

The Cross-Cultural Meanings Analysis of Workers Work Conflict Distribution in Foreign Companies

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Abstract. By analyzing the foreign-funded enterprises in the Chinese American, French and Chinese employees in the distribution of five different interpersonal conflicts related to work, and to explore the cultural significance of the distribution of internal conflict and highlight mode. The main results of the study showed that the size of the expatriate and Chinese cultural values employees the likelihood of conflict has a direct relationship, for further study of conflict and conflict management strategy of cross-cultural environment provides a new perspective.

Introduction

Conflict management has always been a cross-cultural communication is a very important research area. Research on this aspect of the international community focused on how members of different cultural groups in the course of the conflict is to adopt a different strategy. Chinese and foreign scholars have been concerned about the complex relationship between cultural values and conflict management strategies between. For decades, researchers have done a lot in this regard, made a lot of theoretical consensus. New research has found that conflict theory and practice is very important for us to establish a good understanding of cultural values and relationships, maintenance and development.

In this study, the raw data Pengshi Yong second study analysis. Analysis found that five work-related interpersonal conflicts in the Chinese foreign employees of the United States, France, employees, Chinese state-owned enterprise employees and employees of the distribution. These five conflict are, (1) wages, promotion and benefits of conflict; (2) work conflict; (3) worldview conflict; (4) the personality and taste conflict; (5) management style conflict. Distribution of interpersonal conflict largely reflects the relationship between cultural values and conflict cognition. In various interpersonal conflicts relations within the organization, since members of different cultures to conflict with my understanding of the stakes are not the same, they are different types of conflict handling policy adopted is not the same. For members of different cultures interpersonal conflicts in cross-cultural organizational environment differentially distribution analysis, it allows us to better understand organizational behavior characteristics relationship conflict and culture and cross-cultural environment to the business to develop a more consistent cross-cultural business environmental management strategy to provide reference data to a greater extent to improve the efficiency of enterprises, reduce the potential for cultural differences brought about by interpersonal conflicts. The purpose of this study was to identify five Chinese and foreign employees in this conflict in the distribution, as well as cross-cultural significance of these distributions may have.

The Literature Review

Scholars of cultural relations and conflict research focuses on policy differences between members of different cultural research in dealing with conflict adopted. For example, American scholar Ding Yun Shu (Ting-Tommey) believes that the Chinese concept of face is to determine the main factors they choose conflict management strategy way. Many studies have shown that Chinese people are more willing than Americans to avoid using or tolerant to resolve interpersonal conflicts. Tse Chi et al study indicates that, in commercial negotiations cross-cultural environment, the Chinese people

more than the Canadians and the Americans want to avoid interpersonal conflict. Some people believe that Chinese people are more likely not familiar with their people, that is not a member of their own community within the group (ingroup member) occurs interpersonal conflict. Chinese scholars in conflict research has also done some work, such as Zhang Lihua, Li YANG De pier and the others studied the cultural conflicts inside Taiwan-funded enterprises. Chen Xi, Li Yanhong Liu sails were raised and cultural conflict in the business of marketing and business management processes. Overall, cross-cultural studies in the country, we have the relationship with the culture of conflict or lack of more new discoveries.

From these studies, we can see some problems Institute conflicts exist. First, many scholars in the study of conflict management strategies, and did not depart from the characteristics of the conflict itself, but rather focus on finding the relationship between culture and conflict strategies above, which ignores the different forms of cultural conflict or conflict with itself relationship conflict management strategy. For example, family relations, interpersonal conflict in the workplace and interpersonal conflict in two categories of conflicts of different nature. When people deal with such conflict of different nature is how to use the conflict management strategy for the answer to this question in cross-cultural studies and foreign literature known rare. In addition, from the results of the conflict management strategy research on the current international point of view, most of the scholars is basically a conflict management strategies into "confrontational approach" and "non-confrontational manner," two categories, and two class with a lot of two-way cultural theoretical model together. For example, members of the group belong to collectivist cultures than members belong to more individualistic cultural groups to adopt non-adversarial conflict management strategies; and Member of the Group of individualistic cultures are more confrontational approach adopted. In fact, members of cultural groups in the choice of conflict management strategy, on the one hand restricted by their own cultural values, on the other hand will also be affected clashes to give them the potential benefits of the extent of the damage size. This view was supported by some scholars. Such as, Hwang believes that Chinese people in dealing with interpersonal conflict with the United States

There is no difference between people. That is, the Chinese in dealing with conflict will choose either "adversarial approach" will choose "non-confrontational manner," and the specific manner in which, depending on the subject of conflict on two levels to make a choice, which two decisive level is "the pursuit of personal goals or give up" and "to maintain or abandon harmonious interpersonal relationships." If a collision body decided to abandon harmonious interpersonal relationships, he may take confrontational way to deal with conflict; and if he decides to maintain harmonious interpersonal relationships, he will adopt a non-confrontational approach. If we consider departure from empirical research, you will find that the two RMB choose some problems. Because harmonious interpersonal relationships, a lot of factors at this level include, for example, face, human, relations. These concepts are not easy to be defined as operational concepts and variables. In this study, the characteristics of the conflict itself, taking the major enterprise interpersonal conflict type as object of analysis. This can be more clear that culture and conflict management strategy is a result of how different types of conflict and change.

Research Methods

Management of enterprise data used in this study come from Pengshi Yong cross-cultural conflict. Raw data is collected in Guangdong Province. Guangdong Province was selected as the data source because Guangdong is one of China's earliest open coastal areas, but also the largest foreign-funded enterprises China region, while foreign-funded enterprises here are more typical. The raw data used in this study in Pengshi Yong studies have not been distribution analysis. The raw data is generated by foreign-funded enterprises in Guangdong Province in the United States and France and obtained by the census staff, and foreign employees in China is based on a random sampling approach to scale collected. In this study, employees of state-owned enterprises is mainly used as a control group, so that we can better see the difference between foreign and Chinese employees of foreign workers in France and the United States. Data analysis, not the result of employees of state

enterprises to focus on the analysis and description.

According to the original study design, referring to foreign employees expatriates in English or French as mother tongue is. Foreign-funded enterprises to participate in this study of Chinese and foreign employees were asked from seven different types of interpersonal conflict, selecting one of their most frequently encountered problems. The seven different types of conflicts are (1) wages and promotion conflict; (2) Welfare conflict; (3) work conflict; (4) view of the world conflict; (5) personality and taste conflict; (6) Management style conflict; (7) other conflicts. Due to the preliminary results of the analysis data show that the second type of conflict, that is, the benefits of conflict and seventh class conflict, that is, the frequency is less than the three other conflicts, does not meet the basic requirements of the chi-square analysis, so in this data analysis, the first II and class conflict seventh and sixth respectively in the first class category after the merger, together with the chi-square analysis.

The Results

The results of the chi-square analysis of the data in the table below. In five different types of conflicts, and Western employees to more clearly state the bivariate distribution. For wages, promotion and benefits of conflict, foreign employees in China (17.33%) and state-owned enterprise employees (19.33%) was significantly higher than the US (9.33%) and French employees (9.46%). Another has a similar distribution conflict is work scheduling conflicts, including foreign employees in China (34%) and employees of state enterprises (26%) than US workers (14.67%) and French employees (16.22%) higher. Distribution of the above types of conflict worldview conflict in opposite trend, in which French employees (20.27%) of most conflicts, the next is the employees of state enterprises (14.67%) and the United States foreign workers (10.7%). Opportunity Chinese foreign employees (8.67%) occurred worldview conflict happened. In addition, taste and personality conflicts distributed in four groups of employees to employees of state enterprises (22.67%) and the highest (20%) of US employees, followed by French employees (17.57%) and foreign employees in China (12%). The difference between conflict management and foreign employees in more obvious. Problems US employees (44.67%) encountered the most, followed by French employees (35.14%). Chinese and foreign enterprises employees (28%) and employees of state enterprises (17.33%) than US, France and employees must be much lower.

Discussion

The results of data analysis for our understanding of conflict and foreign employees for work-related knowledge and provides a new perspective. Chinese foreign employees and employees of state enterprises more frequently encountered than Western wages, promotion and benefits of conflict, the results suggest a few questions. First, foreign-funded enterprises in the interior, wage differentials Chinese expatriate employees and large. According to Peng Shiyong 2003 study, foreign-funded enterprises in Guangdong Province, China, only 2 percent of China's more than \$ 611 monthly salary of employees. About 50% of foreign employees in China's monthly salary of less than \$ 121. The United States and France employee's monthly salary up to thousands of dollars. From this, the wage gap is clearly the potential for this conflict. In two Chinese employees, foreign Chinese wages than employees of state enterprises to be higher, it also fits well with the results of the first type of conflict in these two groups of employees, employees of state enterprises the possibility of the occurrence of wage conflict than foreign employees in China the higher number. In addition, according to the findings Pengshi Yong, the Chinese foreign employee's position is lower than the United States and France employees and foreign employees in China are basically working for the stability of common concern. These factors together, the possibility of the occurrence of Chinese employees wages and benefits of conflict can make than in the US and France employees.

For work on the conflict, foreign employees in China (34%) the highest likelihood of conflict, followed by state-owned enterprise employees (26%). This result, the difference between Chinese

and foreign employees and positions are consistent. In foreign, mostly American and French staff officers, while the Chinese staff positions than their lower. Therefore, the chance of being assigned to work in China is greater than its employees the opportunity to work to someone else, which makes it easier for them in the organization of work and expatriates (usually their supervisor) conflict. While 5% of Chinese employees in foreign companies on management positions, but most of the time, they want to expatriate supervisors reporting; and when foreign employees work report to the competent Chinese is not a lot. In this study, employees of state-owned enterprises are basically managers, this is probably the top place in their work conflict than foreign employees in China less reason.

In the view of the world, French employees (20.27%) the potential for conflict is high (10.7%) than in the US employees; employees of state-owned enterprises (14.67%) higher (8.67%) than the foreign employees in China. One possible reason for this is that French employees due to the limitations of the workplace, their access to and interaction with the Chinese people do not have more foreign US employees. It is because of the lack of Chinese people and Chinese culture enough to understand, because the different world views, the possibility of conflict in which they occur and the Chinese people will naturally be higher. The Chinese foreign employees in the worldview conflict occurs less than employees of state enterprises is mainly possible because of their experience makes them more open-minded than the employees of state enterprises, which will be more easily accepted or tolerated different worldviews. A more interesting show, in China's foreign inside the United States and France, employees can speak much Chinese, and Chinese employees almost always speak English or French. The process of learning a foreign language but also to understand the process of foreign cultures, since the majority of foreign employees in China have been subjected to a good education, but also has a considerable level of English, plus their fundamental understanding of foreign cultures, due to their different worldviews conflict may be lower than expats not hard to understand.

Management style is one of the variables that best reflect the cultural differences. Conflict and foreign staff because of the different cultural values that occur naturally reflected through on conflict management style. In the present study, the American workers (44.67%) and French employees (35.14%) occurred in the management style of conflict (17.33%) higher than the foreign employees in China (28%) and employees of state enterprises. This result can just explain cultural differences and management style of the relationship; on the other hand, the differences are also differences in outlook reflected by management; in addition to employees of state enterprises, employees and the United States as a member of the French employees of a group of Western culture and foreign conflict difference Chinese staff in management style is exactly consistent with their view of the world of conflict differences in the (United States and France employees occur on worldview and management of foreign employees in China more than the conflict). Finally, due to the conflict to work and live in different cultural groups, the United States and France employees because of differences in personality and taste occur more than foreign employees in China and very easy to understand. In the four employees, the opportunity to employees of state enterprises in the personality and taste of most conflicts, that this study can not be a reasonable explanation.

This study helps us to better understand the cross-cultural cognitive conflict, as well as cultural significance it contains provides a new perspective. But its limitations are obvious, such as, in this study, types of conflict may lack broad general sense. The authors hope to intercultural conflict management scholars who are interested, it is possible by further research to discover cross-cultural organizational environment is more representative of the type of conflict, as well as its relationship with the cultural values of the multilayer surface, providing for cross-cultural conflict management guiding theory and practice.

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