Multiple-cultural Training Strategy Based on Cultural Model in the Context of Globalization

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\textbf{Abstract.} The paper discusses the strategy of organizational culture and organizational performance in the context of globalization. The survey from local enterprises shows that organizational culture can significantly affect innovation performance. This paper takes organizational culture strategy as intermediary variables to study the relationship between organizational culture and organizational performance. The survey from local state grid corporations shows that organizational culture can have significant predictive power on performance and organizational learning acts as a significant moderator. This research provides useful tools for organizational performance management in the context of globalization.

\textbf{Introduction Literature}

The "one Belt one Road" strategy proposed by President Xi has received a lot attention from many countries and the large corporations. In the process of internationalization, cultural differences and cultural conflicts are inescapable contradictions in the transnational operation and development of enterprises under the background of economic globalization\textsuperscript{[1]}. It is a long time concerning for many enterprises to research multilingual staffs training. Most of them lack the ability to offer effective training, which helps employees to break down language and cultural barriers before they send them abroad and bring them into the country\textsuperscript{[2]}. The existing research relies instead on the values of the differences which lead to training invalid, focused on experiences and class activities among different countries. This research will be against the background of the organizational culture, on the basis of cultural theoretical model, discusses difference significance of training management. The result provides useful reference to develop culture training in large multinational corporations.

\textbf{Review and Statement of Hypothesis}

International business are seen to present opportunities to combine resources such as capability and knowledge to develop new products or services and thus innovate; As the result, the number of such international business continues to increase. However, Tidd and Izumimoto argued that not all of these overseas business are successful\textsuperscript{[3]}. A number of studies have noted problems, which seem to be inevitably associated with these alliances, in cooperating with a partner from a different national culture. But Barkema and Vermeulen pointed to issues about cultural differences\textsuperscript{[4]}. Beamish showed that there was significant dissatisfaction with their performance, which may be attributable to these cultural differences\textsuperscript{[5]}.

Culture is a difficult concept to grasp and measure. Harrington, for example, found that corporate cultural differences were partly responsible for the short duration of international joint business\textsuperscript{[6]}. Madhok suggested that literature has tended to overlook human relations core concepts such as
integrity, trust, reciprocity and forbearance in joint business. These concepts, which are interrelated, encompass behavioral variables at the heart\[7]. According to the survey, two thirds of the failure of transnational investment and acquisition is due to the failure of cultural integration.

H1: Organizational culture among different nationalities needs the consistency.

Among different national, regional and national culture, cultural differences reflected in many aspects, including traditional culture, values, customs, religious beliefs, ways of thinking, code of conduct, etc., so a necessary side effect of all is that contradictions and conflicts be ultimately expected. Based on this, this paper adheres to culture-leading, and makes cross-cultural training "propeller" of international business.

Hofstede's theory of cultural dimensions is of importance in analyzing differences between cultures. Hofstede's "four-level" model of organizational culture is supposed to include symbolic systems, role models, ceremonial activities and values.

H2: Cultural consistency need employ multiple strategies.

The symbol system is the outermost layer of the organization cultural. For example: the logo of the organization, the clothing of the members of the organization and so on. The external symbol system of an organization cultural plays an important role in the accurate expression and dissemination of organizational culture.

H21: Cultural consistency need employ symbol system strategies.

The model of organization is an example of organization. Role models can reflect the personality, qualities, abilities, values, and spiritual connotations of the organization, and they are the role models that the organization hopes to emulate and learn from. By means of a fixed symbol system such as photo or honor roll, and combined with certain stories, the role model can express and disseminate organizational culture through benchmarking and goal-directed expression.

H22: Cultural consistency need employ role models strategies.

Ceremonies mainly include the communication style of the person-to-person, group activities, customs and rituals in the organization. Chinese teachers tend to do most of the talking in the classroom, "which is good, but sometimes students can fall asleep when the conversation goes just one way." this phenomenon is called authority culture. West, teachers should be guides, organizers and equal participants in the classroom teaching\[8].

H23: Cultural consistency need employ ceremonies strategies.

The type of organization behaviour and the state of being are the values of the organization. Such values need to be seen through the observation of external symbol systems, model figures and ceremonial activities. Chinese people are sometimes too shy to tell you what they really think. Western values insisted this freedom should be given universal and eternal protection.

H24: Cultural consistency need employ value strategies.

Data Analysis

Questionnaire design and data collection

To ensure reliability and validity of research tools, this study adopts scale as used in the existing literature, and carries through appropriate modification in aim of present study.

Organizational culture is the common core beliefs, values, behavior patterns, norms, etc, rooted in the enterprise organization, process, system, daily work. It affects organization strategy, arrangement of organizational structure, process, and system specification. The formation and evolution of Organizational culture, can be divided into the following four spiral phase of interaction and mutual influence ascension: unconscious cultural creativity, consciousness of cultural refinement and summary, culture implementation and conflict management, culture remodeling \[9]. Chen Hongwei put forward that organizational culture construction was divided into direction management, strength management, permeation management, and verified positive relationship between organizational
Lu argued that unconscious culture had a bigger influence on organization, culture became truly influential only reaching a consensus. Kotter studied the relationship between organizational culture and organization performance, and points out that organizational culture has a great impact on its long organization performance only matching requirements of enterprise management. Based on these literature, this study divides organizational culture into cultural compatibility, cultural heritage and assimilation and culture update. The internal consistency coefficient is 0.94.

Organization performance scale mainly uses for reference of WangHui Tsui’ research in domestic enterprises and designs items, such as “addition to net profits”, “addition to sales”, “addition to asset”, “employee morale” and “market share” etc. Respondents fill out questionnaire after comparing their own enterprise and competitive enterprise. The all item uses Likert7 scale except for enterprise basic situation. The internal consistency coefficient is 0.93. In this study, we use Likert seven evaluation criteria to test the variables.

**Reliability and Validity**

The standardized coefficients of each observed variable are more than 0.70, the AVE value of each variable is than 0.5, and the square root of AVE variables are greater than the correlation coefficient of the variable with other variables, which indicates the variables have good introverted validity and discriminate validity.

**Hypothesis Testing**

The paper uses the LISREL 8.70 software for data analysis. We can read the results in table 1 and table 2.

**Table 1. Reliability and Validity Analysis.**

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture</td>
<td>0.84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational strategies</td>
<td>0.31</td>
<td>0.88</td>
<td></td>
</tr>
<tr>
<td>Organizational performance</td>
<td>0.21</td>
<td>0.38</td>
<td>0.79</td>
</tr>
<tr>
<td>Cronch(α)</td>
<td>0.84</td>
<td>0.92</td>
<td>0.95</td>
</tr>
</tbody>
</table>

**Table 2. The Results of Assumptions.**

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Standard value</th>
<th>T value</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Organizational performance ← Organizational culture</td>
<td>0.81</td>
<td>0.91</td>
<td>yes</td>
</tr>
<tr>
<td>H21 Organizational performance ← symbol system strategies</td>
<td>0.69</td>
<td>1.26</td>
<td>yes</td>
</tr>
<tr>
<td>H22 Organizational performance ← role models strategies</td>
<td>0.71</td>
<td>1.43</td>
<td>yes</td>
</tr>
<tr>
<td>H23 Organizational performance ← role models strategies</td>
<td>0.75</td>
<td>1.67</td>
<td>yes</td>
</tr>
<tr>
<td>H24 Organizational performance ← ceremonies strategies</td>
<td>0.66</td>
<td>1.80</td>
<td>yes</td>
</tr>
<tr>
<td>H2 Organizational performance ← Organizational culture * Organizational strategies</td>
<td>0.78</td>
<td>2.16</td>
<td>yes</td>
</tr>
</tbody>
</table>

Chi-Square = 132.45, df=81, RMSEA=0.052, NFI = 0.92, NNFI = 0.97, CFI = 0.96, IFI = 0.96, GFI = 0.90, AGFI = 0.85
Conclusion and Discussion

Organizational culture has significant positive effects on organizational performance in "one Belt one Road". Organizational culture strategies, such as symbol system, role models, ceremonies, employ value, have also significant positive effects on organizational performance. Further this research examines the relationships between organizational culture and organizational performance and the moderator impact of organizational culture strategies on organizational culture. Created six hypotheses, the result is organizational strategies exerts a mediating effect on organization performance. The author expressed their contribution; they offered new directions of exploration and widened the scope of organizational culture management and organization performance studies.

References