



HUMAN RESOURCE MANAGEMENT – ASSESSMENT 2

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1. Introduction

Cultures play a vital role in people management; therefore, the variety of culture can lead to the differences in management practices (Newman, Nollen, 1996; Trompenaars, Hampden-Turner, 2004). Culture is the character and personality of the organization. Also, it changes the business of the Company become unique by its values, beliefs, behaviour, attitudes and traditions.

This report will contain four parts. Firstly, it illustrates the culture's impacts on Human Resource Management strategies and the problems which Sukies Co and Patties Co facing with. Secondly, six cultural dimensions off Hofstede will be showed and this report focuses on two dimensions having the strongest influence in Patties Co. Then, the third part indicates the advantages of Cross-Culture in Human Resources Management practices. Last but not least, it is going to sum up and provide some recommendations.

1.1 Culture's impact on Human Resource Management.

In terms of recruiting and selecting, the culture of the organization can be an interesting method to attract talent. Job seekers who are looking for a new job will evaluate the working environment and organizational climate. Some countries are based on the extensive selection process like Asia, while other countries choose a short selection process such as the UK. Employees find it difficult to get familiar with lifestyle, language, food. Therefore, they will be more likely attracted by well-communicated culture in the company.

Secondly, culture has a strong impact on training and development which is processed to enhance employees understand more about their work. The fact is that managers may face some difficulties to train people from different culture and values.

Thirdly, when it comes to the performance, employees can improve it when the organization establish a strong culture. Therefore, the beliefs of employees will base on knowledge and awareness of culture that motivates the behaviour of organization (Brooks, 2006). As a result, organizations having stronger cultures value tend to be generally more successful and outweigh its competitors.

1.2 Sukies Co and Patties Co overview

Sukies Co and Patties Co are the large organizations that supply a chain of fashion. The former serves European cities while the later provide products for South-East Asian. However, the systems of each company are different and there are some problems in the Human Resource Department. To specify, in Patties Co, Human Resource Management system is not clear and public about employee outcome and even some management are exploited to work overtime. Some male employee becomes manager thanks to their relations whereas others even could be fired for no reasons.

Also, there is an issue that some employees in Patties are being bullied but managers admit it. The organization are facing a big problem when the Human Resource department cannot control this situation and fulfil its mission. There are some ways Patties could use to apply for its system which are mentioned in this report.

1.3 National culture and Organizational Culture

Schein, E.H (2010) said that Culture at the national level is more important than ever because it helps people understand the conflicts among groups. National and organizational cultures are quite different phenomena: national cultures belong to anthropology, organizational cultures to sociology. The fact is that national culture cannot be changed by management, it should be understood and used effectively.

Regarding to national culture, the classification is the nation. By sharing cultural history such as religion, language, and racial identity, each country can become special due to its unique culture. This view is supported by Morrison (2006). Moreover, thanks to language, religion and moral values history, relationship among people, which creates a common culture (Chwe, 2013). Hofstede's study found that national culture explains 50% of the differences in managers' attitudes, beliefs, and values (Hofstede, 1991). The six dimensions of national culture are researched by Professor Geert Hofstede, Gert Jan Hofstede, Michael Minkov and their research teams. Those dimensions are based on 76 countries with different international populations and regions. This model includes 6 dimensions: Power Distance Index (PDI), Individualism versus Collectivism (IDV), Masculinity versus Femininity (MAS), Uncertainty Avoidance Index (UAI), Long Term Orientation versus Short Term Normative Orientation (LTO), and Indulgence versus Restraint (IVR).

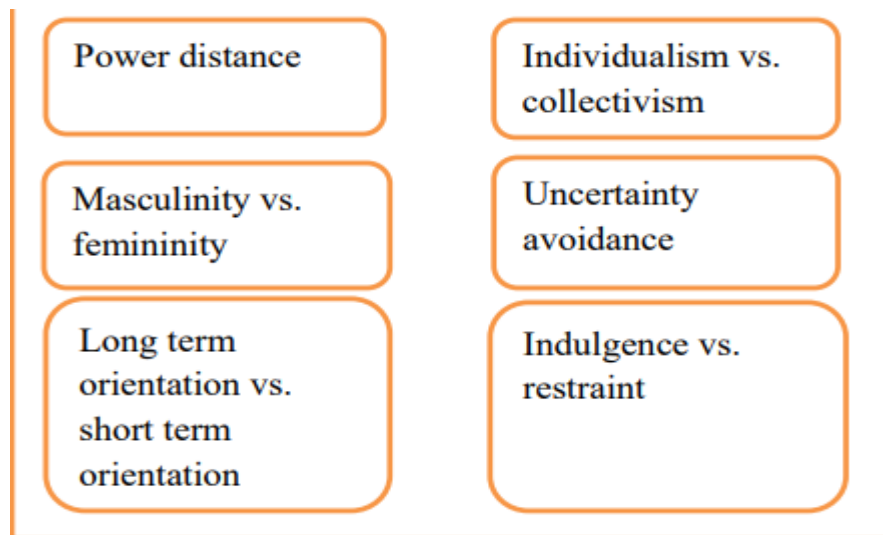


Figure 1: Hofstede's Dimension of Culture

Source: Own construction adapted from (Hofstede, et al, 2010)

In terms of organizational cultures, the category is the organization as opposed to other organizations-other things, like nationality, being equal. The group has a tendency to go development in organization when all members are working together to gain collective target. As goals become more specific and longer-term, and work more specialized, organizations become both more formal and institutionalized (Eldridge & Crombie, 2013). Therefore, organizations normally tend to take on a life of their own thereby developing widely held beliefs, values, and practices. The company's success or failure will be affected by the differences between one organization and another (Harper, 2015).

2. Hofstede culture dimension impact on Sukies Co and Patties Co

2.1 Comparison 6 dimension between the UK and Bangladesh

In this situation with Patties Co and Skies Co, there are some problems of Human Resource Management which comes from the differences of Culture. To specify, 6-cultural dimension will be specified to make the comparison between the UK and Bangladesh. This bar chart bellowed indicated the score of each dimension in two countries:

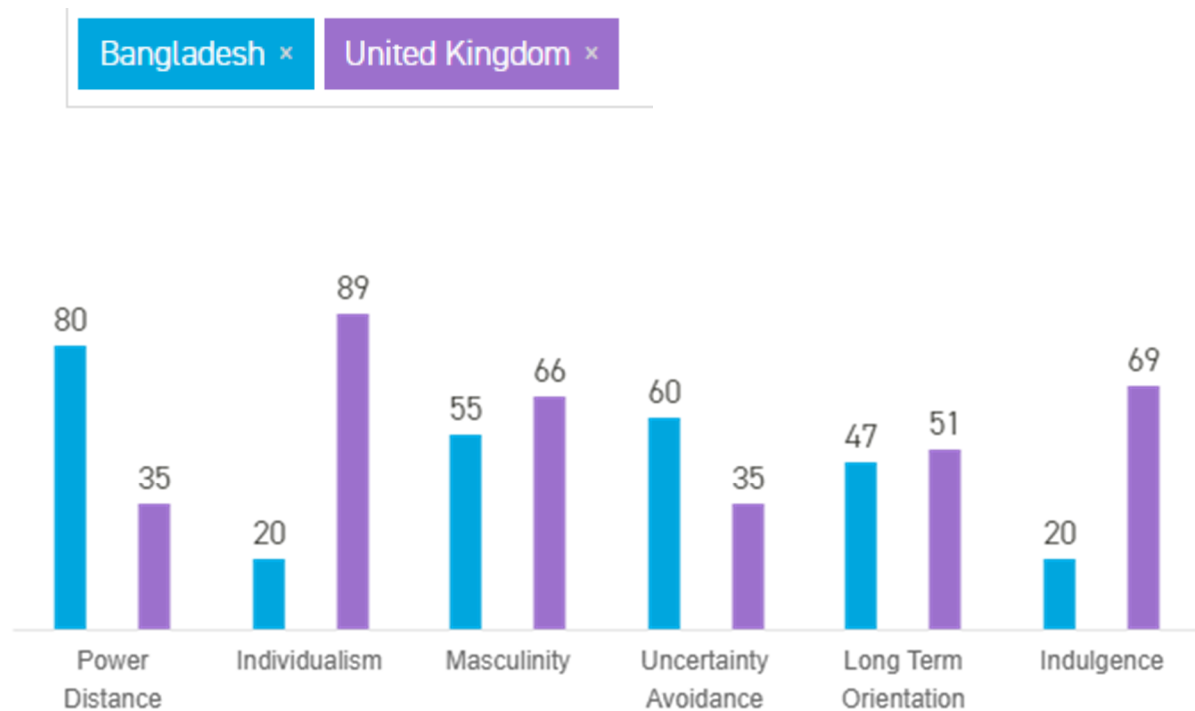


Figure 2: Differences in cultural dimensions between the UK and Bangladesh

Source: (Source: www.hofstede-insights.com, 2020)

In terms of Power Distance, Bangladesh has a score of 80 whereas the UK only has a score of 35, which means that the power between people in Bangladesh is unequal. The level of Power Distance will affect management styles whether the gap between employee and employer is big or not. In the country with a low level of power distance culture like the UK, subordinates are less likely to depend on their supervisors, there is a priority behaviour for participation. In contrast, in Bangladesh, which is the country with the high-power distance culture, there is usually a strong dependence of subordinates on their supervisors, autocratic behaviours are more prevalent. This view is supported by Adsit et al., (1997, p.394).

On the other hand, the score of the UK in individualism is 89 compared to score in Bangladesh only 20. People in Bangladesh tend to live and care for the family or extended relationship, while UK citizen are highly individualist and private people. In a collectivistic country like Bangladesh, in one's group, each person is encouraged to communicate with other members. According to Jung and Avolio (1999, p. 210), while collectivist cultures have shown a preference for transformational style, managers are more prone to adopt a transactional leadership style

With the score of 66 and 55, both Britain and Bangladesh are considered as a Masculine society. In the culture having high masculinity level, it has a tendency to compare more sex-differentiated occupational structures by dividing some certain jobs almost for men and other jobs entirely for women. Hofstede also pointed out that the influences on achievement, growth, and challenge in jobs are stronger emphasized (Hofstede, 1991). People are also more assertive in these cultures and concern lower for the quality of the working environment. The less concern for individual needs and feelings, the higher concern for job performance. There was higher concern in promotion, challenging as well as the ambitious, which is found in masculine culture (Adsit et al, 1997)

Regarding to Uncertainty Avoidance, Bangladesh gets a high score with 60 whereas the UK shows only 35. It means that Bangladesh still maintains some tough rules about behaviour or values, in contrast, the UK is open to absorb new things. Hofstede (2001) argued that some countries with low Uncertainty Avoidance witness their employees are more willing to accept risk and tolerant to organizational change compared to employees from high uncertainly avoidance culture. Therefore, management style from countries like Bangladesh has a tendency to carry out some methods which are less approachable and more controlling than the UK.

Long term orientation is considered that it cannot show the strong preference in either direction of the past or present and future in both countries with the score 47 and 51 respectively. Since both Bangladesh and the UK employees are seeking chances that may connect them with all required by staying in the field. In other words, they tend to accept changing instead of remaining the same.

Lastly, when it comes to Indulgence, Bangladesh has only a score of 20, which makes this country more restricted. It means that employees in the company in Bangladesh can find it difficult to spend their time with family instead of working. In contrast, the score in the UK is 69 and it means people living in the UK tends to willing to enjoy life and become happier, or in other way, employees can achieve work-life balance with this high score.

Overall, National culture affects the organizational culture in the working environment, the systems of communication, the transmission of knowledge, performance evaluation, employee engagement and employee participation. It can be seen that Patties Co in Bangladesh is influenced by national culture through the local employees with their beliefs and values. Multinational enterprises like Patties Co tend to hire local employees because they are familiar with the local culture. Therefore, it can be focused on two majority cultural dimension such as Power Distance and Masculinity to analysis and recommend some solutions for this company.

2.2 Power Distance affection in Patties Co

Power Distance appeared as a way for individual measure power whether unequal or not in the society (Hofstede, 2001). He indicated that high power distance values are produced by lower education, lower status occupations, while low power distance values can be measured from higher education, higher status occupations. Also, He additionally discovered that managers consider their subordinates suggestions when they need to make an important decision in low power

distance culture, whereas in the culture with the level of power distance is high, only managers are involved in that process. Bangladesh with the score is 80, this index implies that Patties Co in this country has a high degree of Power Distance. Hence, it means that employees are less open to express opinions and ideas that are not similar to their leaders. Thus, they become more passive in the process to make an important decision. They must concern about their managers feelings more than their working performance.

Moreover, Joseph (2009) and Alotaibi and Mokhtar (2015) also pointed out that in the low power distance, employees may feel no fear to raise their ideas. However, the high-power distance which Patties Co are facing lead to the opposite situation. Some junior management have to work overtime, and employees have been working in the pressure environment of bullying. It does not allow a motivation and engagement workforce for Patties Co.

2.3 Masculinity affection in Patties Co

The masculinity-femininity in cultural dimension shows the degree of the value related to stereotypes of masculinity and femininity by emphasizing both characteristics. For example, masculinity are more likely to be aggressiveness and dominance, while femininity characteristics are known as empathy and emotional openness.

The fact is that some male relative is keeping the top managers positions in Patties Co. According to Hofstede (2001), when a man takes the management position in a company, it could be tougher, more assertive and stressing. The pressure in one hand can motivate workers and managers, in another hand it can lead to negative effects. Unlike in feminine culture, women may focus on how to help their employees create a balanced life and how to keep warm social relationships in the office. O'Leary and Ryan (1994) found that women employees vote for their managers who are female because they are more understanding than men. Also, a study by

Cuadrado et al (2015) illustrated that female managers are rated more effective than men by female employees.

3. Cross-Culture Human Resource Management practices in Sukies Co and Patties Co.

Cross-cultural plays an important role in Human Resource Management. The influences of cross-cultural express through staff selections, performance assessment, salaries management. If it is regarded as essential, it may enhance the people trust in working and improve their relationship. People can be pulled together and have the connection when communication and understanding working effectively. Then, the employees may feel comfortable in the company like staying at home. Thanks to a sense of belonging and becoming an important part of the company, it is enhanced the employee's loyalty.

In terms of Decision-Making, cultural values influence directly why and how managers make and implement decisions. In a culture in the UK such as Sukies Co, Human Resources Department creates a change management program to serve internal and external customers, which motivates the effectiveness of products. In contrast, for a company like Patties Co, managers almost keep a vital role in making decisions, Human Resource department is unlikely to develop the program which involves other employees' tasks.

When it comes to Performance Feedback, in an individualistic society like the UK, individual performance is constantly measured through the output quality, productivity and knowledge of job- specific. Besides, it is judged on each person and work outcomes instead of the group and the process. In addition, performance feedback support experience sharing and innovative thinking to motivate the organization's competition.

As the managers and the employees in a multinational organization should understand and find a way to keep the diversity in culture. The best way to compliment it is to prepare good knowledge and respect the foreign culture. Then, it is important to find the solutions to minimize and manage differences of cross-cultural.

4. Conclusion and Recommendation

In conclusion, this report implies the relationship between national culture and organization culture as well as analysis the affective dimensions which can be applied for the Patties Co. Then, the impact of cross-culture also is showed and how this company can implement to turn its working environment become more attractive. In general, Sukies Co which supports products for European countries are working smoothly with useful and creative employment policies. In contrast, Patties Co are facing some big issues in human resource system that is influenced so much by local culture.

After comparing the situation between Sukies Co and Patties Co, it is suggested that Patties should create rules and regulations to integrate organizational culture with national culture. For example, Patties Co can make an effort to involve their employee in the decision-making process instead of only relative manager can raise their voice. Furthermore, this company should consider the effect of culture on recruitment and selection as the priority target if its human resource department wants to improve the quality of employees. As a result, professional workers who have ability to get on well with new cultures will make an effort to contribute to their company.

Another solution and deal with the problems of Patties Co is about overtime payment. Employees who have to work more than 60 hours per week need to be paid their working time. And the organization should provide a flexible time for their employees so that they can have free

time for their family. The fact is that flexible working time will have a positive influence on job satisfaction by reducing stress working levels.

Next, encouraging application from women could be considered as a solution for Patties Co. In order to reduce the level of Masculinity cultural level, Human Resource department need to attract more joining form women and provide promotion for them as well. The increase in the number of women working in an organization will promote team-spirit and improve relationship and behaviours within a group.

Furthermore, human resource managers should open broad training to provide employees with the necessary skills to operate in a globalized environment. Training courses are great opportunities for the company and raise awareness about the diversity of culture and learn how to communicate with colleagues. Despite the growing demand for cultural sensitivity training, the leaders should ask staff from different nations or cultural background, and then combine them into a ideal working environment.

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