

## MANAGEMENT: A MODERN PERSPECTIVE · МЕНЕДЖМЕНТ: СОВРЕМЕННЫЙ РАКУРС

Vestnik MIRBIS. 2022; 1(29): 147–152.

Вестник МИРБИС. 2022. № 1 (29): С. 147–152.

Original article

DOI: 10.25634/MIRBIS.2022.1.18

[Analysis of the processes of attracting and adapting personnel to work in cross-cultural groups of organizations](#)

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**Abstract.** Corporate multiculturalism is a practice that many companies are currently adopting. This article is devoted to the processes of adaptation of personnel from different regions of the world to the same corporate work environment. The creation of these teams contributes to the growth of the company, among other things, because of the wide range that it occupies, and that it brings great benefits to the company's expansion in various markets around the world. Theoretical aspects, as well as advantages, disadvantages and problems are described in this article. The aim of this study is to increase the corporate culture among managers and employees in order to achieve a greater future vision of people-to-people relationships in the corporate environment.

**Key words:** multiculturalism, business administration, human capital, business management, economics.

**For citation:** Rodriguez Romero S. A. Analysis of the processes of attracting and adapting personnel to work in cross-cultural groups of organizations. DOI: 10.25634/MIRBIS.2022.1.18. *Vestnik MIRBIS*. 2022; 1: 147–152.

JEL: J50

Научная статья  
УДК 331.1

[Анализ процессов привлечения и адаптации персонала к работе в кросскультурных группах организаций](#)

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**Аннотация.** Корпоративная мультикультурность — это практика, которую в настоящее время принимают многие компании. Эта статья посвящена процессам адаптации персонала из разных регионов планеты к одной и той же корпоративной рабочей среде. Создание этих команд способствует росту компании, среди прочего, из-за широкого спектра, который она занимает, и что это приносит большие выгоды для расширения компании на различных рынках по всему миру. Аспекты теоретического характера, а также преимущества, недостатки и проблемы изложены в этой статье. Целью этого исследования является повышение корпоративной культуры среди менеджеров и работников для достижения большего будущего видения отношений между людьми в корпоративной среде.

**Ключевые слова:** мультикультурализм, деловое администрирование, человеческий капитал, управление бизнесом, экономика.

**Для цитирования:** Rodriguez Romero S. A. Analysis of the processes of attracting and adapting personnel to work in cross-cultural groups of organizations. DOI: 10.25634/MIRBIS.2022.1.18. *Vestnik MIRBIS*. 2022; 1: 147–152.

JEL: J50

### Introduction

A multicultural company is a targeted team that employs people from different ethnic groups, beliefs, values, and opinions. This creates a synergy that can achieve great results, since the voice of colleagues from a similar culture can be expert, but there is nothing better than having a completely opposite approach and point of view [De la empresa multicultural... 2020].

The main factors contributing to multiculturalism

in companies are migration flows through the Internet, which allow a person to work from any country in another company located in another place, or the internationalization of companies that set up branches on other continents or are looking for partners to enter the local market in other countries<sup>2</sup>.

More and more companies are integrating foreign

<sup>2</sup> Multiculturalidad en las empresas: ¿Cómo transformarla en ventaja competitiva. *Thinkuplks*: [website]. Available at: <http://www.thinkuplks.com/multiculturalidad-en-las-empresas-como-transformarla-en-ventaja-competitiva/> (accessed 11/12/2021)..

profiles and creating teams made up of people from different cultures. According to a study by The Boston Consulting Group (The Mix That Matters: Innovation Through Diversity), multicultural companies earn 19% more revenue than others. It can be very positive for businesses to have Multicultural teams<sup>1</sup>.

Working with culturally or ethnically diverse employees adds another layer to the already complex task of managing people. The assumptions you usually make when dealing with people from your own culture may require further explanation when dealing with people from a different environment.

Some keys to working with multicultural teams [6 claves para crear... 2018].

For Jeremy Comfort and Peter Franklin (2014), how to work effectively with different cultures, cultural diversity adds complexity to managing a company, because cultures are like icebergs, because you need to get under the surface to learn their truths.

The authors specify that it is important to understand that cultural differences are the basis for successful collaboration, so they should be understood in detail in order to use them for the benefit of the work and thus get favorable results.

The author of Cultural Intelligence, Christopher Early, defined cultural intelligence as "the ability of companies to have a variety of cultures in their organizational structure, while being able to observe, recognize, adapt, and act accordingly." This is a positive change that means greater access to resources, knowledge and talent, offering a dynamic approach to work that is not confined to a single geographical location. This means that companies will no longer have to manage the presence of foreigners in their offices, but also have access to employees from different disciplines working from different parts of the world<sup>2</sup>.

As for cross-cultural communication, the authors [Comfort & Franklin 2014] emphasize that working with colleagues whose native languages are different creates its own challenges. When you collaborate in a common language, such as English, speak slowly, repeat, and test your comprehension frequently.

1 Empresas multiculturales: ventajas y retos. *Ytalentfy*: [website]. Available at: <https://blog.ytalentfy.com/empresas-multiculturales-ventajas-y-retos/> (accessed 11/122021).

2 Multiculturalidad en las organizaciones: ¿Cómo transformarla en ventaja competitiva?. Available at: <https://www.ufro.cl/images/documentos-banners/2017/agosto/excelencia-sin-fronteras-03-septiembre.pdf> (accessed 11/122021).

Focus also on body language " " eye contact, physical distance between people, facial expressions and greeting rituals". Not everyone expresses emotions with facial gestures, and greeting with a hand or a kiss on the cheek also varies from culture to culture [ibid].

To manage multicultural teams from a distance, keep in mind the 4 P's [Comfort & Franklin 2014] that state the following:

- "Prepare" – Prepare for your first meeting and clearly communicate instructions, missions, and results. Use your email address to call your first virtual tip.
- "Goal" – directly tell us why the company has formed such a team. Go beyond what you would normally explain to a group of your conjunctures and provide details not only of the current situation, but also of the background"
- "Process" – be clear about the team's results, dates, and procedures. Don't assume that everyone shares your priorities.
- "People" – remember that someone may have problems that go beyond the mission of the team. Pay attention to the mood and opinions.

Understanding the cultural differences between the people you work with is not enough; you should also use these differences to achieve your business goals. The ability to move from knowledge to execution requires an "awareness" that comes from Buddhist teachings and allows one to intentionally recognize and use the " knowledge, skills, and attitudes " that a person brings to a cross-cultural situation. This self-awareness makes you understand how others behave and communicate [6 claves para crear... 2018].

Your country of origin is not the only factor that determines your culture [Comfort & Franklin 2014]; the profession you occupy, the family you come from, and the company you work for are all cultures that you belong to. Each of them means a "group behavior orientation system" Managers should take into account the customs and customs of the following cultures when evaluating themselves and their colleagues:

"Religious" – practitioners can observe food rules or holidays.

"Socio-economic age, income, and social class all influence shared beliefs.

"Sectoral" – employees in certain industries may

use common terminology or dress patterns.

"Functional" – educational and professional groups have similarities.

"National vs. ethnic" – language, region, and clan could further distinguish national cultures.

"Organizational" – the differences between companies are in their business practices and rules [6 claves para crear... 2018].

Following all these guidelines will create greater team cohesion and understanding, leading to collaboration and development.

On the other hand, people tend to group citizens of different nationalities or cultures based on stereotypes. These shortcuts can help managers deal with uncertain and complex situations where there are Multicultural teams, because stereotypes are like shorthand code for quick assessment [ibid].

While all employees, regardless of their place of origin, culture, or religion, should have an understanding of the company's goals, vision, and mission, different cultures apply their own filters to understand and respond to corporate goals.

In order to turn multiculturalism into a competitive advantage, the main prerequisite for it to be an advantage is to promote an integration enterprise. If in the process of internationalization, we have previously conducted a thorough analysis of the market, resources and developed a plan; in the case of multiculturalism, it is also necessary to develop a set of guidelines for multicultural and sustainable management of people in our company. This way, all the people who are part of it will accept the goals, values, and vision of it as their own. Many companies have introduced gamification to manage multiculturalism. Trivial with questions from employees' countries of origin, days when the food is themed. A fun way to get to know the culture of others and share your leisure time, which will later help you establish good working relationships<sup>3</sup>.

### **Advantages of multiculturalism in the company**

It offers the company a different perspective: whether it has Multicultural teams or employees in other countries, the wide range of cultures in the company helps to address the company's problems or needs from a wide variety of perspectives. People

from the same culture usually think the same way, so a person from another country can give us a vision that we don't have.

This helps to reach a larger market: today, the market is global, with people who have different cultures and needs. In fact, when you approach a market in another country, it's important to know your culture, your language, and who is better than someone from that country. This will help us develop global business strategies.

This contributes to global business leadership: cultural intelligence is an increasingly valuable managerial competence in senior management. Managers with multicultural backgrounds are in high demand to hold global leadership positions in companies<sup>4</sup>.

Improve creativity: The diversity of viewpoints and ideas is often associated with the travel and training of different employees (depending on the culture, the experience can be very different). Having a multicultural team will bring you a rich and diverse brainstorming experience and many perspectives to solve problems that will undoubtedly be very useful to you.

Increase Productivity: A diverse mindset will create innovative and disruptive ideas that will give your business a boost by improving its results. It's always better to have employees who question your decisions and contribute, rather than employees who just do their job mechanically and nod at everything you say. A variety of opinions and thoughts will help you look at things from different perspectives, and your employees will be more motivated to step in and make improvements, and therefore be more productive.

Improve your reputation: If your results improve, improve your company's reputation; but don't just think at the level of achieving your goals. The results in the Example are also important, having a policy against discrimination and racism and admission plans will give your company a plus over your competitors. In addition, you will improve the integration of new employees and create a good working and communication climate in the team.

Reduce conflict: Inclusivity programs will promote a work climate of communication, improve empathy, and make employees feel satisfied. If we add to this the creation of a good internal communication plan, you have the perfect recipe for reducing conflicts

3 Multiculturalidad en las organizaciones: ¿Cómo transformarla en ventaja competitiva?. Available at: <https://www.ufro.cl/images/documentos-banners/2017/agosto/excelencia-sin-fronteras-03-septiembre.pdf> (accessed 11/122021).

4 Ibid.

in your team. Learn about the importance of good internal communication by reading our article on the importance of good internal communication in startups<sup>1</sup>.

In a globalized economic environment like today, the growth and even survival of many companies depends heavily on internationalization.

But addressing the process of international expansion requires the development of a "multicultural and sustainable people management plan", which should be included in the company's global strategic plan.

Internationalization of companies involves the inclusion of multicultural and interdisciplinary teams in their templates, consisting of various and complementary professional profiles. Everything to develop global or, in many cases, "local" business strategies.

Thus, effective management of multiculturalism has become one of the keys to success in the processes of internationalization of companies.

But multiculturalism is not only an important business management tool for multinational corporations, but also for exporting SMEs or those flexible and poorly structured companies that operate over the Internet to sell their products in several countries [Muñoz 2016].

### **Challenges associated with managing cultural diversity specialists**

While there are countless advantages to having a multicultural workforce, managing professionals is also a challenge for companies that are sometimes ethnocentric. Among the goals that need to be completed are the following:

#### **Managing cultural differences**

The first of the problems. In addition to providing guidance and motivation to professionals from different cultures, it is necessary to manage cultural differences on an equal basis in order to minimize conflicts or, if any, minimize their impact.

#### **Enjoy and expand the variety**

In addition, curricula should be adapted to a multicultural reality and serve each of the needs of components of different groups, which should not coincide with each other. In general, an inclusive policy tends to reduce potential conflicts, improving the company's results. In addition, a multicultural

climate promotes leadership, although different visions and approaches should be aimed at achieving common goals.

#### **Monitoring discrimination**

Managing multicultural patterns requires careful consideration of current legislation prohibiting any discrimination based on race, religion, or belief. Professionals should make it clear that no discriminatory policies or attitudes should be condoned. And if any incident occurs, it will be necessary to take action as soon as possible.

#### **Proper selection processes**

It is necessary not to raise the issue of creating a multicultural staff, but to hire specialists based on their professional abilities, avoiding, if necessary, the homogenization of staff based on national or racial identity. A good way to achieve this is to ask candidates not to include their photo or nationality on their resume, and not to ask about their background in the interview.

#### **Flexibility and adaptability**

Finally, if multicultural patterns are created, it will be necessary to soften vacation periods to meet the needs of employees and provide places for their various characteristics, such as religious practices. You will also need to present various suggestions in the company's dining room, adapted to the different cultures present in the company.

Today, there are often multicultural patterns, the benefits of which for the organization are more than obvious. With proper management of professional teams, there is a much better chance of success [Ventajas 2020].

### **Conclusions**

It is now becoming increasingly important for companies to add diversity and multiculturalism to their agenda. The trend, in terms of the recruitment and selection of mutated organizations in which methods were used, in the direction of where the company was filled with employees of the same companies, for example, models in which strategically attract the talents of the various groups (examples are LGBT minorities, the elderly, people on disability, different races, etc.), with the aim of formation of various cultural groups that increase flexibility, partnership and empathy to the organization and decision-making. Thus, the requirements ranged from more rigorous and projective assessments to behavioral and technical interviews with a greater focus and focus on diversity. Multiculturalism

<sup>1</sup> Empresas multiculturales: ventajas y retos. *Ytalentfy*: [website]. Available at: <https://blog.ytalentfy.com/empresas-multiculturales-ventajas-y-retos/> (accessed 11/122021).



is certainly a way for organizations to become increasingly efficient and competitive, positively influencing decision-making as it multiplies views on the same event.

The inclusion of profiles from different cultures brings richness to the organization. By doing this, we will have more possible development paths, while giving different examples of leadership.

From companies, this diversity can also be a great contribution. The formation of multicultural teams creates this space for companies to exchange experience, and also allows them to jointly search for new ways to solve problems [Betancourt 2012].

Diverse spaces give us the opportunity to learn from others and know their ways of understanding life.

Having a shared vision and mission will bring together employees, regardless of their background, and this is the key to building a team that builds and contributes from their experience to make an organization stand out in a highly competitive environment.

Directing these diverse teams will then be the key to business success. So the trend is to have managers who understand the contribution and opportunities created by multiculturalism, and therefore know

how to manage it to achieve the company's goals.

Essential tools in this process will be listening skills, creating collaborative design spaces, and even more so teamwork. Along with this need for multicultural leadership, working groups need to get used to ideas of diversity and creating spaces for sharing, work towards non-discrimination, and promote respect and recognition for each other so that they know how to contribute to our workspaces. [García-Morato 2012].

The call, then, is to build societies that feed on the diversity and expertise that workers, students, and all people in general carry. Difference should be perceived as a value that leads to changes in the workspaces, social relationships, and productivity of companies. Nevertheless, this difference must be integrated into an atmosphere of respect and recognition, in a symmetrical relationship of knowledge and life experience, in order to give it a different affective meaning and thereby strive for a genuine intercultural society<sup>2</sup>.

2 Multiculturalidad en las organizaciones: ¿Cómo transformarla en ventaja competitiva?. Available at: <https://www.ufro.cl/images/documentos-banners/2017/agosto/excelencia-sin-fronteras-03-septiembre.pdf> (accessed 11/12/2021).

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*The article was submitted 12/03/2021; approved after reviewing 12/16/2021; accepted for publication 03/05/2022*

*Статья поступила в редакцию 03.12.2021; одобрена после рецензирования 16.12.2021; принята к публикации 05.03.2022*