

Cross-cultural Conflict Management in International Engineering Contracting Firms Performance

Lin Ting, Anees Janee Ali

School of Management, Universiti Sains Malaysia

Email: aneesali@usm.my

Lin Yan

Engineering Department, River Authority, Longkou, Shandong, China

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i5/16435>

DOI:10.6007/IJARBSS/v13-i5/16435

Published Date: 14 May 2023

Abstract

Since the 1980s, the trend towards global economic integration has become increasingly evident, and since the Chinese government began implementing the "One Belt, One Road" project in 2019, China has signed a large number of international engineering, consulting and labor contracts in 180 countries and regions. This increases the risk of internal and external culture clashes in international contracting companies and complicates the internationalization management of SOEs. This paper focuses on the relationship between cross-cultural conflict management and the performance of Chinese international contracting companies. It presents the types of cross-cultural conflict management used by international contracting companies in China; the extent to which recruitment and selection affects the organizational performance of Chinese international contracting companies; the extent to which training and development affects the organizational performance of Chinese international contracting companies; the extent to which employee engagement affects the organizational performance of Chinese international engineering contracting firms four research questions, using both qualitative and quantitative research methods, a conflict cause analysis framework for conflicts in international engineering contracting firms in cross-cultural operations, with particular attention to the direct impact of recruitment and selection, training and development, and employee participation on the non-financial organizational performance of Chinese international engineering contracting firms, and conflict management in international engineering contracting firms Solutions are explained in terms of feasibility.

Keywords: Cross Cultural, Conflict Management, International Engineering Contracting Firms, Performance.

Introduction

Since the 1980s, the trend of world economic integration has become more and more obvious. International economic exchanges are on a rapid growth trend. Economic globalization has directly led to market globalization. Particularly since the beginning of the 1990s, a large number of Chinese companies have left the country in order to compete internationally, hence intensifying global market competitiveness (Lu et al., 2020).

According to the World Economic Forum, the construction industry employs more than 100 million people globally and contributes 6% to the global gross domestic product. Specifically, the value added of the construction industry accounts for approximately 5% of GDP in affluent nations and 8% of GDP in developing nations (World Economic Forum, 2022). Significant infrastructure requirements are anticipated to emerge over the next two decades, but they can only be met if governments invest a greater proportion of their GDP in infrastructure development. Global infrastructure investment is projected to reach \$3.7 trillion per year by 2040, with the Americas and Africa having the biggest infrastructure investment gaps relative to other areas.

The world construction market is expanding, growing from \$9.5 trillion in 2014 to \$11.4 trillion in 2019, at a CAGR of 3.71% from 2014-2019, according to Statista, a market research firm. According to Oxford Economics, total global construction output is forecast to grow by 85% from 2014 to \$17.5 trillion in 2030, a compound annual growth rate of 3.9%.

The cumulative output value of the global construction industry is expected to reach USD 212 trillion from 2016 to 2030, of which the cumulative output value of countries along the "Belt and Road" is expected to reach USD 44.6 trillion, with the average annual market space expected to exceed USD 3 trillion (World Economic Forum, 2022). Along with the continuous enrichment of overseas business experience of Chinese international engineering enterprises, the overseas market is expected to become an important growth point for China's international engineering contracting enterprises in the future.

In 1979, China began to set up foreign economic and technical cooperation companies. By the end of 2019, the number of Chinese foreign companies had grown to more than 1,800, and a large number of contracts for international engineering, consulting, and labor projects had been signed in 180 countries and regions (Mo, 2019).

There are significant differences in political, legal, and cultural habits between countries along the "One Belt and One Road", and different companies do not all share the same understanding of foreign cultures, which makes cross-cultural management more difficult. In particular, state-owned enterprises are subject to cultural shocks in the process of internationalization due to institutional changes and transformations, such as the contradictions between the historically established corporate culture of state-owned enterprises and the new culture of enterprises in the process of cultural change. The cultural characteristics of different national cultures are also different. Because of this, the multi-level cultural differences between SOEs in the process of internationalization increase the risk of cultural conflicts within and outside international engineering contracting SOEs, making the international management of SOEs more complex.

Current Situation in Cross-cultural Management

As businesses are taking advantage of this globalization drive by going international in most part of the last decades, the cultural or national cultural differences cannot be overemphasized. Companies have to consider the cultural concepts in their daily businesses to operate successfully in the global marketplace (Keonouchanh & Peng, 2020). Value,

attitude or perception and behavior customs influence environments that have distinct varieties across individuals in teams or workplaces.

Inevitably, conflicts might be bound to occur as it is a challenge to prepare for cross-cultural working conditions due to context-based problems and most of the cultural knowledge is not formally referenced, indexed, and filed; rather, it is diffusely distributed within people and society (Hampden-Turner & Trompenaars, 2020). Extant literature has shown that these conflicts could emerge due to perspectives of personal construct -individual perspective (Rahim, 1983; Keonouchanh & Peng, 2020); organizational culture perspectives (Ayed et al., 2017) and national cultural viewpoints (Waight & Egan, 2022). Most of these studies delved into one level of analysis at a time, interpersonal, interorganisational and international however there is a need to look at them as together as they interact with each other (Leidner & Kayworth, 2006). In further deliberations, researchers delved into issues by which conflicts could emerge (Avan et al., 2019); styles of leadership in multicultural teams (Glinkowska, 2016); training and communication being a form of solution to curtailing the level of conflicts in cross-cultural team. However, because of the various levels of cultural influence conflicts, their resolution has been scarce. Expectedly, few studies have shown the increasing level of expatriate failure due to a lack of knowledge in the area of cross-cultural skills (Hurn, 2019). Inability to adapt cross-culturally had to do with variations in culture and language, and working cordially with colleagues from different cultural backgrounds (Jassawalla et al., 2020). Apart from cost overruns due to such failures, the dented reputation of the companies of the expatriates could be detrimental to any future engagements with the host country's agencies or businesses. Additionally, the "One Belt and One Road" global development strategy adopted by the Chinese government geared towards infrastructure development and investments in 152 brings to the fore the issue of cross-cultural relations. This agenda, which is to be carried out in continents like Asia, Africa, and others, would not be devoid of having to work with professionals from countries with varying cultural exposure. It is therefore opportune to review literature to evaluate the knowledge gap on studies conducted on cross-cultural conflict management, specifically with International Engineering Contractors. The insights derived intend to help set an agenda for researchers and practitioners and aid in policy direction to a greater extent. The overall aim of this paper is to provide a review of literature concerning cross-cultural conflict management in transnational projects and, by so doing, examine conceptual approaches, evaluate methodologies, discuss findings, and identify gaps that would set the pace for further research studies.

Research Objectives

There are a few research objectives of the current research, which read:

To identify the reasons of cross-cultural conflict management used by international engineering contracting firms in China.

To establish the extent to which recruitment and selection influences organization performance of international engineering contracting firms in China.

To determine the extent to which training and development influences organization performance of international engineering contracting firms in China.

To establish the extent to which employee participation influences organization performance of international engineering contracting firms in China.

Research Literature

To begin, a literature on cross-cultural management is presented with an empirical overview of the research that have been conducted on the effect of cross-cultural management techniques on organizational performance is presented. A conceptual framework is proposed, with the primary emphasis being on the theories that are relevant to the topic. Finally, a research gap and the conceptual framework that exists between the management of cross-cultural conflicts and the organizational performance of multinational engineering contracting businesses operating in China are presented.

Theories related to Cross-cultural Management

Theories that are relevant to the management of cross-cultural conflicts within organizations are discussed in this area. Three different models served as the foundation for this investigation: the Adaptation Theory, the Recruitment and Selection Theory, and the Social Dualism Theory. These ideas have been used in studies that investigated the connection between effective management of cross-cultural conflicts and high levels of organizational performance (Barber, 1998; Bokor, 2009).

Adaptation Theory

According to this theory, cross-cultural adaptation is conceived of as a process of acquiring new, or modifying and reinforcing existing, knowledge, behaviors, skills, values, or preferences. This process may lead to a potential change in the ability to synthesize information, the depth of the knowledge, attitude, or behavior relative to the type and range of experience (Holden, 2019). The communication interface that exists between a person and their host environment is surrounded by a number of different factors, both internal and external, all of which are operating concurrently. As a result, it is normal for humans to have the urge to seek for and maintain an internal homeostasis, even when confronted with challenging external situations (Jackson, 2018).

In certain instances of cross-cultural adaptation, some of the variables could be more applicable than others. According to Patel (2013), in certain circumstances, adaptive achievements may be wholly attributable to the foreigner's openness, tenacity, and optimism, which allow the foreigner to overcome even the most severely resistant home environment. In some situations, very little cultural adaptation may occur in the foreigner, whose ethnic group provides nearly total protection from having to deal with the host country's cultural issues (Johan, 2018). Employees in a global firm will, however, often undergo a modest, progressive change in their personal identity. Intercultural people will result from the subtle and unconscious personality change (Pandey, 2012). According to adaptation theory, it's essential for international firms to participate in social contact with the host nation in order to adapt to the norms and practices of the host culture (Lombardo, 2018). Therefore, in order for a multinational firm to effectively adapt, it must focus on gaining new cultural habits and be prepared to let go of some of the more established ones. It will be necessary to actively participate in the interpersonal and mass communication processes of the local society in order to become aware about the host country's communication system (Bhattacharyya, 2019).

Recruitment and Selection Theory

According to Barber (1998), employee recruitment and selection refers to the processes and actions that are carried out by a company with the intention of locating and luring

individuals who would make ideal workers. There are a lot of huge companies out there, and most of them have employee recruiting tactics that are aimed to attract prospective workers who are not only qualified to fill open jobs, but who are also able to contribute to the culture of the company. The purpose of recruiting is to search for and locate as many suitable individuals as is humanly feasible, and then to interest those people in the employment opportunities offered by the organization. If a business is successful in attracting the appropriate candidates, they will be able to make a hiring decision based on those who are the most qualified, as well as those who are the best match for both the organization and the position (Bokor, 2009).

When it comes to recruiting and selecting people, culture is a crucial factor to consider. In order for the business to achieve its goal, it is essential to choose the most qualified individual to fill each available position (Pudelko, 2007). Because the work environment and the ways things are done fluctuate from nation to country, different cultures place a premium on certain qualities and characteristics when choosing applicants to interview (Maude, 2011). Because of this, it is essential for managers of human resources to have a solid understanding of the culture of the country before beginning the process of recruiting and selection. Requirements vary greatly from one nation to the next.

This theory was pertinent to this research because it emphasizes the need of recruiting and choosing prospective workers who are culturally fit to both the internal and external environments. This theory was important since it was discussed in the context of the study that was being conducted. The possibility that an individual will reflect and/or be able to adapt to the fundamental values, attitudes, and behaviors that make up the organization is what is meant by the term "cultural fit." Employees who are good match for both their company and the external environment in which it operates report higher levels of job satisfaction. These employees are also more likely to stay with their current employer and demonstrate better job performance.

Social Dualism Theory

A native social system of a different type is pitted against an imported social system in social dualism. For the undeveloped or dual economies and developed capitalist economies, respectively, dualism employs the concepts of "East" and "West" (Pauline, 2007). Eastern economies, or those with underdeveloped economies, are often emerging nations. The main characteristic of such economies is the coexistence of two different social hierarchies. As a result, social dualism is a kind of societal decay brought on by the emergence of capitalism in less developed nations (Boeke, 2014).

According to Social Dualism Theory, most developing nations have competing sets of circumstances, of which some are "superior" and others are "inferior," and these conditions coexist in the same place. Some of these conditions are "superior," while others are "inferior" (Hosftede, 1990). This conflict emerges as a result of the fact that the majority of developing nations, such as those in the third world, were originally colonized by western or industrialized countries. This is especially true of countries in the western hemisphere. This indicates that the developing nations are still carrying over some of the cultural practices of their former colonial rulers.

In this regard, the Social Dualism Theory is quite significant in this study because it tries to explain how multinational corporations operating in developing countries should be aware of the conflict between traditional roles in the host culture and the contemporary global management thinking. In other words, the Social Dualism Theory explains how multinational

corporations should be aware of the conflict between traditional roles in the host culture and the contemporary global management thinking. It places a focus on the necessity for companies to understand the diverse cultures that have been inherited in developing nations and to come up with cross-cultural management methods that would unite the variations in values and beliefs that exist within the context of a company. These top managers in these organisations need to understand the organisation in the context of these dualistic processes, in terms of the inherent conflicts and tensions, and swinging from one side of the duality to the other. More importantly, they need to understand the need to outline diverse cultures and mechanisms to build dualistic characteristics into their firm so that they can create firms that are well-balanced.

Factors Contributing to Cross-cultural Management in International Engineering Contracting Firms Performance

Recruitment and Selection and Organization Performance

Recruitment, according to Costello (2009), is a process that gives an organisation access to a pool of perhaps suitable job applicants from whom careful decisions may be made to fill the positions that are open. Recruitment, according to Opatha (2010), is the process of locating and luring appropriately qualified individuals to apply for employment openings inside the firm. It is a series of actions a company does to entice applicants with the required skills and attitudes.

The process of selecting the best qualified candidate from a pool of candidates hired to fill the appropriate job opening is known as selection (Opatha, 2010). Selection is the process by which certain tools are used to choose from a group of people who are best fit for the work at hand (Ofori & Aryeetey, 2011). The goals of the selection function, according to Gamage (2014), are to match the appropriate candidate with the right position, build and maintain a positive reputation as a good employer, and keep the selection process as affordable as feasible. To make the best choice, selection requires using one or more techniques to evaluate an applicant's eligibility.

For a variety of reasons, selection is an incredibly significant factor that has to be taken into consideration by organisations. In many cases, the performance of companies is closely related to the people working inside it; thus, it is imperative that the appropriate individuals be employed to guarantee the success of the firm (Henry & Temtime, 2019). Because there are never enough resources to go around, it is very necessary for companies to perfect their procedures on the very first try. Finding the best candidate to fill a position may be a challenging endeavor; but, at the end of the day, the organization's reputation rests in the hands of the employees it has (Henry & Temtime, 2019).

Terpstra and Rozell (1993) found that there was a positive correlation between the level of business performance and the extensiveness of recruitment efforts as well as the use of formal selection methods. Rauf (2007) came to a similar conclusion, finding that sophisticated recruiting and selection methods had a favorable relationship with performance in firms. According to Sarkar and Kumar (2017), the method that a business uses in the recruitment and selection of people is a major factor in determining the level of performance that the firm achieves. In order to do this, Sarkar and Kumar (2017) proposed a holistic model of recruitment. This model places an emphasis on the significance of the whole recruiting process as well as the interconnectedness of its component aspects (Sinha & Thaly, 2018).

Recruitment and selection are critical in determining an organization's efficacy and success (Latham, 2017). If work organizations can acquire workers who already have relevant

knowledge, skills, and aptitudes and can also predict their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs such as those associated with high staff turnover, poor performance, and dissatisfied employees and engender a mutually beneficial employment relationship characterized, wherever possible, by high performance (Pilbeam & Corbridge, 2016).

Training and Development and Organization Performance

Training and development are seen as the process of increasing the current skills, information, exposure, and talents in a person. Training is defined as "an systematic increase in the knowledge, abilities, and sensations required for staff workers to execute successfully in the provided procedure, as well as, to function in underling circumstance," as stated by (Saleem and Mehwish, 2018). In addition to this, it improves the skills of the panel of workers in an extremely efficient manner by inspiring them and changing them into well-organized and well-mannered individuals, which eventually influences the performance of the firm.

According to Laing (2019), training is an indication that helps employees improve their superior skills, knowledge, capabilities, and viewpoint, which ultimately leads to successful performance on the part of the workers. On the other hand, he adds one more factor, which is the fact that development increases the organization's productivity. Both Massod (2019) and Khanfar (2019) claimed that training is an active way through which a person might be enabled to make use of their potential. [Citation needed] Training is described as the systematic growth and acquisition of information, attitude, and skill needed of workers to effectively execute a given job in order to enhance productive performance in the workplace, according to (Goldstein, 1980; Latham, 2018).

Bowra (2011) discovered that successful firms have a tendency to be progressive. These businesses are aware that while there are a number of aspects that contribute to the performance of a company, human resource is unquestionably the most important one. According to Celia (2018), the primary objective of training is to increase the efficiency of the company. In addition to this, it requires having some kind of impact on the performance of employees, as well as on the performance of the company as a whole, which is influenced by the performance of employees. According to Aguinis and Kraiger (2019), training enhances the whole organization's profitability, effectiveness, productivity, and revenue, as well as other outcomes that are directly tied to the training in terms of making improvements to the quality of services.

Thang (2004) concluded, based on a review of previous studies relating to training and overall organisational performance, that training has the potential to produce a positive and substantial influence on the performance of a company. They also highlighted that training may show an organisation the direct path to improved performance, which was another point they made. In addition, both technical and non-technical training have the potential to have a good influence on the result of human resource management as well as the overall performance of the company (Fey, 2020).

In a different piece of research that Khan (2019) conducted, the findings suggested that there is a significant connection between organisational performance in the oil and gas industry in Pakistan and recruitment and selection practises, training and development practises, and employee participation policies. Choi (2018), who provided evidence for this claim, focused his attention on the connection between management practises and the performance of businesses. According to the findings, some business procedures, such as

training, performance evaluation, and recruiting and performance, are among the most essential factors that determine a company's overall success.

Employee Participation and Organization Performance

The process through which employees have a conversation about their job, known as participation, affords them the chance to share information and ideas with one another (Adel, 2010). It is a system that makes certain that workers are given the chance to exert some level of influence on the choices made by management and to contribute to the enhancement of the overall performance of the business (Abdulkadir, 2012). Employees having a more significant role in the decision-making process are what we mean when we talk about participation, and this would lead to improved performance at the organization (Antonio, 2018). This aspect of the equation is often referred to as Perceived Organizational Support (POS) (POS). Allen (2019) discovered that views of supportive human resource practices had an effect on POS, which in turn led to increased levels of organizational commitment and job satisfaction as well as decreased levels of withdrawal behaviors such as turnover. When a business adopts participation methods, it is communicating to its workers that it appreciates their opinion and acknowledges the importance of their role in the accomplishment of corporate objectives. To be more specific, participation in decision-making provides employees with more opportunities to utilize their human capital, which sends a message that the organization values the creative input of its employees, which is associated with positive evaluations of organizational support, which in turn is associated with higher levels of job satisfaction (Allen, 2019). When companies provide their workers with chances to participate in decision-making or in the financial outcomes of the firm, those workers may see these organizational activities as an indication of the company's commitment to them as employees (Allen, 2019).

There is evidence to imply that more employee engagement in enterprises leads to improved overall performance (Khan, 2010; Qureshi, 2010; Rizov & Croucher, 2019). According to Qureshi (2019), for instance, manufacturing excellence, competitiveness, and the capacity of a firm to engage in continuous innovation are among the factors that are reliant on the engagement and involvement of workers operating at different levels within the organization. In addition, businesses that work across cultures, for instance, use a participatory approach to decision making for the simple reason that this mode of operation offers a range of advantages (Rizov & Croucher, 2019). Work teams, for example, are an example of an indirect kind of engagement that may be beneficial to an organization's performance as a whole (Rees & Christine, 1998).

There is literature that contradicts itself when it comes to the relationship between employee involvement and the effectiveness of a firm. Estrin (2018) discovered that different industrial sectors had significantly different levels of productivity and performance. On spite of the fact that overall engagement had a favorable impact in service-based multinational firms, the researchers discovered that the effect of participation in product-based multinational enterprises was insignificant. Defourney (2019) discovered that productivity from participation was greater in multinational firms that functioned via completely owned subsidiaries rather than those that operated through mergers and acquisitions. This was in comparison to companies that operated through mergers and acquisitions. In addition, Jones' (2019) research discovered that mandatory employee engagement has a detrimental impact on the performance of the business. As a result, the author reached the conclusion that employee participation may not be productive.

Research Gap in the Field of Cross Cultural Management

According to the literature that was analyzed, the results of studies that looked at the influence of cross-cultural conflict management on multinational engineering contracting organizations have produced contradictory results. Researchers such as Opatha (2010); Ofori and Aryeetey (2011); Abdulkadir (2019) have come to the conclusion that cross-cultural management methods have a favorable impact on the performance of organizations. Other research, like those of Kersley (2009); Kraiger (2013); Jones (2019), has shown that there are unfavorable associations.

In addition, the study that has been done so far has concentrated on cross-cultural management methods that have been carried out in western contexts, such as in nations located in Western Europe and North America (Davila, 2019; Eccles 2011; Gaur, 2007). According to Childs (2018), past research on the effect of cross-cultural conflict management on organization performance has been conducted in developed nations with cultures that are more similar to one another. This has led to some inconsistencies in the findings. As a result, multinational firms will adopt universal methods and ideas in order to successfully manage cross-cultural interactions in all of the markets in which they participate. It would seem that there have been very few studies done on the topic of the impact that cross-cultural conflict management has had on foreign engineering contracting organizations operating in China. Chu (2020) pointed out the need of concentrating on the impact that cross-cultural conflict management has on foreign engineering contracting organizations operating in China.

Conceptual Framework of the Present Study

Based on the literature reviewed, a conceptual framework is developed to provide a basis for the research design and data analysis. The diagram explains the independent variables, which are; recruitment and selection, training and development, and employee participation. These variables are analyzed in order to determine whether they influence organizational performance.

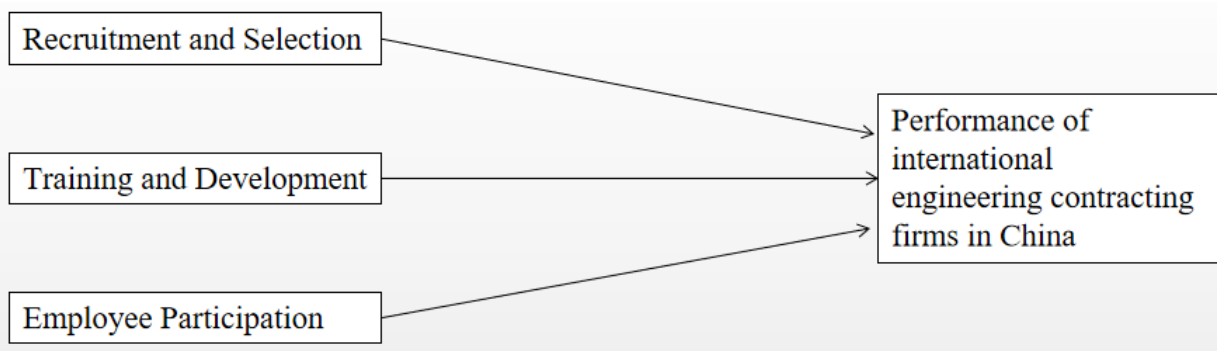


Figure 1 Conceptual Framework of the Present Study

Conclusion

An in-depth analysis of the conflicts faced by international engineering contracting in cross-cultural operations from the perspective of cultural differences and the establishment of a corresponding framework for analyzing the causes of conflicts. Secondly, an empirical analysis of the framework for analyzing cross-cultural conflicts and the feasibility of conflict management solutions for international engineering contracting enterprises is presented.

This study helps international engineering contracting enterprises to support their practice with advanced cross-cultural governance theories from an all-round perspective

against the background of globalization development trend, so that they can grasp the whole picture and not get lost in the fierce competition in the international market.

References

- Abdulaziz, A., Adnan, M., Alqahtani, A. (2015). Cultural Diversity and Effective Organizational Organization, *Journal of Business and Economics*, 6(3), 1-5.
- Abdulkadir, D. S., Isiaka, S. B., and Adedoyin, S. I. (2019), Effects of Strategic Performance Appraisal, Career Planning and Employee Participation on Organizational Commitment: An Empirical Study, *International Business Research*, 5(4), 124-133.
- Adel Mohammad, A. (2020), Office Layouts and Employee Participation, *Facilities*, Vol. 28 (7), 348-357.
- Adler, N. (2018). *International Dimensions of Organizational Behaviour*. (5th Edition). Cincinnati, Ohio.
- Aguinis, H., Kraiger, K. (2009). Benefits of Training for Individuals and Teams, *Organizations and Society*, *Annual Review of Psychology*, 60, 451-474.
- Akinyi, G. L., & Moturi, C. A. (2015). Application of IS-Balanced Scorecard in Performance Measurement of e-Government Services in Kenya. *American Journal of Information Systems*, 3(1), 1-14.
- Allen, D. G., Shore, L. M., and Griffeth, R. W. (2019). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process, *Journal of Management*, 29, 99 – 118.
- Avan, J., Ciara, T., & Jennifer, G. (2019). Cross-cultural conflict and expatriate manager adjustment. An exploratory study. *Management Decision*, 42(7), 837-849.
- Ayed, H., Vanderose, B., & Habra, N. (2017). Agile cultural challenges in Europe and Asia: insights from practitioners. In *2017 IEEE/ACM 39th International Conference on Software Engineering: Software Engineering in Practice Track (ICSE-SEIP)* (pp. 153-162). IEEE.
- Balochi, Q., Ali, N., Kiani, T., Ahsan, A., & Mufty, A. (2018). Relationships between Human resource Practices and Perceived Employees' Performance of Bankers in NWFP, Pakistan (an empirical evidence), *European Journal of Social Science*, 18(2), 210-214.
- Barney, J. (2020). Is the Resource-based View a useful Perspective for Strategic Management Research? Yes, *Academy of Management Review*, 26 (1), 41-56.
- Baruch, Y. (2019). Career development in organizations and beyond: Balancing traditional and contemporary viewpoints. *Human resource management review*, 16(2), 125-138.
- Bhaskar, U., & Gupta, S. (2016). Doing Business in India: Cross-Cultural Issues in Managing Human Resources. *Cross Cultural & Strategic Management*, 23(1), 184 - 204.
- Bhatti, K. K., & Qureshi, T. M. (2018). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54-68.
- Bhattacharyya, D. K. (2020). *Cross-cultural Management: Texts and Cases*. Kolkata: PHI Learning Pvt. Ltd.
- Bowra, Z. A., Sharif, B., and Naizi, M. K. (2019). Impact of Human Resource Practices on Employee Perceived Performance in Banking Sector of Pakistan, *African Journal of Business Management*, 6 (1), 323-332.
- Brennan, L., & Vecchi, A. (2019). Quality management: a cross-cultural perspective. *Cross Cultural Management: An International Journal*, 16 (2), 149-164.
- Celia, M. (2018). A Review and Critique of Research Training and Organizational-level Outcomes, *Human Resource Management*, 17, 252-255.

- Chand, M., & Katou, A. (2017). The Impact of HRM Practices on Organization Performance in the Indian Hotel Industry, *Employee Relations*, 29(6), 576-574.
- Chelimo, L. M. (2018). Cultural diversity management and bank performance: A case study of bank of Africa and United Bank for Africa in Kenya.
- Chen, C. J., & Huang, J. (2019). Strategic Human Resource Practices and Innovation Performance: The Mediating Role of Knowledge Management Capacity, *Journal of Business Research*, 62, 104-114.
- Debrah, E. L., & Ofori, Y. A. (2018). The potential for technology and knowledge transfers between foreign and local firms: A study of the construction industry in Ghana. *Journal of world business*, 49(4), 560-571.
- Defourney, J., Estrin, S., & Jones, D. C. (2019). The effects of workers' participation on enterprise performance: Empirical evidence from French cooperatives. *International Journal of Industrial Organization*, 3(2), 197-217
- Delery, J., Doty, E. (2019). Issues of fit in strategic human resource management: Implications for research. *Human resource management review*, 8(3), 289-309
- Denison, D. (2019). Leading Culture Change in Global Organizations: Aligning Culture and Strategy, Josey Bass, pp. 124.
- Estrin, S., Jones, D. C., & Svejnar, J. (2018). The productivity effects of worker participation: Producer cooperatives in Western economies. *Journal of Comparative Economics*, 11(1), 40-61.
- Engineering and Construction*. World Economic Forum. (2022). Retrieved 19 September 2022, from <https://www.weforum.org/communities/engineering-and-construction>.
- Farnell, H. (2019). Cross-Cultural Management and Communication in Europe - Britain, Germany, France and Italy. Washington DC: GRIN Verlag.
- Fey, C., Bjorkman, I., & Pavlovskaya, A. (2020). The Effect of HRM Practices on Firm Performance in Russia. *International Journal of Human Resource Management*, 11(1), 1- 18.
- Gaston, N., & Khalid, A. (2019). Globalization and integration in the Asia-Pacific: Prospects and risks. *Winners and losers in the Asia-Pacific*. Cheltenham: Edward Elgar Publishing Limited, 1(1), 3-21.
- Glinkowska, B. (2016). Managing teams in the multicultural organizations. *Journal of intercultural management*, 8(2), 55-69.
- Hampden-Turner, C., & Trompenaars, A. (2020). Siedem kultur kapitalizmu: USA, Japonia, Niemcy, Francja, Wielka Brytania, Szwecja, Holandia, *Oficyna Ekonomiczna, Kraków*.
- Hurn, B. J. (2019). Pre-departure training for international business managers. *Industrial and Commercial Training*.
- Jassawalla, A., Truglia, C., & Garvey, J. (2020). Cross-cultural conflict and expatriate manager adjustment: An exploratory study. *Management decision*.
- Keonouchanh, T., & Peng, C. (2020). A Critical Review of Cross-Cultural Conflict Management in Transnational Projects. In *4th International Symposium on Business Corporation and Development in South-East and South Asia under B&R Initiative (ISBCD 2019)* (pp. 258-262). Atlantis Press.
- Laing, I. (2019). The Impact of Training and Development on Work Performance and Productivity in Public Sectors Organizations: A Case study of Ghana ports and Garbous Authority.
- Lategan, L. (2019). Modelling as Research Methodology. Bloemfontein: AFRICAN SUN Media.

- Latham, G., Locke, E. (2018). *A Theory of Goal Setting and Task Performance*. Englewood Cliffs, NJ: Prentice Hall.
- Laurent A. (2019). The Cross-Cultural Puzzle of International Human Resources Management. *Human Resource Management*, 15: 91 – 102
- Lu, X., Zhang, S., Xing, J., Wang, Y., Chen, W., Ding, D., ... & Hao, J. (2020). Progress of air pollution control in China and its challenges and opportunities in the ecological civilization era. *Engineering*, 6(12), 1423-1431.
- Mo. (2019). China's economic rise: History, trends, challenges, and implications for the United States. *Current Politics and Economics of Northern and Western Asia*, 28(2/3), 189-242.
- Rahim, M. A. (1983). A measure of styles of handling interpersonal conflict. *Academy of Management journal*, 26(2), 368-376.
- Waight, C., & Egan, T. (2022). Cross-Cultural Styles of Relating and Connecting in Developmental Relationships. In *HRD Perspectives on Developmental Relationships* (pp. 367-394). Palgrave Macmillan, Cham.