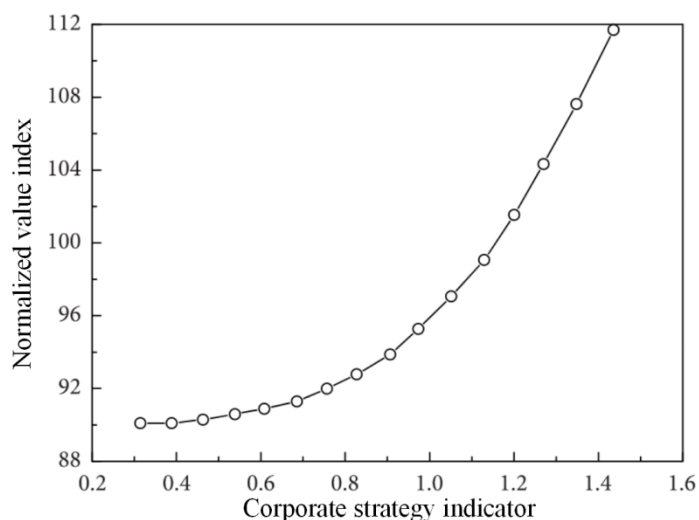


Figure 3 The relationship between normalized value and corporate strategy

The market system will have an effect on the company's decision-making, and the market concentration can be used to observe the market's dominant position. Table 3 shows the parameter prediction and significance verification of the quality factor structure.

Table 3 Performance structure parameter estimation and significance test chart

Path description	Path coefficient
Income accounting → performance	3.45
Cost accounting → performance	3.64
Tax accounting → performance	3.82

For companies, the source of price advantage is the size of the company. If the industry has

significant economies of scale in manufacturing, marketing and service, then large companies usually have a cost advantage over small companies. For large scale economies, Figure 4 shows the relationship between business scale and cost.

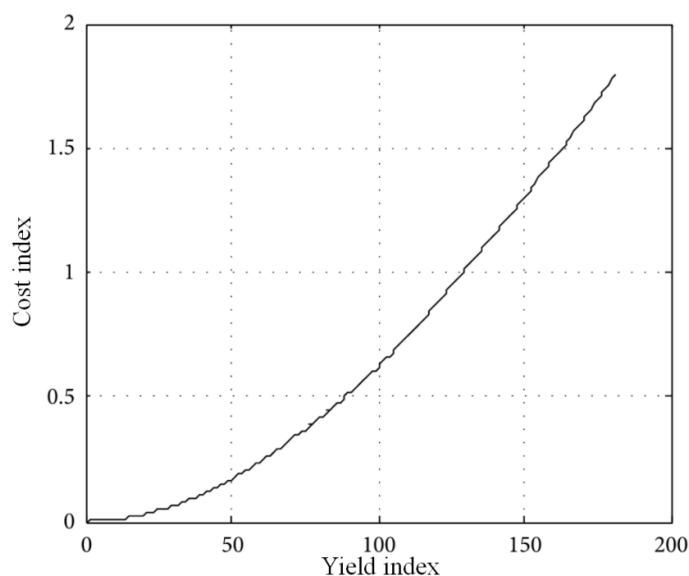


Figure 4 The relationship between company structure and expenses

International companies also need to have practical cross-cultural communication and supervision in order to compete internationally and expand international business. At this time, it is necessary to build an international standardized quantitative language organization structure. Within the organizational structure of this language, the first step is to clarify the expression of the company's work and peacetime communication by the international company. The stronger the level of this cultural knowledge and skills, the higher the level of cultural sensitivity, the greater the insight into the differences and key characteristics of various cultural structures, and the greater the confidence and passion for accepting various cultures [20]. After the competency model is established, it should be connected with the various tasks of human resource management, and through communication, exchanges and training, it should be promoted and promoted to employees at all levels of the company, so as to dispel their worries,

gain understanding and recognition, and ensure the facilities Effect [21]. Defects in all conditions may change the level and status of human resource managers' cross-cultural competence. Therefore, it is necessary to pay attention to three aspects at the same time in order to improve the ability of other cultures. Analyzing from the manager's level, the competency model may provide a guarantee for managers to manage employees and encourage their work enthusiasm. In terms of the company's encouragement to managers, it can also use the competency model to find practical ways to motivate managers, thereby achieving the goal of improving the company's key competitiveness.

3 Cross-cultural coordination of human resource management in multinational companies

3.1 Coordinating human resource management according to foreign culture

Outstanding talents are the most critical resource of international companies and one of the key conditions for current corporate competitiveness. When the company enters the international market, every basic behavior of human resource management maintains the status quo, but its form is also presented and handled in a more complex form. When a company is in different development periods of international operations, it will have different purposes in the process of human resource management [22]. In other words, this kind of cultural human resource management will produce differences with changes in the development period. This kind of cultural human resource management is more complicated than ordinary human resource management, and its content is also more difficult than the previous human resource management. For companies in a drastically changing environment and rapidly expanding companies, the results of their work are affected by many uncontrollable factors, and it is difficult to determine convincing evaluation indicators. Having high work ability and a good attitude will increase the chance of success and will

bring satisfactory results.

Because the world is a complex that incorporates diversified elements, the cultural customs and habits of different regions are different, so the multinational work of enterprises is composed of progress and setbacks. In today's increasingly developing market economy, the basic knowledge and practical theory required for human resource management are indispensable. Figure 5 shows the structure of talent information construction.

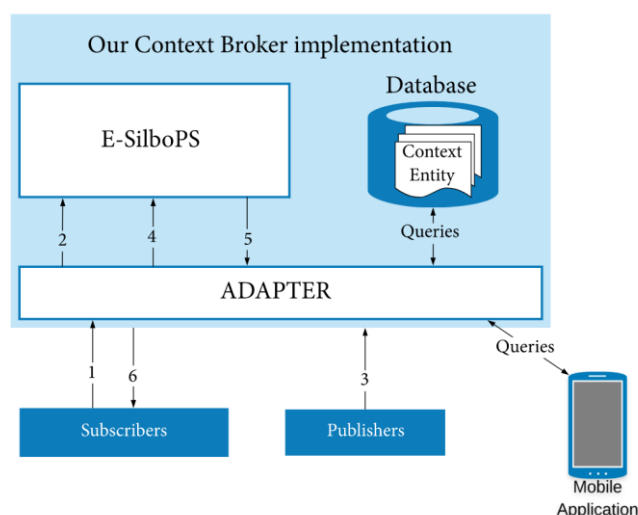


Figure 5 Talent information construction structure

With the help of training in awareness and sensitivity to cultural gaps, company employees have improved their level of awareness and compliance with cultural differences. Combining the understanding of the common characteristics of culture, it is necessary to combine the corporate atmosphere and strategic development needs to build the same management philosophy and profound company cultural background. Candidates with strong openness can better deal with the difficulties of different viewpoints and different external conditions. Candidates with strong openness can participate more actively in local cultural behaviors. Candidates with higher levels of emotional stability are better able to integrate into the overall life of their country. The planned

economy has inherent shortcomings, but most enterprises have grown and developed under this system. They lack the right to operate independently and cannot respond in a timely, rapid, and flexible manner to changes in the international situation. The personal characteristics of candidates have a certain effect on their cross-cultural competence motivation. When people from different countries and different cultures communicate, the responsible candidates will try to feel their cultural background first. Responsible candidates play an important role in promoting the progress of the local branch. Integrating into the cultures of other regions is a key way for cross-cultural communication and understanding of other countries' cultures to advance. The multi-cultural participation of multinational corporations uses cultural integration to build a diverse and harmonious host country management method. Colleagues slowly build the management culture and corporate culture of a multinational company whose main elements are corporate values.

International companies rely on an excellent multicultural management team that can operate under the external conditions of diverse cultures so that their multinational business can progress. Therefore, strengthening the cross-cultural competence of cross-cultural experience is the key to the current task. Based on the significant differences in culture, law, and politics in different countries, managers of multinational companies also need to coordinate human resource management decisions and paths so as to conform to the traditional culture, corporate culture and legal system of the country where the company is located. In people's daily communication activities, it is not only necessary to pay attention to the acquisition and adaptability of language expressions, but also to make sure that the language used is appropriate. The company has corresponding competency requirements for different positions, and evaluating the existing qualities, capabilities, and knowledge

levels of employees in these positions can find out what are the deficiencies [23]. In terms of labor relations, managers of overseas subsidiaries must understand and read the overseas labor relations law, but they have not yet met the requirements. Managers must also accurately identify differences that may be reflected in the work style and work structure of employees. Based on this, multinational companies must coordinate human resource management based on overseas corporate culture and find a human resource management method suitable for their country/region.

3.2 Cross cultural training to enhance cultural sensitivity

Cross-cultural education is the main method to avoid and deal with cultural contradictions. Not only does it carry out some technical education for employees, but Xu Ya, the personnel manager of a multinational company, is also responsible for carrying out cross-cultural education for employees, especially for multinational employees. In order to properly solve the problem of cultural differences and contradictions, the first step is to cultivate the cognition of multiculturalism, and at the same time, to truly recognize the cultural level of different behaviors and ideas from different cultural inheritors. Effective use of local talents has a significant effect on resolving the contradictions caused by cultural heritage and language differences, and can also use their local network to better expand the market and enrich sales channels [24]. Based on this, multinational companies must fairly evaluate the competence of employees and improve the competency-based talent enhancement model, so as to effectively promote the development of local talents. Combining the cultural characteristics of Chinese companies, it can be seen that although Chinese people are highly accepting of risks, the distance between powers is usually very large. This leads to the fact that the success of Chinese companies is generally determined by the company's senior leadership.

When the team ability are not perfect, they manage the enterprise by directly intervening in the subordinates, and the subordinates more often obey the arrangements of the leaders. Of course, it is usually necessary to dispatch employees from the company headquarters to achieve the purpose of adjusting the company's production capacity, business level and special corporate culture. This part of overseas employees can provide help for the smooth communication of the headquarters and the effective delivery of key advantages. With the help of multicultural education, employees of enterprises can also reduce the errors caused by untimely multicultural communication with the help of the improvement of their cultural awareness of other countries and the level of working in a transnational atmosphere [25]. If people can feel multiculturalism, it is necessary to enhance cultural sensitivity and adaptability. To enhance cultural sensitivity, it is necessary to guide employees to understand local cultural customs, and to fully understand the ways in which local culture influences local people's decision-making, so as to deeply explore the essence of local culture. Based on this, companies operating abroad need to combine exclusive sobriety and local elements, implement localization strategies, and specify other decisions to maximize compliance with the development requirements of different cultures.

4 Conclusions

Facing the new problems under the new economic conditions, human resource managers should constantly expand their thinking and find new solutions. When a multinational company needs to operate smoothly internationally, a multicultural team that can work in a multicultural atmosphere can play an important role. The competence model embodies a very critical meaning in human resource management. Competence models also play an important role in supplementing general human resource management models and approaches. The first step

in cultural coordination is to coordinate thoughts and concepts. For multinational companies, incorporating new ideas is more critical than investing. This is because outdated concepts are a huge obstacle to the progress of the company, as well as a huge obstacle in cultural coordination. After analyzing the enterprise characteristic variables, we find that different establishment times have significant differences on the competency of HR managers' employees' motivators, but there is no difference on the competency of strategic partners, functional experts and change promoters. Overseas companies need to fairly recognize the competence of employees, realize a talent development model based on ability, and effectively promote local talent education and employment. In the implementation phase of the localization strategy, companies operating in foreign countries must also combine specific conditions and local cultural backgrounds, while considering different ways to effectively meet different cultural requirements.

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