

OPPORTUNITIES OF A MULTI-CULTURAL HR TEAM TO IMPROVE THE RECRUITING PROCESS IN AN INTERNATIONAL ORGANIZATION

Case: Kubota corporation holdings Europe

Abstract

Author(s) Tronina, Marina	Type of publication Bachelor's thesis	Published Spring 2020
	Number of pages 40	
Title of publication Opportunities of a multi-cultural hr team to improve the recruiting process in an international organization		
Name of Degree Bachelor of Business Administration		
Abstract <p>The study aims to explore the opportunities of how a borderless approach to recruitment and team diversification can benefit into the development of modern organization. Within past few decades the business world has been evolving under the pressure of global trends which triggered many changes. One of these is a company' expansion which leads to dramatic changes in human resources and brings teams' diversifications since the business start to perform internationally.</p> <p>The study was commissioned by the case company Kubota corporation holdings Europe. The study utilized qualitative method with the inductive method. The research included both theoretical and empirical research. The theoretical chapters were made on the base of literature review related to human resources and cultural-diversity management. The primary data of the research was collected through the interviews. To get as much as possible relevant information semi-structured and in-depth interviews were applied.</p> <p>As the outcome, the study showed that international recruitment is a resultative asset for a company which brings more benefits than costs and finds a better talent for multiple position who in potential can bring a big contribution into a company's development. Also, the importance to have multicultural team at a local level was revealed. Since internal diversity brings employees to a new level and enables to develop both professional and personal skills in communication, language and motivation.</p>		
Keywords Recruitment, cultural diversity, internationalization, human resources		

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1 INTRODUCTION

1.1 Research background

In the contemporary business world, the significance of the Human Resources (HR) department has dramatically increased. Apart from primary HR obligation, which is recruiting, the department implements several other obligations and responsibilities such as awareness of all legal aspects, consultations and tracking of external changes which may impact a company. One of such trends is globalization or the process due to which companies aspire to bring its business to a new level and become international to remain competitive. (Trompenaars & Coebergh 2014, 110.)

This is one of the most cardinal trends for all businesses worldwide which brings an array amount of changes to a company's performance. Like an any new change, globalization leads to various consequences and influence every aspect of a business from financial to locational, but most importantly it affects a company's main asset – its people. (Dias 2013, 6.) As a result of a company's expansion, there is a formation of diverse teams and appearance of employees with multi-national backgrounds in all departments. Therefore, HR or recruitment department is the first division which faces new changes and adjusts its operation to support a company's efficiency with qualified Human Resources. (Dias 2013, 7.)

Cross-cultural management is relevant for international corporations for many reasons. Mostly it is important because in the core of creation a diverse team lays the idea of upgraded cultural awareness which leads to people mobility and employee development. Further, due to the literate management, those points should influence positively on the recruiter's results and bring values. (Alam & Md 2018.) Cultural aspects are essential for HR managers for the quite transparent, but quite baffling reason: cultural dimensions inside a corporation can influence people in various ways. It determines, how an employee is performing at a workplace, what is key to employee motivation and how he or she communicates with other colleagues from different backgrounds as well as from his background. (Meyer 2015, 29.)

In an any company the HR has some responsibilities and the main one is the process of recruiting and selection, however at the same time HR department is tracking employee's productivity, effectiveness and work towards diminishing of performance issues, which in terms of multiculturalism, could arise constantly especially in the beginning of integration. (Dias 2013, 45.)

HR should organize the cross-cultural management correctly and wisely to be able to use people skills and abilities to the fullest and in a proper way, meaning, to help a company to remain successful (Rees & Paul 2014, 50).

In a perfect outcome, the integration of various cultures and experiences brings positive changes and open new horizons to an organization (Aquino & Robertson. 2018, 200). However, it appears to be the biggest challenge to align the new system. To mitigate the process and make it beneficial, HR managers have to be well-prepared and have a good awareness on cultural issues as well as diversity management and ability to communicate with employees confidently (Paauwe & Farndale, 2019).

The following study conducts for the case company Kubota Corporation Holdings Europe. Kubota Corporation is a Japanese company and a leading manufacturer of agricultural, turf and construction equipment. The organization stands for sustainability principles and aims to diminish an environmental impact to the minimum. The company has more than 110 locations all over the world and 10 offices in Europe (Kubota 2020). The main European office locates in the Netherlands in Nieuw Vennep district, Amsterdam area, where the author of the work did the practical training as an HR trainee or Recruitment assistant in Talen Acquisition department. The TA department is based on recruiting amongst Europe, the recruiting team is fully diversified and contained recruiters from various backgrounds which is a good example of successful performance of cross-cultural HR team in the business.

1.2 Thesis objectives, research questions and limitations

The research conducts with to explore main operations of Human Resources Management (HRM) in business, explore the correlation between HRM and cultural issues at a workplace: reveal possible hinders and challenges inside multi-cultural HR teams, as well as, see the differences in its performance from homogeneous teams. Also, the study is aiming to discuss benefits of the performance of a diverse HR team and borderless recruitment.

The importance of multi-cultural teams has been a big issue among international companies and mainly recruitment departments during the past few decades. Top global companies such as Microsoft, Google and McKinsey are launching several programmes and training based on cultural diversity, open new job profiles and internships for future human resources professionals, and present cultural diversity as a useful tool to enhance its business. Consequently, one of the reasons to follow this tendency is the success of the leading companies on the market in different industries, which are evolving further by constant changes and expansion.

The case company of the research was fairly interested in revealing the actual positive influence of multi-cultural recruitment departments and, thus, uncover advantages of multiculturalism in business which can lead to further extension on recruiting departments. In accordance with the thesis objective, the main research question is the following:

- How cultural diversity can benefit recruiting in an international organization?

The main question is supported with relevant sub-questions, which help to give more profound description of the topic:

- What is the correlation between culture and HR?
- Why is it important to integrate cross-cultural team at a local level, and what steps can be taken towards it?
- What are the actual benefits and challenges of multicultural staffing?

To answer on these questions, the thesis examines relevant literature, to make reliable inferences further. Afterwards, with the help of commissioner party, the empirical research with qualitative method will be conducted. Further, the theoretical research will be done with the use of collected literature based on Human Resource Management area, and specifically, literature related to multi-cultural, cross-cultural and diversity topics at a workplace.

Speaking of limitations, the research covers the situation in European countries, interview and survey are conducted predominantly with Talent Acquisition Team or International HR department of the case company. Moreover, neither political nor social issues related to cross-cultural management will not be discussed in the work.

1.3 Theoretical framework

The theoretical framework of the thesis consists of four main sub-chapters. Based on academic literature of leading contemporary authors from Europe and the USA from the area of human resources, cross-cultural management and workplace diversity. The interest of learning and implementation of cross-cultural management is reflected in multiple types of research of many authors worldwide. The most outstanding researches are published by Thomas (2017), Peterson and Thomasm (2015), Browaeys and Price (2015). As well as Abramson and Moran (2018) in their work "Managing Cultural Differences Global Leadership for the 21st Century" and others.

All authors agree on the importance of multi-cultural concepts in the modern business world, the necessity of adequate management inside each corporation, and the significance of building trustworthy relationships between co-worker. Moreover, authors consider that such phenomenon as stereotypes lies at the beginning of cultural discrepancies between

individuals and occurs the main obstacle in communication which needs to be diminished to conduce to a corporate prosperity and not vice versa. Hence, the works of authors listed above were the ground of this research.

The information which was utilized for the thesis was obtained from academic resources, scientific papers and documents, questionnaire of employees' form HR departments from the case company and experts' opinions of the issue form the organization.

1.4 Research strategy

To meet the research main goals, the author used the qualitative research. Qualitative research method implies that data is collected through any conversational communication (Langkos 2014). The qualitative research allows to collect excel amount of information, because answers of participants are not limited and more detailed. Qualitative research contains data which cannot be measured or counted, so the outcome of the gained information normally depends on the analysis and judgments of the author. (Bryman & Bell 2015, 160.)

Furthermore, on this study, the inductive reasoning approach was used. This method is based on observation, strong evidence and on a decent amount of facts which is possible to proof. The conclusion of the inactive method might be a justified theory provided by the other but not necessarily be false. (Greener 2015.)

Unlike deductive reasoning, which is based on vital facts and a researcher should justify that the observations of a certain theory were correct (Bryman & Bell 2015, 480). Consequently, a conclusion of the deduction method supplies the first statement of the issue and should be true. On the given research the inductive method is more relevant since it allows to the author to provide strong evidence, generated from academic literature and commissioner party as well as make its inference based on the gained knowledge. (Langkos 2014.)

To meet the research's objectives interviews with primary sources are conducted. The interview aimed to gain materials which would assist to answer the main research question and its sub-questions as profoundly as possible. The interviews are conducted with the Talent Acquisition Team from the case company as well as with HR manager from another division.

1.5 Thesis structure

This sub-chapter has presented the navigation through the main chapters of the thesis. In the beginning, the background gives to the reader introduction to basic ideas of the research, describes methodologies and research methods which are used during the work. The second chapter presents the literature review and theoretical research, accordingly. At this chapter, a reader could grasp the understanding of the thesis highpoints. The third chapter contains empirical research which gives a read full description of collected data from primary sources. The final chapter dedicated the conclusion, it presents to a reader final analyses, comparisons and outlined the ultimate results of the work. The summarized structure is presented below in (Figure 1).

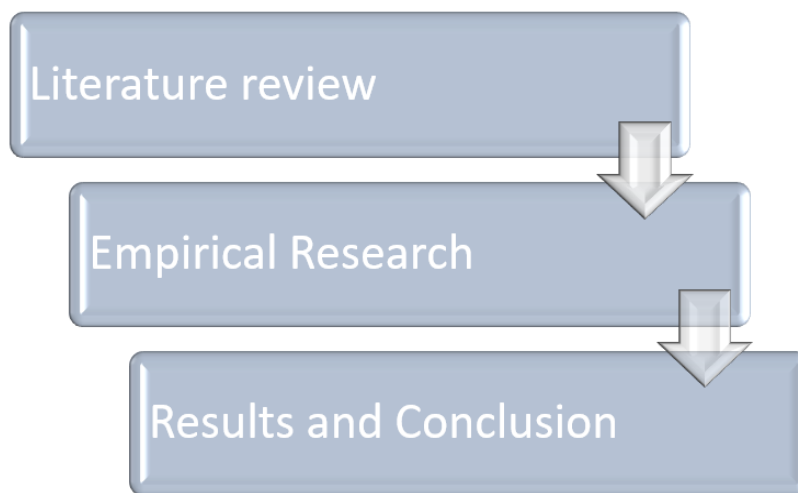


Figure 1 thesis structure

2 LITERATURE REVIEW

2.1 Operation of international HRM in modern business world

Traditionally, in any organization the Human Resources department has implemented activities associated with employees and focused specifically on the inner's firm's infrastructure (Dies 2013, 25). Obligations of an HR included such basic actions as policy writing for employees, management of payrolls consistent rewards and benefits, tracking of employees leaves to make sure that every person has left on time and necessary actions were conducted legally, checking of motivation and productivity to see that each employee is satisfied with work and to keep people updated (Wilkinson, Bacon, Snell & Lepak 2019, 46). Also, training is necessary which a corporation should provide for employees' skills improvement, which is also a part of HR obligations to send people for training in a right time and track productivity of staff further. However, all these activities are just a fulfilment to the main HR responsibility – recruiting of new people and getting rid of employees if such necessity turns up. (Sanders, Cugin & Bainbridge 2014, 30.)

Nevertheless, all listed activities refer concisely to the administrative part. Indeed, for decades in organization from SMEs to Global corporation, human resources department implemented hires which were confirmed and planned by top-managers. (Wilkinson, Bacon, Snell & Lepak 2019, 36.) Secondly, within an administrative performance, HR supported the whole internal environment of a workplace, which included check of employees' results, creation motivations plans, writing company's policies and along with that resolve performance issues at a workplace. Even though all these obligations seem to be a rational part of internal operation it brings company more costs other than values. Since in case of appearance of any undesired situations, extra leaves or drops in productivity, HR is the one who fixes those issues by engaging the company's budget. For example, to improve employee's performance or keep people's skills developed, HR sends employees to various training, paid by a company. Nevertheless, pieces of training are an inevitable part of an employee's professional life which should be conducted at least every 5 years for skill development. However, the real HR's contribution in these activities is quite doubtful. (Paauwe & Farndale 2019, 30.)

In addition, in the contest of modern organization, it is not enough to implement just administrative function. Nowadays, each department needs to make a visible contribution to the development of a corporation, contribute to its competitiveness, profitability and finally lead to success. Particularly the necessity to improve the competitive advantage and global

changes in business triggers the shift from administrative to strategic HR function. (Rees & Paul 2014, 20.)

As any other department human resources has been evolving along with organization and has transformed its performance toward more valuable processes. For instance, the new methods of e-recruiting, usage of social media and networking help HR to be more useful. However, the most significant contribution HR starts to make when it shifts its operation administrative to strategic. (Paauwe & Farndale 2019, 70.)

Strategic HR or it is also called strategic business partner is able to analyse situations in all departments as a big picture, sees gaps in the entire operation, analyses it and understands what measures must be taken. The performance of strategic human resources is aiming to fix an issue, to ultimately improve effectiveness for the entire business. (Dies 2013, 25.)

Second, based on right analyses Strategic Human Resources Management (SHRM) determines who needs to be hired, what skills are needed for a position, and in what time to implement right hires based on the strategic plan. Besides, SHRM strives to find that one key talent for the organization who will be able to bring a vital contribution to its development. (Paauwe & Farndale 2019, 75.)

Last but not least point, the most important distinguishing of SHRM is the ability to seize the entire business and take part in the development of business strategy in the very beginning of the process. In other words, strategic HR not only implements already existing business strategy but influences the decision-making process related to each business area and starts to plan necessary adjustments. Strategic HR is chasing one obvious goal to reduce costs and contribute to the company's competitiveness. From this point, Human Resources turns from extra cost to the valuable investment for a company. (Acikgoz, 2018.)

In total there are three levels of human resources performance. The first stage of operation can be described as compliance and implies the basic work which administrative HR does, basically, it is aimed at taking care of employees and support the internal stability at workplaces. It includes the tracking of people's well-being, productivity and so forth. The second term is processes, it includes already some organizational processes for HR, for example, recruitment of people and conduction of various assessments. (Dies 2013, 8-12.)

The top point is strategic. A strategic plan is oriented on further improvement of the company and deal with global changes and follow one ultimate goal: to generate new benefit and become more successful. According to the book by Dr. Laura Portolese Dias:

Strategic work is to make sure that a right person is hired for the right job at the right time

The necessity to have strategic approach was triggered by the global changes which formed the world within last few decades. From the second half of the 20th century, the world has been experiencing a tremendous amount of changes which have deeply impact all aspects of general life and business world. Looking at a basic infrastructure and lifestyles in modern society seventy years ago and now it is obvious that life has changed dramatically. Through years economic growth and industrial progress triggered the appearance of the new global trends which have an inevitable effect on the business world. (Browaeys & Price 2015, 175.)

Sciences divided four main trends appearance of which continue to impact the life of an organization. These are globalization, competitiveness, demographic crises, and rapid growth of IT technology. Each of this trend genuinely depends on each other, and one conduces to changes in other sectors. (Wilkinson, Bacon, Snell & Lepak 2019, 76.)

The growth of IT and digitalization opens an array of opportunities for strategic HR to search and choose candidates from a wider range, which in its terms triggers higher competitiveness. To get a more comprehensive description on the issue the table below summarizes the key points.

TABLE 1 global trends influence HR. (Wilkinson, Bacon, Snell & Lepak 2019, 76.)

<p style="text-align: center;">GLOBALIZATION</p> <ul style="list-style-type: none"> ○ Market expansion ○ Launch of new services and productions ○ Appearance of multi-culturalism 	<ul style="list-style-type: none"> ➔ Necessity to search for new employees on new markets ➔ Expansion of business to new locations ➔ Adjustments to a new local cultural norms of business processes ➔ Changes in business values
<p style="text-align: center;">IT TECHNOLOGY</p> <ul style="list-style-type: none"> ○ Development of outsourcing ○ Usage of online resources and online communication 	<ul style="list-style-type: none"> ➔ Different ways of obtaining data ➔ Faster co-operation ➔ Access to more information
<p style="text-align: center;">COMPETITIVENESS</p> <ul style="list-style-type: none"> ○ Necessity for fast changes ○ Competitive costs structure 	<ul style="list-style-type: none"> ➔ Improvement of company's mobility due to intercultural appearance ➔ Increase in productivity ➔ Increase in employee involvement
<p style="text-align: center;">DEMOGRAPHIC CHANGES</p> <ul style="list-style-type: none"> ○ Decrease of capable working force 	<ul style="list-style-type: none"> ➔ Difficulty in employee attraction and retention in traditional way ➔ Improvement in corporate climate ➔ Conditions for employee's success

As previously mentioned, each of the trends intertwined with each other and can trigger developments in a company. Nevertheless, on the top of these trends goes globalization as the trend which brought the biggest changes. Globalization itself is the process of expansion when a company leaves the domestic market and become international. The process is sophisticated and requires many resources, budget planning and multiple types of research. In contemporary business there is a huge amount of global corporation which operate internationally and continue to seize the business world. Hence, to survive companies need to expand its business to remain competitive. (Wilkinson, Bacon, Snell & Lepak 2019, 80-82.)

Human Resources-wise globalisation is a key to several noticeable challenges since a company is making tremendous progress by engaging people as its most significant asset (Dies 2013, 6). By pushing on a new trend, a company opens subsidiaries in foreign locations and should install all settings in a new office according to its headquarters regulations. In other words, the process of penetration of a new market is not happening in a leap but consists of multiple steps. (Aquino & Robertson 2018, 201-209.)

Any changes in a company refers to employees. The first step which an organization implements to integrate a change is to align the processes in new locations by sending professionals abroad. Thus, it conduces to the appearance of such terms as IBTs or International Business travellers and expatriates. (Wilkinson, Bacon, Snell & Lepak 2019, 69.)

Expatriates are employees whom the company sends to subsidiaries or other foreign divisions with a clear purpose to bring more control of the head company to its foreign offices and improve global coordination. This activity includes various international assignments but in comparisons to IBTs, expatriation is a way more sophisticated process which requires detailed preparations from both sides the company, specifically HR, and an employee itself. Since expatriation can last for years for a person it means the total penetration to a different country environment, its culture, and legislation system. Consequently, the HR department oversees the entire coordination of the process and should consider all those issues, especially referred to cultural themes, before the start of the process. (Wilkinson, Bacon, Snell & Lepak 2019, 110.)

IBTs are people who travel a major part of their time for various purposes depending on an operation. In terms of senior managers, it connects to negotiations, meetings and reports. For HR especially recruiter's business trips are unseparated part of the business due to the high number of interviews. In any case, with an organizational expansion the number of IBTs grows dramatically and logically it for employees it brings the necessity to possess more professional qualities and skills including cross-cultural awareness in the business

context to be able to lead communications on an international level with colleagues world-wide. (Trompenaars & Coebergh 2014, 80.)

The main idea of this aspiration is quite clear: by becoming a diversity-friendly any organization starts to erase cultural boundaries. Besides, differences of people can create more creative and unique approaches to work. (Aquino & Robertson 2018, 81.)

On the other hand, cross-cultural business as any new change should be developed and put into operation through literate management, otherwise, any improvement would not work and would negatively impact the entire process. In other words, from the company's side needs the full comprehension of a situation and understanding the need for change. Consequently, normally to start the alignment of the process company's launch number of cultural training to raise the cultural awareness of its employees. (Hays-Thomas 2017, 30.)

2.2 What is culture and why is it important?

If a group of people, for example, students will be asked to describe shortly the word culture, they all will write different answers, but the key points will be the same. It does not matter whether that group of people came from one country or each one of them has a varied background. There is common notion that the culture is a set of norms and beliefs or that that culture refers to the moral or ethical principles of a nation. Both statements would be more or less right, yet, there is one transparent scientific definition given by Dr. Dumez:

Culture is the way people understand the reality of the world around them.

What is totally common in a country of person A, could be totally prohibited in a country of person B. For some reason, people tend to attach to its culture and consider other cultures as "wrong" refusing to accept other's people behaviour. This is not the sign of natural non-acceptance or xenophobia, but the lack of cultural education. (Duhigg 2016.)

Culture could be understood as a pattern of behaviour of a group of people (Dumez 2014, 25). However, in the world, there is no wrong or right cultures, and what includes in the assumptions of one person could totally contradict the assumptions of another. It is true that every culture is unique, distinct and that norms of one country could get into a shock people from another. (Duhigg, 2016.) People tend to see what they want to see, observe one action and begin to build huge stereotypes on its basis and classified everything as right or wrong, instead of diving a bit deeper and discover that the cornerstone of any cultural obstacles is lying in diversification, filled with a set of value and beliefs (Meyer 2015, 40).

The phenomenon of the multi-cultural teams through the past few decades has been integrating, thriving, and becoming a daily practice in the modern business world. The

appearance of such a tendency was caused by globalization. From a side, it could seem like the most logical and appropriate process, which as a result, should facilitate the overall performance and extend an organizational opportunity accordingly. However, surprisingly, but the integration of multiculturalism stays in line with financial and locational issues which occur due to internationalization as well, and often becomes the main difficulty. (Peterson & Thomas 2015, 160.)

Therefore, the question arises, what is a multi-cultural team and why companies worldwide aim to find the right method to use it? The question can be tacked from its core. Cross-cultural team is a group of people gathered from different backgrounds. A group consists of people with different nationality, races, languages and mindsets. (Sanders & Cugin & Bainbridge 2014, 235.)

As clarified previously, the need for conversion a regular department into a diverse one appears due to a company's expansion accordingly. The main target of such measures is a further development of operation through the usage of new problem-solving, decision-making process and creativity of employees with mixed backgrounds with a perspective on further improvements. (Sanders & Cugin & Bainbridge 2014, 130.)

On the one hand, indeed, there is a notion that such approach to the work process does make a scene, moreover many academic researches and sources agree that there are more advantages than disadvantages of diversity at workplace. For example, according to the book by Abramson and Moran (2018, 81):

Greater diversity produces diverse perspectives and access to a different kind of information for decision-making

Furthermore, culture does not something that individuals inherit, but behavioural and valuable patterns which were gained in a definite environment and basically learned throughout life. (Dumez 2014, 20.) This notion makes reveals culture as phycological aspect of a mindset which is adjustable and can be developed in the right direction.

In a current business environment, more and more people are working together in an international organization and they are expected to perform as a team, being productive, even though these employees have been learned different things, attached to certain behavioural patterns and each one has its own cultural background. Undoubtedly, since every company aspires to grow and develop it starts to widen and create new multinational teams in order to get the best results and proceed with its improvements. Initially, from an international team, it is expected to share knowledge, values, ideas, give excellent performance and support the professional growth with an organization. (Meyer 2015, 31.) On the one hand,

the system does work, it is enough to just take a glance at an international school where a student from all over the world start to work together on a project and assignments and feel rather a curiosity towards each other than frustration. Accordingly, the same cooperation is expected in a workplace with a diverse team.

However, there is another side of the issue, which includes strong cultural discrepancies, misunderstandings, which in its order lead to ineffectiveness, anxiety, and conflicts. As a result, a company faces with the lack of positive outcomes in a team and productivity drops, and HR needs to spend time on an improvement of the internal relationship between team members, dismiss or hire new employees, thus, slow down the work process and remain for a company more a cost rather than valuable investment. (Duhigg 2016.)

Further to understand the core of behavioural distinct it is rational to ask: how to define cultures and how do they differentiate? Afterwards, start to search towards this direction to get to the core of this topic. (Meyer 2015, 12). Nevertheless, before providing the answer, it is rationally to make out one more definition of "culture" by Dr. Dumez (2014, 22) which can help in management of cross-cultural team:

Culture is a system of behaviour that helps us to act in an accepted and a familiar way.

The definition implies that what is learned by a person and what is comfortable defines the level of his or her behavioural acceptance. Obviously, keywords here are accepted and familiar. In a culture any unfamiliar action would be considered wrong since its system includes different norms and implies different reactions to a specific situation (Hays-Thomas 2017, 70). However, in the world, there is no wrong or right cultures. People tend to see what they learned to see, observe one action, begin to build huge stereotypes on its basis and classified everything as right or wrong. While there is an option to dive a bit deeper and discover that the cornerstone of any cultural obstacles is lying in diversification, filled with a set of value and beliefs. (Browaeys & Price 2015, 56.)

Moreover, after reconsidering those points, there are other issues to uncover: how to define cultures, how to communicate with people all over the world and do not cross the allowable boards? How to reveal them? After all, non-acquaintance of cultural diversity leads to the number of uncooperative moments which is impossible to predict unless a person faces with it.

There are several studies which are conducted and designed in order to help to find necessary answers during the cultural studies and provide a person with a clear comprehension

of common mistakes which arise as in the multinational environment (Walker, Ruggs, Morgan & DeGrassi 2019).

Further, there are selected two most handy models based on cultural studies and communications. First, British scientist Richard D. Lewis designed a cultural triangle and presented it in his book 'When Cultures Collide', which was first published in the 90s. Consequently, this model of cultural dimensions is relatively new. The key concept of the model is that it classified all people into three categories, thus, creates a wider and detailed representation of cultural backgrounds with a purpose to affect the perceptions of cultural diversity. Before the establishment of this model there were specified only two categories of people there were Monochronic and Polychronic. (Browaeys & Price 2015, 127.) These two terms are quite common, and there is a higher probability that almost everyone can define these types correctly. Hereby, monochronic is a person who does one thing at a time, whereas a polychronic person does multiple tasks at a time (Lewis 2018, 48).

Lewis's model describes that there is the third type of people whose behaviour is in the middle of these two types. Besides, Lewis divided and described the whole 3 types in a totally new way, which enables to grasp a clearer understanding of a specific culture knowing the original location of a person. (Lewis 2018, 30).

So, the three types of Lewis's model described in the book "When Cultures Collide" (2018, 45):

- linear-active
- multi-active
- re-active.

The first two types are feature the old monochronic and polychromic types, however the third is completely new and this point mainly covers all Asian cultures, which are hard to link neither to the linear nor multi-active group (Bačik 2018).

The first type of the model: linear-active, links to people from all Nordic countries, including Finland and Sweden, North America, Germany, UK, Switzerland etc. Linear-active people have strong self-management, those individuals are job-oriented, prefer facts and logic, very moderate in conversations, plan in ahead and hide emotions. Additionally, linear-active people have firm perceptions about personal space, for instance in simple line in a shop which consists of a group of linear-actives there would be huge gaps between each person because these types of people are needed much more personal space than the next type. (Lewis 2018, 53.)

The second type of multi-active represents a totally opposite group of people. Typically, a multi-active individual is people-oriented, who speaks most of the time, shows emotions and feelings, can do several things at once and, roughly saying, flexible with schedule. As for personal space, it is not so important for multi-active at all, they can approach a person literally back to back while conversation. The bright example of multi-active culture could be found in Italy, Spain, Mexico, Brazil, etc. (Lewis 2018, 55.)

The last type, re-active is connected mainly to all Asian cultures. re-active people are harmony and people-oriented, in a conversation, they tend to listen to the opposite side first to understand the values and thoughts of a person. Re-actives are polite and tend to hide their feelings. Countries with people of this cultural type are Vietnam, Japan, China, etc. (Lewis 2018, 57.)

Moreover, there are cultures that stay somewhere in between these types yet tend to cling one or another type. For example, France and Poland do not strongly relate neither to linear nor multi-active culture, they locate in between but still incline more to multi-active type. (Bačík 2018.)

Originally, the model was created as a practical tool to help employees at a workplace to perform more effectively in a multinational team. The model is aiming to align co-operational issues, by explaining the differences in a quite simple way without further analyses. (Lewis 2018, 50).

Surely, this model is not a concise and does not present itself as an unquestionable explanation of cultural belongings, there are could be inaccuracies. Though, it is helpful enough to start to treat others more attentively, follow cultural norms and respect others behaviour. (Lewis 2018, 135.)

The second model which is designed to define and organized cultural diversity was created by Dutch scientist Greet Hofstede to explain the cultural discrepancies in a workplace based on cultural diversity among countries all over the world. The theory was designed between 1967 and 1973, this theory is much older and more traditional to use as a study tool. According to this model, there are 6 dimensions which include (Hofstede Insights 2018):

- power distance index (pdi)
- individualism and collectivism (idv)
- masculinity versus femininity (mas)
- uncertainty avoidance index (uai)
- long-term orientation versus short term normative orientation (lto)
- indulgence versus restraint (ind)

Power distance index dedicated to the level of equality in a country and measures how people accept it. Those countries where hierarchy is very strong have a high level of power distance index. These are the following countries: Malaysia, China, Mexico etc (Hofstede Insights, 2020).

Speaking of individualism and collectivism, this dimension refers to a society's tendency to work independently or in groups as "collective". It links to such countries as Australia, Czech Republic, Austria and so forth. (Hofstede Insights 2020).

The third dimension, masculinity and femininity imply that countries which are more likely to be masculine tend to achievements and success-oriented, whereas feminine countries are aiming at peace, care of others and comfort. Countries with high masculinity culture are Italy, Hungary, United States. To femininity, dimension refers to Norway, Sweden, the Netherlands. (Browaeys & Price 2015, 32.)

Uncertainty avoidance index specify countries without a clear picture for the future and people's feelings about it. Normally in countries with high UAI people are more stress and tough, whilst in countries with weak uncertainty avoidance population is more relaxed. The countries with a high index are Greece, Portugal, Belgium. (Hofstede Insights 2020).

Long-term orientation versus short-term normative orientation is about the conservative or modern cultural approach. Countries with the long-term approach are tending to follow a more traditional way of life, and the opposite with countries with a short-term orientation. Long-term oriented countries are Japan, South Korea, Taiwan. (Browaeys & Price 2015, 35.)

The last dimension is indulgence and restraint links to the gratification of needs, in countries with the high level of indulgence society is sort of expressions-free and does not have any specific regulations, whereas in cultures with Restraint policies there are set some extra social norms. (Hofstede Insights 2020).

By knowing the main principles of each dimension, it makes possible to analyse or compare different countries accordingly, hence, reveal possible obstacles and performance issues which could appear as a result of collaboration (Agodzo 2015). All in all, Hofstede's cultural dimensions theory is handy in terms of multicultural correlation and cooperation. By using this tool, several hindrances could be overcome at the beginning of involvement in a new culture. (Browaeys & Price 2015, 37.)

However, there is another side, which includes strong cultural discrepancies, misunderstandings, which in its order lead to ineffectiveness, anxiety, and conflicts. As a result, a company faces with the lack of positive outcomes in a team, and HR needs to spend time

on an improvement of the internal relationship between team members, dismiss or hire new employees, thus, interrupt the work process. (Dumez 2014, 70.)

1.2.1 Dealing with multiculturalism and cross-cultural communication

Be involved in multi-cultural environment suggesting that individuals are learning from each other through the communication. According to the book "Cultural Map" (2015, 29) by Erin Meyer:

Every individual embodies a unique combination of personal cultural and social experiences, thus, ultimately every communication or negotiation is intercultural.

Taking into consideration this statement, is it possible to point out that any kind of interactions depends on a particular person and a set of accepted norms which are applicable to a selected cultural group, may not be a truth of the highest instance.

Additionally, the Hofstede's model provides significant, yet very general and statistics, whereas culture is a dynamic and developing phenomenon. Hence, sciences define more explicit and concise measurers which have some features from the old model but more applicable. One of them is described in the book by Marie-Joelle Browaeys and Roger Price (2015, 150-157). The scheme consists of 8 basic cultural values which are important to consider when discoursing about multi-cultural teams as follows:

- time focus (monochronic and polychronic)
- time orientation (past, present, and future)
- power (hierarchy and equality)
- competition (competitive and co-operative)
- action (activity: doing and being)
- space (private and public)
- communication (high-context and low-context)
- structure (individualism and collectivism)

According to these points, an employee even a qualified professional can act and communicate in a business environment according to his or her cultural values. It reflects in his or her attitude towards work assignments, relationships with time or behaviour with a boss or co-workers. For example, if in one team was gathered people from western Europe and middle east it is highly likely that a part of group members will arrive earlier for meetings and another part oppositely later even after a continuous period of common co-operation. At the same time depending on the value people approach the work differently and have different perceptions of personal space. (Browaeys & Price 2015, 160.) On the one hand,

the combination of diversity could be a key to improvement and, indeed, differences are appealing, however, there are more obstacles than profit especially in the beginning of a process which should be understood in advance, to foresee possible hinders during the work process.

2.3 Correlation between HR and culture

For most people, the word “culture” refers rather to personal communication or psychology but not to the business. Since now it is more than just common to meet the collocation “international business” it is much likely that companies are expanding their businesses, cooperating with employees from various backgrounds, hence, are stumbling at cross-cultural pitfalls daily. (Meyer 2015, 55.)

To start off, Human Resource Management becomes a beneficial aspect for an organization. Because of its ability to find motivated, qualified people who can contribute to the company’s development, analyse the internal situation in general, handle it and deal with people according to their mindset. HRM should be well-qualified and aware of cultural diversity to reveal performance issues and fix them. (Dias 2013, 10.)

There could be cases when cultural misunderstandings are happening all over an organization and triggers a drop in productivity and the lack of positive results, every employee can be suspected in causing a performance issue, impermissible for a company. On the other hand, that employee has been implementing the work unquestionably. The lack of result can be affected by differences in employees background and their totally distinct representation about the job-performance. It does not make people less qualified as professionals, it just uncovers their different mindsets and indicates the importance of correct management simply to enable them to achieve their best. (Abramson & Moran 2018, 105.)

Initially, there are several types of cultural differences which have a strong influence on HRM. For example, time orientation varies from culture to culture. Time orientation means that an employee focuses on the past, future, or present. For example, in companies which internal culture is “present” oriented HRM tends to care more about the current well-being and overall results of its people (Hays-Thomas. 2017, 127). People from present-oriented cultures are tending to focus on current actions and prefer immediate outcomes. To this type refer to such countries as Latin America, Africa, Greece. (Lewis 2018, 20.)

Organizations with a past-oriented basis are more conservative and traditional. Employees in these firms are trained according to the specific cultural norms of an organization and work to contribute to its environment. People with past-oriented mindsets focus more on

what is already exist. This type links to the following countries: Japan, China, United Kingdom (Hays-Thomas. 2017, 130.)

Speaking of the future-oriented type of employees, they normally have strong time-management, concrete goals, and tend to be more concise, confident, creative and effective. They tend to have a positive assumption towards the future and work constantly on a specific target. (Dias 2013, 376.) On the other hand, HR in this type of time orientation does not care much about the current conditions and well-being of people, since this type there are more young people, they can easily overwork to achieve the set target faster, that would not be appropriate or familiar to the present-oriented people. This type mainly refers to the United States and Brazil. (Hays-Thomas. 2017, 140.)

Therefore, looking at all these dimensions, plus applying two cultural models described earlier, it much easier to come up with the conclusion that employees from vary backgrounds cannot work together. if an international company gathers all these types in one team without special measures such as training it is highly likely that a firm will not see any shifts in its activities for a while since employees are not able to cooperate in an expected way. Moreover, there could be other pitfalls in poor communication between colleagues that influence the work-process too. So, the good HR which is following the organization goals and strives to align all operations in properly a company must know how to manage discrepancies. (Brown 2019, 40.)

The best thing to do it is to provide appropriate training for employees from different cultures to align them with the current operation or organize extra training to help them to adapt to a new environment. Also, as was mentioned earlier every company should have a statute of its internal norms and ethics which employees have to be familiarized at the very beginning. (Hays-Thomas 2017, 59.)

Furthermore, there are situations when a company does not hire a new person with a diverse background but sends its employees for some special assignments abroad for a continues time interval. In this case, an HR takes all measures to prepare a person for an upcoming movement and provide with the relevant information. (Dias 2013, 376.) To manage this procedure and prepare the right person for an assignment HR follows these steps:

- analyses of the required job
- select appropriate candidate
- define the preparation process
- take care of compensation, taxes, performance management and communication during the assignment and finally

- organize repatriation, in other words, return process.

In addition, considering all impede which are arise due to international interruptions it seems that for companies it is much easier not to hire people with diverse backgrounds and just leave things as it is Numbers of manager are doing so and decide not to interrupt their processes with external involvements and remain on its stable level, ignoring in advanced all candidates from the outside. However, this policy does not work for a firm and rather stagnate its further growth. A good manager, who is really looking for possibilities of further development and oversees what is better for an organization is hiring those people who fit the position better, not those who have a right cultural background and familiar with cultural norms of a specific country. (Brown. 2019, 50.) From another angle, when a “foreigner” has been selected he has to fit company’s culture and pass a test which proofs it or go through special training which can prepare an employee for the process, so during the actual work process a person must be well-aware about the behavioural norms and ethics on a company, otherwise, he or she will not able to work there. (Dias 2013, 170.) All in all, an HR corrects all discrepancies in accordance with a firm’s norms and regulations and looks after an employee’s performance to stay on the right track.

2.4 Challenges of leading a cross-cultural team

For an any company it is useful being focused on integration of teams and connect employees with each other. Since teamwork puts individuals together and accelerates results, it is enabling employees to learn how to perform better through the collective work, implement planned goals at a time and help to learn to resolve conflicts. (Dobbin & Kalev 2016).

Furthermore, any type of teamworking whether its daily activities or projects develops people mobility, thus, improves several different skills applicable to both work and social life. Team-working is a common practice worldwide, some projects in organizations are initially launched to be done in teams and develop employee engagement process. (Meyer 2015, 60.)

Having said that, there are global trends which brings its inevitable influence into a company’s operation. (Peterson & Thomas 2015, 76). Logically, these action leads changes to all departments and dedicated employees are the first company’s assets who must deal with it. Respectively, to perform better in a new market, be competitive enough, and to consolidate its title of “Global company” an organisation brings diversity in its staff. On the one hand, a corporation can hire candidate form the new, local market which will ease the process of adaptation if a firm will hire people with the “right” cultural awareness. On the

other hand, a firm is aiming to retain its employees, who are qualified and match the internal culture of an organization. (Michel, Tews & Allen 2018.)

Consequently, the situation is the following: a firm evolves, creates employee diversity and performs with a new force. Yet it does not work exactly like this. There is a gap between “employee diversity” and “excellent performance” filled with the title “cultural misunderstandings and obstacles”. (Dumez, 2014, 160.)

According to Browaeys & Price (2015, 160) Psychologists specified five main principles which are causes cultural discrepancies:

- low proactive level, because of an unfamiliar environment
- understanding of different forms of hierarchy and formalities
- poor-structures plan and intolerance in business
- team-Players or Independent workers.
- personal Space and Body language

Each of this point is a consequence of poor cultural awareness with which a company could face. To prevent any cultural misunderstandings in the workplace, the whole organization should be aware of different cultures it is working with. Awareness includes the knowledge of main aspects, historical facts, economic situation. Nevertheless, above all things, the point is that people or in this case managers should stop taking the culture for granted and take into account the whole complexity of it. (Hays-Thomas 2017, 76.)

However, the performance of a multi-cultural team is another story. First, every point listed above is three times stronger and has more influences on people when it is implemented in a multi-national contest. Form aside a general process of team-working can seem to be sophisticated enough and cause some difficulties from a start of the working process, however, in case if people are coming from a similar background or at least speak the same native language it is a way easy to align the process to a reach the desired results. (Meyer 2015, 163.)

Cross-cultural teams face an array of challenges, first, it is quite a difficult process to select and put it, one team, several professionals from different cultures in a way that a process will be aligned properly. The main challenge of the activity is that any cultural type has own orientations and behavioural patterns towards time, work attitude, communication methods and so forth. (Dias 2013, 290-295.)

Also, the way people proceed the information during communication affect the relationships between people, thus, affect the results. The point is that each nation proceeds information differently. However, the creation of a team itself is a useful process from different points of view for a company. In fact, there is a huge number of benefits and good reasons for an organization form a cross-cultural team. (Duhigg 2016.)

Establishing an International status in a company brings not only diversification amongst employees, but also considers the opportunity to acquire new talents. It is highly likely that an employee from a new background will be more qualified and productive. Through the extension of its business, a firm can hire and retain the best talent who can bring a huge contribution to a company's development. (Peterson & Thomas 2015, 70.)

Since a "perfect team" includes people with different personalities because it helps a team to perform better, a team which is consist of members from different cultural backgrounds will bring even better results. Generally, cultural diversity reinforces problem-solving ability and creativity. The multicultural team is a great opportunity for professional and personal growth. People are learning from each other, broaden their horizons, even could learn new languages, and travel more, in case if business trips are included in a company's operation. (Duhigg 2016).

Lastly, language-wise the cross-cultural team is beneficial too. Employees who speak the same language could treat each other less favourably, and do not pay enough attention to notices and work of others. On the other hand, when people originally speak different languages and communicate in one language in a workplace, they will be much more caring towards each other, will pay more attention to the work, will treat each other condescendingly, and most importantly, will refer all mistakes or misunderstandings to cultural diversity. Therefore, in a company, the number of quarrels, arguments, performance issues and other obstacles which interrupt the work process could be diminished to a minimum. (Rees & Paul 2014, 180.)

3 EMPIRICAL PART

3.1 Case company background

This research was conducted for the case company Kubota Corporation Holdings Europe. Kubota corporation is a Japanese company and a leading manufacturer of agricultural, turf and construction equipment. The organization stands for sustainability principles and aims to diminish an environmental impact to the minimum. The company has more than 110 locations all over the world and over 10 divisions in Europe. (Kubota 2020.) The main European office locates in the Netherlands. On that location there had launched Talen Acquisition department (TA). The TA department is based on recruiting amongst Europe, the recruiting team is fully diversified and contained recruiters from various backgrounds which enables to implements international recruitment easily.

As for an any international corporation an obvious part the company's perspective is constant growth. Due to the number of locations, it also shows the necessity to explore the way of how business is done in other countries, knowledge of legal aspects along and the importance of cultural awareness among employees, especially it concerns people at managerial positions and HR managers since they have more connections with different offices than other staff.

The necessity to know the business operation appears because different methods of leading business, even with a small distinction, can Impact the overall results of an organization. It appears due to the explicit factors such as legal regulations of each country, and the implicit reason such as differences in values distinguishes in time-orientation and communication.

As for the legal aspects, for any company, it is vital to make sure that everything is done according to the legal rules and regulations of a company (Dias 2013,16). Especially this fact is important in terms of recruitment, meaning that new hires should be implemented strictly on a legal basis and on rules provided by the company to avoid any problems such as a big fine for illegal hires, which in its order can hit on company's reputation. Implicit or non-verbal aspects of this point relate to natural cultural differences and measure up such various time-orientation and misunderstanding in communication.

3.2 Qualitative research method

To start off, for these studies the qualitative research method was used. The method implies that data is collected through any conversational communication, unlike quantitative research methods in which numerical data and statistical models. (Langkos 2015.) The

qualitative research is conducted in a way that the amount of gained information can excel the expectations of the researcher because collected answers of participants are not limited and generally are more detailed than statistical data.

Qualitative research contains data which cannot be measured or counted, so the outcome of the gained information normally depends on the analysis and judgments of the author. (Langkos 2015.) Whereas in the quantitative method a result of the research analyses is given in statistics and an outcome-based only on generated data. Even though it could seem more rational to collect concise data in several cases qualitative approach is more useful. (Bryman & Bell 2015, 380.)

The given research is dedicated to Human Resources management issues where the key point is communication so the statistical data cannot give the full description of the topic that is why qualitative research methods were chosen (Bryman & Bell 2015, 395).

Qualitative research has several variations which specify a type of research and influence a study structure. The selection of the research variation depends strongly on the topic of a thesis and on applied methods. The given study is conducted on the grounded theory type of research.

Grounded theory is a process based on real-life observations and existent theory. By using the grounded theory type the author can reveal the most important data of the research and give its precise meaning. This type of data collection is also appropriate to research type to explore cultural issues vital for the following research topic, that is why particular this research option was chosen.

Furthermore, as for the deductive and inductive approaches, for the following topic with qualitative research method inductive approach is more sufficient (Greener 2015). This method is based on observation, strong evidence and on a decent amount of facts which is possible to proof. The conclusion of the inductive method might be a justified theory provided by the other but not necessarily be false. (Sauce & Matzel 2017.)

Unlike deductive reasoning, which is based on vital facts and a researcher should justify that the observations of a certain theory were correct (Bryman & Bell 2015, 391). Consequently, a conclusion of the deduction method supplies the first statement of the issue and should be true.

To the given research the inductive method is more relevant. Inductive method allows to provide strong evidence, generated from academic literature and commissioner party as well as make its inference based on the gained knowledge (Greener 2015). Additionally,

both approaches require review of literature related to the topic, the inductive approach gives more opportunities to get unexpected results for the research. (Langkos 2015.)

3.3 Data collection

According to academic sources through the conversation, a researcher could gain an array of reliable information regarding a topic (Sihto 2018). Thus, apart from a theoretical part of the research there were conducted interviews with commissioner party, to collect the internal data about business processes and discover the needed data to answer on the main research question. Additionally, research through the interview makes a stronger connection with participants, thus, gives an author more useful data for a study. All in all, there were collected approximately 15 pages of relevant data connected to the topic, which further had been analysed and transformed into the research results.

Generally, Interviews are playing a key role in qualitative research. It is a primary data collection which gives the author a profound and reliable view at a topic. There are selected three main types of interviews which are more suitable to either qualitative or quantitative method these are: structured interviews, semi-structured interviews and unstructured or in-depth interviews. (Bryman & Bell 2015, 481.)

According to the Bryman & Bell book "Business research methods" for qualitative research, there are used whether semi-structured or unstructured interviews since the qualitative research method is associated with exploratory research nature, in other words, research which is aiming to explore a particular phenomenon. Semi-structured interviews are a set of questions with some highlighted points to be covered during the conversation and which enable to reveal the most significant information.

The semi-structured interviews can variegate but overall follows a clear structure. Whereas, unstructured interviews do not have a structure and can be described as simple as a conversation between two sides based on the research topic (Walle, 2015). This type, also, known as in-depth interviews since the information gained during an interview can visibly exceed the expectation of a researcher, hence, may lead to unexpected results. As for the last type – structured interviews, it is associated strongly with a quantitative method since the nature of this approach implies the presence of concise numerical data and aimed to get fixed answers to a specific question. (Bryman & Bell 2015, 481.)

In the following research, there are used semi-structured interviews and in-depth interviews since the qualitative method are applied. There are some key questions which were essential to cover for the study, however, there are also questions where experts could express their opinion on the topic, hence, the author could get away more information relevant to

the topic. The predominant part of the Interviews was conducted with the European headquarters of the case company in the Netherlands. Therefore, the author organized all interviews online via Skype.

The table below exemplifies the exact dates and titles of the research participants. First, interviews with experts from the Talent Acquisition department were scheduled, afterwards HR expert from another entity in France was interviewed.

The entire process of data collection took approximately one semester or more than 3 months. Every interview was recorded with the approval of interviewee sides for the more effective study results. Depending on the type of the interview and the number of pages of collected data took about 15 written pages, the ultimate time of recorded materials were approximately 95 minutes. The table below clearly shows the timetable of the interview for the field research:

TABLE 2 interview schedule

DATE	Department	Title	Participant	Interview method
25 oct 2019	Talent Acquisition, European Headquarter	TA Specialist	Participant 1	Skype interview
26 oct 2019	Talent Acquisition, European Headquarter	TA assistant	Participant 2	Skype interview
22 Nov 2019	Talent Acquisition, European Headquarter	Head of TA	Participant 3	Skype interview
6 Dec 2019	R&D	HR director	Participant 4	Skype interview

3.4 Data analyses

There an array of ways of data analyses in qualitative research method and there is not a selected way of how exactly the data should be analysed since it depends strongly on a topic of research and on a research type (Braun & Clarke 2006). The data analyses are needed to import the relevant findings out of the collected data, as well as make a relevant conclusion for the current topic.

According to the book “Business research methods” by Bryman and Bell, for each research type, there are different methods of data analyses. Since in the study, there is used grounded theory approach, for this type the handiest type of data analyses is to open coding which enables to source the data in a logical order.

Open coding is a common method for qualitative research, the coding implies that an author while analysing the text of interviews select specific words, phrases and tendencies to summarise the data and find essential answers for the research to finally make a logical conclusion. (Bryman & Bell 2015, 594.)

4 RESULTS

4.1 Co-relation between HR and cultural diversity

For the given research one of the most fundamental questions was to determine the actual correspondence between cultural diversity and HR based on insights of the case company. Through the interviews with HR experts, there were revealed and justified the key principles of the main issues referred to cultural differentiation inside the company. Before the interviews, the questions were organized in a way that enables to grasp as many information about the topic as possible.

Predominantly the author conducted interviews with experts from TA department, which implements the international recruitment for over 10 entities throughout Europe. The first 3 interviews were implemented in both semi-structures and unstructured types of interviews. The questions were organized in the way which enabled to get the most relevant information of the topic based strongly on the insights of the case company. Therefore, one part of the interviews was focused specifically on the company's inner environment and performances.

Having said that, the case company operates in more than 110 countries worldwide, which obviously determines the organization as very international with multiple divisions and diversified staff. However, for the profound research, it was essential to reveal the concise level of diversity. Hence, during the interview with the head of the TA department, there was a great point about internal diversity:

Any international company cannot function properly without a right diverse ground

This statement gives the idea that the performance of a company cannot be on a diverse level even if it has several offices in different locations if the majority of employees are still from one background. Since one of the costs that come with globalization is not only the ability to operate internationally but mainly diversity staff at all levels.

The correlation between cultural diversity and HR becomes with the first steps of international business performance. Specifically, for recruitment departs these changes are valid since the hiring of new people from different locations causes straight operation in a cross-cultural environment.

Moreover, through the interviews, there were undiscovered internal reasons for gaining cultural awareness for a workplace, from the recruiters' point of views the candidates who know the conception of diversity are more agile and cooperative which is reflected positively on their performance.

In addition, for the recruiting department, which is aiming to develop and continuous growth, it is significant to follow current tendencies and implement its development through the international operation. In this case, cultural awareness plays an important role and has a straight relation to the main performance of HR.

Finally, during the interview with head of TA department, it was determined that before the integration of changes from the company's side there should be total understanding of what is going to be improved and how new a system performs. The switch to more multinational system needs the switch in accustomed mindset amongst employees of different seniority levels. It turns out to be the most challenging thing to accept new operation. However, the case company follows the talent-oriented strategy and strives to apply its principles to the business and show values out of its integration. Since regarding the interviews with recruiting (TA) department it is the right way towards the development of global human resources. Logically it is quite interested in the integration of new managerial tools and quite open for changes. Yet, international operation does face with a number of hinders which makes the work process a way more challenging.

4.2 Integration of international talent acquisition department

Primarily the research focuses on Talent Acquisition department which implements international recruitment. The department is relatively new and at the present time quite small, but extremely perspective and diversity oriented. The department had been launched approximately 2,5 years ago. The purpose of the department was summarized by the head of the department as:

*Limited external generalists and align internal recruitment to the European offices.
Provide the company with more qualified staff and reduce the costs.*

By efficiency there implies several elements relevant to the contemporary operation of the recruiting department. In other words, the main target points for the department was specified as a new tool to support recruiting in European headquarters by reducing the costs for recruitment, since previously the company worked with generalists and outsourced, meaning that the organization basically invested into recruiting agencies which in fact was quite pricy and generalists in its term was aimed to fulfil a missing position without careful examination of a candidate's background whether it is professionally or culturally.

Additionally, the time frames were in the issue too since some positions could remain open for a continuous time. So, the TA department initially was aimed to introduce the new approach of recruiting, provide company with the qualified candidates and mainly, be financially beneficial for the organization by creating a visible cost avoidance by virtue of qualified

hires. In the giving case the cost avoidance implies the amount of money which the company saves by using internal recruiting tools instead of spending money on outsourcing. Despite the fact, that the invention of the department seems to be a perfect idea of new recruiting approaches, the creation of the department brought an array of changes the alignment which needed additional force and time.

According to the first interview conducted with the head of TA, for Kubota corporation as for very traditional company with aligned system it was quite difficult to understand how a small team of 3 recruiters, would be able to support a number of entities across countries.

So, the biggest challenge, was to prove its reliability to the leading HR managers of other locations as well as to its domestic community. However, the department had developed the literate strategy and set goals regarding which it focused on the top role for recruitment. Having said that, the department proceeded to work on managerial positions, but from the beginning, the results were higher than expected. As a result, very soon more entities were interested in cooperation with the department.

The positive influence of the department is explained by its approaches to recruitment. First, for TA the quality of new candidates plays a key role. The motivation, skills and a fit to inner corporate culture, are an important point to consider while hiring for an any position. Since these points help to make the right decision and make benefits out of the recruitment.

Additionally, the department is performing effectively due to fixed timeframes which are set for each new position. The strict time management appears because of the growing number of roles which need to be fulfilled, so TA recruiters are supposed to keep the focus of each constantly.

Moreover, along with a cost-avoidance, there is another part of an operation which has been improved dramatically within department integration. There is the aim to hire not just a better talent but a person with various cultural background to create diversity. This target is chasing for several reasons such as the presence of general cultural education which is extremely important nowadays and helps to develop general diversity.

On the contrary, it is not a critical point, and the main thing to consider while hiring is professional qualities of a candidate and the right communication skills. The field research, also, showed that in general a new employee in a cross-cultural environment tend to positive cooperation with its co-workers. Whether there are additional trainings or not, the working process is goes well. The summarized function of Talent Acquisition department is represented below:



Figure 2 Function of Talent Acquisition department

According to the interview with TA specialist, now the department has over 27 open positions in 11 different countries. The vacancies are divided between 3 recruiters. After one year of successful performance the cost avoidance consisted over 1.2 million euro. As a result, by the end of 2019 the department implemented hires to the following locations: Netherlands, Norway, Denmark, UK, Ireland, Poland, Russia, Spain, Italy.

For the comparison, in the end of 2018 the department recruited only for 1 entity. The table 3 exemplifies statistically the performance of the data related to the department after two years of performance on international basis:

TABLE 3 outcome of the TA performance

TA Recruiters	Current Entities	Cost Avoidance	Open Positions
3 recruiters with various seniority level	Recruits to 11 locations	1.2 million euros	Over 27 all around the Europe

Furthermore, regarding the discussion with experts these results presented in the table are exceeding the initial set of goals several times. The main reason of the successful performance is determined by the experts. As the result of right strategy and alignment of the communication process. Also, with the more diverse and open approach the process of recruiting especially to foreign locations is going faster, in fact, more effectively as a positive impact of the culturally diverse environment

Moreover, the results of the research show that the presence of training dedicated to diversity topics are the big plus for a company. Particularly if a company has multiple locations worldwide and supply training for employees from foreign countries to introduce the culture

and nature of work since it helps to understand co-workers better, look from the inside on a different culture as a result influence positively on performance.

4.3 Diversity influence

Even though it appears to be a quite challenging part to operate in a modified and multicultural environment but in case of a function of the international recruiting department it turned out to be the effective and advantageous way in performance.

To start off, each participant of the interview agreed on the idea that the internal cultural variations generally, has more strong advantages rather than causes problems.

Thus, all participants pointed out solidly that it is highly valuable for the company to keep the non-homogeneous staff since on practice it has an extremely positive influence on the entire performance.

Through the interviews with all TA recruiters, despite the difference in seniority level between participants, each participant mentioned that multicultural environment reinforces and develop such qualities as mobility of people, increase the ability of problem-solving as well as concentration and motivation.

Giving the fact that all those factors really influence the operation inside the company it also has a high significance for international Human Resources. For the recruiter's internationalization gives opportunities to work with a wider pool of candidates and leave the domestic market of a division to search for a suitable fit worldwide.

During the interview with the HR director from the case company, it was revealed that expanded opportunities indeed give HRs more choices and the ability to find a better talent for a position who in can potentially bring a valuable contribution to the organization. Furthermore, interviews also showed that candidates with international experience generally are more qualified and perform a way better than a candidate with experience only in one country. Recruiters consider it an important point for several reasons, first, these candidates are simply more motivated and focused since the multi-national environment pushes people to focus more on work and incline them towards cooperation.

Besides, the inter-cultural team is a way more proactive, and has strong problem-solving abilities, during the research experts gave examples that a multicultural team to 1 problem can give 4 different solutions. Additionally, such there is a big advantage in people mobility.

Finally, the empirical research showed that it considers such aspects of work as communication, language skills and ability to deal with changes. Needless to say that in most cases

in modern business the knowledge of various foreign languages is a big advantage, however, in case if all employees start to use on international language mainly it is English at work, other than their native language, people are becoming more responsive and aspire to understand each other better.

5 DISCUSSION AND CONCLUSION

5.1 Discussions of the key findings

Throughout the research, there had been studied various topics related to activities of human resources and aspects of cross-cultural management. The main theme was to reveal and researched the benefit of cross-cultural operation in the contest of an international organization. The focus of the study was concentrated on recruiting department since HRs are the first once who deals with cultural changes and staff diversity, thus, the goal of the research to reveal benefits of multicultural interactions was achieved through the discussions with human resources managers, interviews with recruiters from talent acquisition department as well as research through relevant literature.

The key findings were defined from the top results highlighted after the discussions and then match accordingly to the literature to be more reliable for the research. First, the important highlight is connected to the general influence of the inclusion of the diversity, there is a strong improvement in people mobility, communication and often upgrade of international language skills. These points have an absolutely positive influence and improve skills of staff noticeably, generally speaking, the development of cultural awareness or initial presence of this skill is a big plus in terms of international business as well as mitigate several possible issues on a workplace in the future. The findings from the empirical part show that people are much open to the intercultural communication and in the modern world do not have problems to cooperate in multinational environment, mainly due to internationalization, previous studies and so on.

On the other side, this issue has underlined courses and can be tackled more from the psychological point of view, since before the start to cooperate and become more flexible communication-wise a person has to understand the core of cultural distinctions and be ready for further cooperation. The comprehension of the need to act internationally brings more ability to perform and communicate on a different level which eventually brings more positive effects to the work process as well as reinforce professional qualities. Likewise, looking at the process of the invention of a new international division, on this study it is talent acquisition department (TA) which operate from Dutch office internationally with serving the purpose to implement recruitment between European divisions without additional intermediaries or specifically limited generalists, thus visibly reduce costs and fill positions with the much-qualified staff. The study showed that initially, the integration of such department was not an easy change to apply to the aligned processes. Since for the case company as for the extremely traditional organization with strong corporate culture was quite sophisticated

to accept the new way of international recruitment by bringing to European divisions people from different countries and hire candidates by looking only at their professional qualities and abilities to perform in a specific internal environment which, indeed, diversify internal teams a lot more, and leads to new modifications.

However, the presence of cultural awareness and understanding of its necessity in terms of contemporary business already a big step for starting a new change. Eventually, the researched showed that recruitment-wise cultural diversity and the ability to work with candidates across countries give an array of possibilities for HRs to choose from and widen the pool of candidates in multiple times which with literate management leads to the positive improvement, since there is the ability to choose a better professional for a certain position.

Having said that, before the building of a strategy an HR department takes into consideration all internal factors, such as budget, business plan and company lifecycle, it also considers external factors, which includes a change in an international business environment, integration of new technology, legacy, the situation with word economy and current world trends.

Theory showed that while recruiting on a domestic level HR keeps its focus on internal factors more, follows only local employment laws and regulations. However, the key focus changes when a company enters the international market. The operation of HR switches to international and despite all complications has a visibly positive impact.

Furthermore, there are common actions when a company does not hire a new person with a diverse background but sends its employees for some special assignments abroad for a continues period. In this case, HR must take all measures to prepare a person for an upcoming movement and provide with the relevant information. To manage this procedure and prepare the right person for an assignment HR follows certain steps from the preparation of expatriation which often includes specific pieces of training to the repatriation process (Dias 2013, 30.)

During the study of theoretical background, the actual connection of the culture and HR reflects as a supplement to the expansion for further business activities which needs a profound preparation.

Nevertheless, the findings which were made during the empirical part showed that in most cases training is not needed for an employee who is going to start to perform multinational in a contest of the case company. Since basically, it is enough when a person has been previously engaged in any kind of intercultural activities weather it refers to studies or any non-professional pieces of training. In fact, the practice shows, employees tend to be more

open to communication than expected, especially concerning work issues and rather find a way to make effective communication by themselves without additional training. Finally, the most notable distinction between empirical findings and academic sources, is the cultural blunders in the cooperation between individuals. Field researched showed that in cross-cultural environment naturally tend to cooperate and additional interactions⁸ such as trainings are not necessary for everyday working activities.

5.2 Answer to the research questions

The main research question was dedicated to the benefits of cross-cultural recruiting and aimed to show the advantages of this performance. Since the question is quite broad there are used relevant sub-questions which enable to a reader to understand the study more detailed.

Therefore, it has been examined the point where Human Resources management collides with culture and what impacts it brings to the performance of an organization. First, there was defined a vivid influence modern business in general through the appearance of global world trends, such as globalization which works almost as push point to company's worldwide and triggers expansion. The global trend implies obvious changes for a company such as emerging of new divisions worldwide. Consequently, a number of foreign employees are starting to grow, and an inner environment changes from local to diverse. When it comes to deal with people an HR or recruitment department is the first one who works with candidates, hence, can experience cultural clashes. Hence, in terms of international recruiting, it is rational to have cultural awareness as a part of professional skills.

Besides, integration of cultural diversity at the local level upgrades employees mobility in terms of language, communication, openness and general working flexibility. During the research, the author several times faces with the statement that cultural awareness brings employees to a new professional level. Besides, in contrary to a common opinion that multicultural team at a workplace can have conflicts, the findings show that actually diversity helps to mitigate any conflicts inside a team since individuals become more focused on the job, and tend to learn from each other during the process.

There are important steps which can be taken with the example of the case company, there is the number of tools which the organization uses to achieve greater diversity. For example, there are training, specifically language training, since language is the main communicational aspect and needs to be Improved accordingly. Also, the improvement of language skills of employees increases the mobility of people during the working process and

reinforce overall co-operation with the company's business, which in its term effect positively on the entire performance

Speaking of the important steps which can be taken with the example of the case company, as previously mentioned, in European headquarter there is talent acquisition department which implements hires amongst European divisions, even though it contains only three permanent recruiters of different professional level, the department is very resultative.

The integration of cultural diversity in an organization is exemplified in the following SWOT analyses, which summarises the main points to consider according to both theoretical framework and empirical analyses:

TABLE 4 SWOT analyses of diversity integration

<p>STRENGTHES</p> <ul style="list-style-type: none"> ○ Improves experience and expertise ○ Capability of capital rising ○ Greater number of applicants ○ Foreign collaboration 	<p>WEAKNESSESS</p> <ul style="list-style-type: none"> ○ Disbalanced in language and cultural values ○ Lack of experience ○ Lack of trainings ○ Unpredictable outcome
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ○ Ability to hire better talents ○ Improve employee flexibility ○ Improves decision-making process ○ Increase cost-avoidance 	<p>THREATS</p> <ul style="list-style-type: none"> ○ Poor management skills ○ Locational Restrictions ○ Poor cultural awareness ○ Non-suitable applicants

5.3 Validity and reliability of the study

The research is conducted based on primary and secondary data. The primary data had been collected through the interviews by experts from the case company. In advance, it was

agreed that neither names of the participants nor any private information about the company would not be shared in the researched or discussed in the interview.

Before the interview calls were made the author sent scripts to the interviewers to familiarize participants with the topic. Nevertheless, some of the interviews were conducted as an in-depth interview which provided more information on the subject than initially was planned. To get more reliable data which corresponds to the topic the interviewers were experts from international Human Resources departments.

The interviews were designed in a way that allowed to match research quarrions as well as cover some extra points related to the study. Further, the information was analysed through the coding and match with the secondary data. Speaking of the secondary data, the author used predominantly academic sources with practical and psychological basis. Mainly, there were used books related to cross-cultural management. The selection of the secondary data was made based on its main topics, year of publications, reliable references and research methods. Also, to get more reliable data for the research there were used various scientific articles, journals, previous studies, specifically decertations and company's annual reports

5.4 Recommendation

For further researches based on a similar subject, the author could recommend focusing more on the empirical part at first and try to conduct interviews or surveys from the very beginning. Empirical findings allow to understand on which subjects from literature to focus and give better picture of what is important for the case company. Also, it is useful to talk about the subjects with different experts not necessarily from the human resources but with employees or teachers who have the experience of cross-cultural integration and can ma valuable marks for the research. Besides, the research is much easier to conduct in case if an author already has international experience, so the study is going to be more reliable.

6. SUMMARY

The main issues and findings of the study are exemplified in the figure below, which consists the summary of the entire research and gives the reader clearer view on the topic.

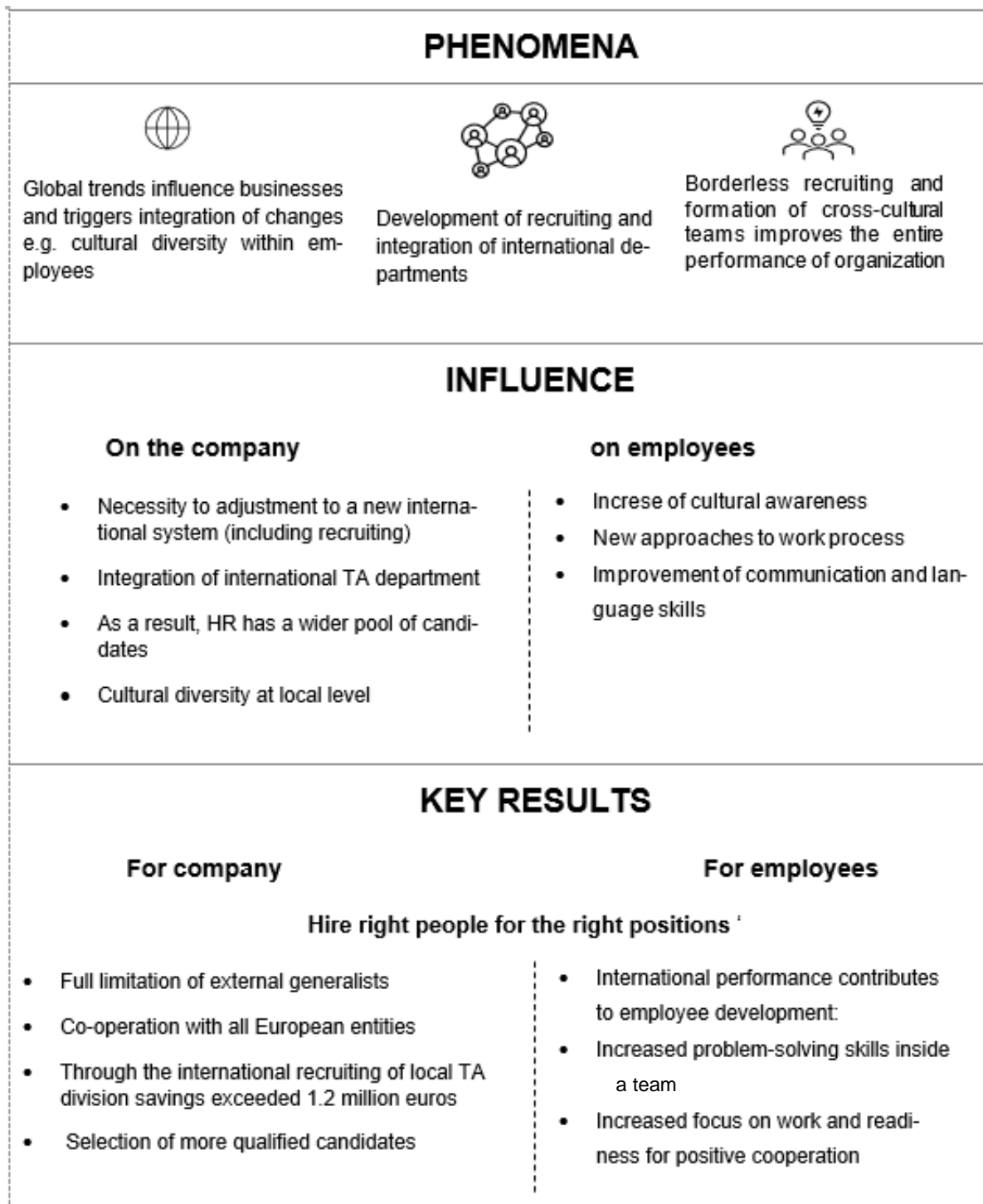


Figure 3 summary of the research

Even though as any change the internationalization need the right adjustments and for Human Resources it appears to be a useful tool in work which expand the possibilities of

recruiting and provides the department with multiple options for the same position. Therefore, the opportunity to hire the better talent who is going to fit both professional requirements and internal company's culture grows, thus, recruitment department saves money, budget, and most importantly fill a position with a high-quality candidate who is going to contribute to the organization. It does not mean that the system perfectly works every time, and there is, of course, a human factor, but it is very resultative and according to numbers of cost avoidance, valuable for the organization. The study researched issues triggered by such phenomenon as globalization the general process of the world to becoming international and what changes it brings to recruiting and business in general.

The researched discovered that working with teams of employees with a varying background is not something that companies worldwide should avoid but most likely integrate it to its processes. Since precisely diversification of people on a local basis improves professional skills of staff as well as reinforce people performance since in mixed environment employees are more motivated and dedicated to the job.

For the human resources department which deals with people as for its main activities and should possess the right cultural awareness, an international approach can seem to be sophisticated and untruthful. Because from a psychological point of view it is always difficult to adapt to new changes and bring foreigners internally. However, once the boundaries are erased there is a clear advantage of the performs of mixed teams. Recruitment wise, for HR professionals it is extremely important to bring a key talent for the company, and multinational environment allows to do it.

To summarise, cultural diversification at a workplace is a complicated change but it leads to absolutely worthwhile results which keep a company competitive, productive and brings more values rather than causing costs.

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APPENDICES

Appendices 1 interview questions

1. While hiring do you pay attention on a person cultural background and ability to cooperate on a multi-national level?
2. How do you feel about integration of cultural diversity at a workplace?
3. Tell me about the team in which do you work now? Is it diverse?
4. In what language do you communicate at a workplace, does it affect the work process somehow?
5. How can a diverse background of an employee effect his/her effectiveness at a workplace?
6. Recruitment wise, what are the benefits of international approach to recruitment?
7. What professional qualities an individual can develop with help of diverse team?
8. Could you name a couple of obstacles which arise in multi-cultural team?
9. In your opinion, is it necessary to provide special trainings for employees, when they start to perform on multi-national level? Does company provide some?

Appendices 2 Interview questions with TA department

1. the department now? And to how many locations the department is recruiting?
2. How long the diverse TA team exists and within what time it started to give results?
3. While hiring do you pay attention on a person cultural background and ability to cooperate on a multi-national level?
4. How do you feel about integration of cultural diversity at a workplace?
5. Tell me about the team in which do you work now? Is it diverse?
6. In what language do you communicate at a workplace, does it affect the work process somehow?
7. When you participate in any kind of leadership trainings, is there any cultural discrepancies with other employees which interfere communication? If yes, how do you overcome it?
8. How can a diverse background of an employee effect his/hers effectiveness at a workplace?
9. What do you think about working in a diverse environment daily?
10. What is your opinion on cross-cultural environment at a workplace?
11. Recruitment wise, what are the benefits of international approach to recruitment?
12. What professional qualities an individual can develop with help of diverse team?
13. From your perspective, what are the main achievements of multi-national HR team? Or how the team can contribute to the operation of the whole company?
14. While working with people with diverse backgrounds, with what obstacles did you face and how do you overcome it?
15. In your opinion, is it necessary to provide special trainings for employees, when they start to perform on multi-national level? Does company provide some?