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| The influence of cultural differences on organizational perception of fairness |
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# Introduction

## background

In this age of international integration, cultural distinctions are especially pronounced. The spread of information between financial markets has grown exponentially in this day and age of tighter international financial ties and increased cross-border capital transfers. (Zeng et al. 2022) As a result, globalization not only accelerates the cross-border flow of capital but also accelerates the mutual integration and collision of various cultural elements to a certain extent. The importance of cultural distinctions in the context of globalization is multifaceted. To begin with, the potential for intercultural dialogue has been amplified. The globalization of the world has led to increased trade, technical cooperation, and talent flow between different countries and regions. This encourages people from diverse cultural backgrounds to interact more often, leading to more noticeable cultural clashes and dialogue. Furthermore, globalization has fostered a varied work atmosphere. Company members may have varied nationalities, tongues, and cultural heritages. The wide range of cultures present in the workplace makes it especially difficult for teams to work together and manage efficiently. Despite this, there are certain disadvantages that cannot be overlooked. Globalization has had a positive impact on international cooperation, but it has also caused some challenges due to cultural differences. When it comes to global commerce and political collaboration, cultural distinctions may be a significant factor to take into account when working together and could also result in cross-cultural clashes. Consequently, the importance of cultural distinctions in the era of globalization has been demonstrated on numerous levels, having a significant effect on individuals, organizations, and all facets of the global community. We must not only be cognizant of the importance of cultural diversity, but also strive to create more successful approaches to intercultural dialogue and collaboration.

## Structure overview

Organizations are no longer confined to a single cultural background. However, there are now presented with a variety of cultural obstacles and chances in the era of globalization. This paper seeks to explore how cultural distinctions shape the notion of equity among members of an organization. This paper seeks to uncover the influence of cultural elements on an individual's comprehension, assessment criteria, and outlook on equity by engaging in a methodical dialogue. To begin with, this paper will delve into the definition and effect of culture on the notion of equity. We will explore how culture shapes and affects the concept of equity by constructing a theoretical basis. We will examine how various cultures perceive fairness, such as individualism and collectivism, as well as equal distribution and contribution evaluation, in this process. By examining the various cultural perspectives, we can gain a better understanding of how cultural distinctions shape the idea of equity. Subsequently, we will thoroughly examine how cultural distinctions affect human resource management. We will particularly examine how cultural distinctions affect recruitment and selection, training and performance assessment, as well as the precise influence of cultural elements on career growth and contentment. By thoroughly examining these elements, we can gain a more profound comprehension of the intricate influence of cultural distinctions on human resource management. In addition, by delving deeply into the difficulties multicultural teams experience when collaborating, we can gain a better comprehension of the true effect of cultural distinctions on team performance and collaboration. Differences in language, communication, time perception, decision-making styles, and team collaboration patterns are all taken into account. By conducting these analyses, we can provide more concrete and practical suggestions for solving the problems encountered by cross-cultural teams in collaborative work. In conclusion, we will provide management with practical examples to support our conclusions. These examples will demonstrate the usefulness of the theoretical framework and offer more precise and applicable management approaches to better adjust to and direct organizational management in various cultural contexts.

# The theoretical basis of cultural differences on fairness cognition

## The definition and influence mechanism of cultural perception of fairness

An understanding of equity from a cultural perspective takes into account how resources, opportunities, and rights are allocated. In certain contexts, equity can be seen as an equitable apportionment of resources, meaning that fairness is upheld through procedural fairness and each person is granted equal access to resources. (Qiu, X et al. 2017) In other areas, fairness may be prioritized in terms of distribution based on the individual contributions and efforts made. (Scheel, T. E et al.2019) Subsequently, culture also influences people's views on equity between various social groups. In certain societies, equal treatment of different social groups may be seen as a sign of equality, signifying that all groups should be treated equally in the community. In other cultures, however, there may be special treatment for certain groups, believing that different groups should be subject to different standards of fairness because of their unique contributions or historical status. Furthermore, the concept of equity is also associated with societal standards and beliefs. In certain societies, personal liberties and liberties are highly valued, and equity is strongly associated with individual freedom and self-governance. In other societies, the notion of equity may be judged based on the collective benefit and general equilibrium.

## A comparison of understanding models and evaluation criteria of fairness in different cultures

There are significant similarities and differences in the cognition of fairness among different cultures, including the comparison between individualism and collectivism, equal distribution and contribution evaluation.

## Individualism and collectivism

In societies that value individualism, equity is frequently associated with personal liberties, liberties, and autonomy. Individualism promotes the autonomy of individuals and the attainment of personal objectives, while for equitable distribution, it may emphasize the equal rights of all in terms of resources and chances. In comparison, in collectivist societies, equity can be seen as the collective welfare and equilibrium of the entire collective. Collectivist societies prioritize individual conduct towards the collective (Aguera, Z et al.2017), and the emphasis on fairness may be more to guarantee fairness for the entire social group, where each person is treated in accordance with their own requirements and contributions. In contrast to Western individualistic cultures, Eastern collectivist cultures prioritize social adaptation and tolerance of others, while Western individualistic cultures prioritize individualistic freedom and a sense of control through individual actions. (Liu, Y et al. 2021) The UK, for instance, is a prime example of a culture that values individualism. In the UK, individual rights and freedoms are frequently associated with fairness. In the UK, there is a strong emphasis on individual hard work and entrepreneurship, with the conviction that everyone should have an equal chance to achieve success. American career selection and development are strongly influenced by this cultural concept, with a strong emphasis on individual autonomy and success. In comparison, in collectivist societies such as China, an appreciation of equity is frequently associated with the equilibrium and success of the entire collective. In traditional Chinese culture, there is a strong emphasis on fostering a harmonious relationship between family and society. Teamwork is seen as essential in the workplace, and individual accomplishments are often attributed to the collective efforts of the entire group. In this culture, fairness may be more focused on each person's role and contribution to the group.

## Equal distribution and contribution evaluation

All people should be given the same access to resources and opportunities, regardless of their background. No matter how much each person contributes, this culture may prioritize the equitable distribution of social resources. In other societies, equity may prioritize personal contribution and hard work. The social standing and allocation of resources in this culture should be based on the individual's input and contribution, meaning that fairness is dependent on the individual's contribution. In Nordic nations like Sweden, the idea of equitable distribution is especially noticeable. Swedish social welfare recognizes the fundamental right of all citizens, particularly the elderly, to have access to a “cradle to grave" welfare system, which ensures the safety and well-being of all citizens, and implements legal safeguards for various social welfare systems. Highlight the fact that all individuals should have the same opportunity to access fundamental social services. Nevertheless, in the majority of nations, the advancement and remuneration of personnel are generally linked to their job performance and contribution to the organization. This cultural outlook stresses the importance of personal accountability and hard work and perceives equity as the outcome of apportionment in accordance with the actual endeavors of individuals.

# The impact of cultural differences on human resource management

## Cultural differences on recruitment and selection

The definition of **a “**good" or “suitable" employee can differ greatly between cultures. In certain societies that value individualism, there is a greater focus on self-reliance, creative ideas, and personal success. In comparison, in collectivist societies, collaboration, interpersonal abilities, and appreciation of organizational principles may be held in higher esteem. The disparities between cultures may cause employers to prioritize certain aspects of their workforce, which can then influence the selection of top-notch employees. In addition, the interview style will be affected by cultural distinctions. The interview may focus more on an individual's performance and capabilities. In other societies, there could be a heightened focus on interpersonal abilities, connections, and collaboration. Cross-cultural interviews can be challenging due to disparities in how to articulate individual talents and conform to the company's culture.

## Cultural differences in training and performance evaluation

The selection of training methods may be heavily influenced by cultural distinctions. In certain areas, there is a focus on hands-on and interactive instruction, with the aim of gaining hands-on experience in real-world operations. In contrast, certain individuals favor theoretical and classroom instruction, with an emphasis on structured learning and the sharing of knowledge. In addition, cultural distinctions can result in a variety of approaches to learning. In certain societies, pupils may opt for self-directed education, carrying out assignments autonomously and actively striving for individual objectives. In other societies, working together as a team and learning together may be seen as more important, with an emphasis on collective education and the exchange of information. The evaluation criteria for employee performance are also affected by cultural differences. In certain societies, personal effort and the achievement of objectives may be essential. In other societies, collaboration and productivity may be held in higher esteem. Furthermore, some cultures may prioritize employees' interpersonal abilities, such as communication and leadership, while others may prioritize technical skills and knowledge. The performance evaluation system must be carefully calibrated to ensure that the evaluation is equitable and thorough.

## The influence of cultural factors on career development and satisfaction

Some people may prioritize the stability and longevity of their professional lives, not only focusing on financial gain, but also seeking out psychological fulfillment. J (Jia-Jun, Z et al. 2022). By contrast, in certain cultures that prioritize individualism and innovation, people may be more likely to seek out a variety of career paths and opportunities for personal growth, as well as be more open to career transitions and interdisciplinary growth. Chang, P. C et al. are credited as the authors of the research. 2023)

# case study

## Company Profile

Founded in 1999 by Jack Ma and others, Alibaba is a leading global e-commerce and cloud computing company. The firm has several renowned labels such as Taobao, Tmall, Alipay, Ali Cloud, and more, and its operations span a wide range of industries. Alibaba's success is heavily reliant on its management strategies in a multicultural setting, given its status as a worldwide technology corporation with personnel and customers from all corners of the globe. This could necessitate the implementation of management tactics in areas such as recruitment, team building, cultural integration and so on.

## Management practice analysis

Alibaba has a wide variety of personnel from all corners of the globe, so they may take steps to ensure that their recruitment and selection process is equitable and that employees from different cultural backgrounds are taken into consideration. Organize frequent celebrations of cultural festivals and activities to foster a greater appreciation of multiculturalism among employees, as well as providing them with cross-cultural training and education to help them become more accustomed to working with people from different cultural backgrounds, facilitating cross-cultural communication and understanding, and ultimately strengthening their cultural identity. Despite this, it is essential for corporate executives to show appreciation for multiculturalism, foster an atmosphere of openness and inclusivity, and motivate staff to relate to the company's ethos. Examine how Alibaba fosters a sense of camaraderie among its varied staff to ensure successful communication and collaboration. Examine the potential accomplishments and difficulties associated with this procedure concurrently.

# Conclusion

In conclusion, this paper investigates the influence of cultural elements on people's views on equity in a globalized world by looking into how cultural distinctions affect organizational members' views of equity. To begin with, by delving into the definition and impact of cultural understanding of equity, we have gained a thorough comprehension of the variety of equity ideas in various cultural contexts, including the contrast between individualism and collectivism, and the assessment of equal distribution and contribution. Subsequently, by studying how cultural distinctions affect human resource management, we can gain a more thorough comprehension of the intricate difficulties encountered by recruitment, training, performance assessment, and career advancement and contentment in cross-cultural settings. In light of these discoveries, the following suggestions are proposed to tackle organizational management difficulties in cross-cultural settings. To begin with, organizations should take into account the cultural diversity of applicants and modify the assessment standards accordingly when recruiting and selecting personnel. Cultural training courses are designed to help employees better adapt to a multicultural work environment. In order to guarantee equity, it is essential to create an adaptable assessment system that considers various cultural interpretations of contribution for the purpose of performance evaluation. Furthermore, companies should take into account the impact of cultural elements on professional growth and worker contentment and furnish tailored career advancement strategies and benefits regulations. Organizations can offer cross-cultural communication instruction to facilitate cross-cultural collaboration, allowing team members to gain a better comprehension of each other's language and communication style, thus diminishing language and communication obstacles. Organizations can develop common work norms to improve the efficiency of team cooperation by taking into account differences in time perception, decision-making style and other aspects.

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