Journal of Applied Economics and Business Studies (JAEBS)

Cross-Cultural Issues and Human Resources Management in BRIC Countries

Muhammad Aiman Awalluddin[*1]

[1] PhD Scholar, Sakarya University, Turkey

ABSTRACT

The BRICS market is a significant economic block, accounting for over 40% of the world population and over 20% of global GDP. International companies are eager to do business. Cross-cultural issues, however, can be barriers in human resource management (HRM) and slow the process to achieve credibility among local employees, particularly if Western approach is adopted among local employees. This study focuses on exploring cross-cultural problems in emerging markets, such as Brazil, Russia, India, and China, or infamously known as BRIC, using Hofstede 's expertise to recognise local values that influence HRM periscope and recommend HRM approaches that can be taken to meet local employee standards. From the study, multinational companies are recommended to use the RBV strategy to achieve competitive advantage and local integration. By highlighting the descriptive analysis of the systematic literature approach and using web tool research, a critical assessment of findings shows that each BRIC country has its specific culture and challenge embedded in local culture. Therefore, fully understanding local values are very useful in coping with contrasts and spot opportunities.

1. Introduction

With the rapid increase of the globalization phenomenon, the business has moved beyond country boundaries, which saw significant emergence of multi-national

---

[*] muhammed.awaluddin@ogr.sakarya.edu.tr

companies that operated beyond their homeland. Labor forces become more diverse, and HRM managers are facing growing problems. With the rising importance of emerging economies in the global business climate, the management of cross-cultural ties faces more challenge. Growing rivalry both domestically and globally has led to a greater focus on human resource management. For example, recent HRM developments, such as cultural disparities in the workplace, cross-cultural business conditions, global talent management and a growing emergence of virtual international teams, have made management of the workforce more complex. These developments have made a manager's job even more complicated than ever. Problems of cultural adaptation have become inevitable with the implementation of global business guidelines. Cross-cultural analysis explores parallels and cultural differences. Cross-cultural studies analyse and compare HRM activities in the sense of HRM, including the selection, training, assessment and retention of workers from all cultures and nations (Sander, A.Cogin & Bainbridge, 2014). Cross-cultural management and ethics are used to avoid and address current issues (Greblikaite and Daugeliene, 2010). HRM's diversity will draw on cultural diversity in the company and prevent cross-cultural misunderstandings (Fujimoto, Bahfen, Fermelis and Härtel, 2007).

Besides, each country has its institution, values, beliefs, social structure, and norms, all of which have a direct impact on HRM practice. The success of HRM practice in western counterparts may become inconsistent in the eastern counterpart due to cultural differences. Therefore, cross-cultural management and ethics are growing due to several obvious reasons, mainly due to economic globalization, which driven business organizations are seeking out a new market to maximize their profit. Rapidly growing and volatile economics of certain Asian and Latin American countries had become a new promise land for the capitalism based firm. The promise of a vast potential market that has the characteristic of a developed market offers business firm potentially high growth performance, which saw lots of them pouring money into the emerging market. The objective of this study to investigate the cross-cultural issues in the emerging market, such as Brazil, Russia, India, and China, or infamously known as BRIC using Hofstede's insight, which may opposite with Western HRM approach. It aims to seek better understanding and provide hindsight on cross-cultural management to interested parties such as academicians, HR managers, and corporate bodies.

2. Cross-Cultural Management

The origin of the problem, confusion and disagreement in social participation is often regarded as cultural differences. The question of cultural distance constitutes a barrier and, consequently, difficulties in working and doing business across national boundaries, thereby raising the gap between persons, groups and organizations (Shenkar, 2001). Many problems in regional and global business contexts have been addressed in terms like "foreign," "costing of unfamiliarity" and "institutional holes" (Stahl, Miska, Lee & De Luque, 2017). The main causes of incompatibility, discord and confrontation in the business community were gaps, distances and diversity. A cross-cultural definition is a type of interactivity between different cultural groups, which incorporates various cultural inputs to resolve differences that can hamper communication, taking into account interaction between people of different cultural backgrounds during organizations. (Thomas D. C., 2008). The challenges of cross-culture have created problems associated with the most appropriate business arrangements and human resource practice. The very conflict raised by this emphasizes the importance of ongoing examination of cross-cultural management practices to encourage the firm to establish business and human resource practices that, while globally strategic, are also sympathetic to specific markets (Fish, 1994). Generalizing by assuming one culture suits another culture is irrelevant; hence particular culture requires particular settings to be tended. Diversity-oriented HRM is essential to improve social justice through the creation of an organization –, in which no-one is privileged or disadvantaged. It will incorporate and align diversity across all the organizational systems and identify critical gaps in the promotion of social justice and integration. Organizational targets can be achieved by understanding and redesigning diversity issues related to each traditional practice , in order to attract and conserve diverse people (Meena & Vanka, 2017).

Table 1: Significant of Cross-Cultural Management Studies

Authors	HRM Practice/Theory	Significant
(Andreassi, Lawter, Brockerhoff, & J. Rutigliano, 2014) **(Mihaela, 2014)** **(Chen, Chao, Xie, & Tjosvold, 2018)**	Hofstede's cultural dimension	• The significant relationship between job characteristic on job satisfaction • Impact on leadership style • Recognizing eastern values can manage conflict cooperatively
(Sakikawa, Chaudhuri, & Arif, 2017)	High-Performance Work Practice	• Better performance varies in culture

(Gahlawat & Kundu, 2018)	Contingency Approach (Selection and Compensation)	• Positive impact on firm performance, in compare to universality practice in Western countries
(Latukha & Malko, 2019)	Recruitment, training and development, motivation and performance management	• Commonwealth of Independents state had different HR Practice in compare with Western countries
(Abugre, 2018)	Cross-cultural communication	• Different communicative behavior between Western and Sub-Saharan Africa
(Ying Zhang, Wei, & Zhou, 2017)	Conflict management	• Conflict management and the role of cultural
(Weber, Sadri, & Gentry, 2018) (Malik & Singh, 2017)	Leadership	• Culture impacts on the relationship between a leader's diversity belief and performance rating. • Transformational leadership affect the socialization processes of cultural minorities
(Ashta, Stokes, & Hughes, 2018)	Change management	• Significant of spiritual value in change management

Source : Author

Cross-cultural management problems are becoming very important for a manager to address the complex problems arising from cultural differences. Cross-cultural management describes organizational behavior, in which the organizational behavior of individual countries and religions is compared and how the interactions of coworkers, managers, managers, customers, suppliers and alliances partners are to be improved. Culture has often been understood for more than two decades as a fixed attitude and behavioral pattern, based on the Hofstede (1980) cultural dimension of transcultural management. Geert Hofstede's approach has dominated cross-cultural management studies and is also a reflection of the general trend in cross-cultural research (Stahl & Tung, 2015). Although some criticisms of the study of the cultural dimension are still used in the intercultural management (Shenkar, 2001; Zhu & Bargiela-Chiappini, 2013). The recent articles which started to look at the critical aspect of cross-cultural management such as in table 1 and situational culture learning (SiCuLA) (Zhu & Bargiela-Chiappini, 2013), enriching cross-cultural management studies and close the gaps in this field.

3. Bric Markets

The BRIC market is an acronym for the emerging economy of Brazil, Russia, India, and China, expected to be the fastest growing economies in the world. By 2050, it has been estimated that these economies will be richer than any of the main economies of the G-7 (US, Japan, Germany, France, Italy, Canada and the UK). It is also has been highlighted by (Keukeleire & Hooijmaaijers, 2014) a shift in the negotiating power. The

BRIC countries postulated to become a new aggressive world demand growth and spending power (Wilson & Purushothaman, 2003) and also perceived to become future world power (Hart & Jones, 2010). In 2011, the term was modified by included South Africa. Since 2009, the four-member have been increasingly working together as an alliance, and several prominent studies have been conducted by highlighting the economics, foreign direct investment, political convergence and importance of these countries (Armijo, 2007; Gattai & Natale, 2016; Glosny, 2010; Rodriguez-Arango & Gonzalez-Perez, 2016; A. Singh & Singh, 2017).

The BRICS are seen as a market-changing world as two of its members having a population of more than 2.7 billion people or 36.28% of the world population. Together, with the five countries, the BRICS countries make up a sizeable portion of the world's population with an estimation of over 3 billion people (42% of the global population) (United Nations, 2017). Moreover, they economically incorporate approximately a third of the global PPP Gross Domestic Product, which is the same as the G-7. The BRICS accounted for approximately 56 percent of global GNP (2005 PP) growth during 2008-2017 and is projected to continue taking into account more than half of global economic growth by 2030. The BRICS are emerging as gravity of international financial system, and will possibly remain the core source of economic dynamism. The BRICS 'increasing contribution to the global economy and the rising value of BRICS economic relationships generates the potential for better share of the economy and reduces inequality in the global economic climate.

4. Conceptual Framework

4.1. Hofstede cultural dimension

Cross-cultural studies have been considered increasingly important for human resource management. Cultural values can be the most important explanations of and influence employee behavior. National culture has long been recognized as a critical characteristic underlying systematic differences in management behavior (Steenkamp, 2001). National cultural norms and beliefs that influence the actions, perception and characteristics of people are highly influential. In Cultural Implications, Geert Hofstede coined the National Cultural Model or the Hofstede National Culture Model (Hofstede, 1980). The original Hofstede model presented in that paper included four elements of national culture study and understanding: individualism-collectivism, masculinity-femininity, power distance and avoidance of uncertainties. But thereafter, two more dimensions were added: the long-term orientation and indulgence axis. The Hofstede cultural classification is according to (Kirkman, Lowe, & Gibson, 2006), which has

influenced thousands of empirical studies and is the best structure for national culture in business literature. The importance of the cultural component of Hofstede lies in the consideration of a specific country's behaviors and standards. When a country's quirks are not correctly recognized, it will present the critical challenges to the manager. Potential differences that may arise from cultural aspects should be appropriately understood and integrated within the corporation. By acknowledging cultural differences, any tense and dissatisfaction among employees can be reduced. A studies done by (Andreassi, Lawter, Brockerhoff, & J. Rutigliano, 2014; Eskildsen, Kristensen, & Gjesing Antvor, 2010) show that national culture impacted job satisfaction among employees. The cultural dimensions may also explain about leadership (Mihaela, 2014), work-balanced and conflict (Farivar, Cameron, & Yaghoubi, 2016), the linkage between business strategies, cultures and compensation (Verma & Sharma, 2019), and moral reasoning in making the decision (Wilhelm & Gunawong, 2016).

4.2. Human resources management in cross-culture context

HR traditionally described staff management within the company. HR tasks fall under the following scopes: recruiting and selection, training and development, rewards and benefits, motivation and retention. Also, HRM is a systematic approach to handling people and work culture. Efficient human resource management allows an organization's employees to contribute efficiently to the overall objectives and priorities of the organization. Organizational goals can be accomplished if HRM operates according to local standards and values. For example, cross-cultural management in China involves preparation, intercultural communication systems and consideration of unified organizational culture (Zhang, 2009). The strong relationship between people and an organization's goals means HRM's significance in helping workers achieve full individual growth, productive jobs, and linking workers to employers. HRM further harmonizes employee-employee relationships and efficient human resource models as opposed to tangible assets not influenced by values and social norms. HRM functions also play major roles from the selection and recruiting and boarding process to ensure that workers are satisfied within the company. According to (Adler, 1997) managerial principles influence any aspect of organizational behavior, which has a profound effect on administrative costs. In addition, the cultural gap between home and host country will significantly influence the collection, training and performance management system (Dong & Liu, 2010). This situation suggested that, through practice or action, cross-cultural management should be the key priority for the HRM functions.

People have always been difficult, and handling people has always been tricky. Effective HRM is seen as implementing best practices; unsuccessful HRM is a result of failing to enforce best practices (Pfeffer, 1998). Contingency school, however, suggests combining HRM systems and facilities with certain essential factors (Gibb, 2001). Defenders of universalism note that HR activities should be viewed as a collection of HRM practices that can enhance efficiency regardless of location and scale. Critics also contend that the "Best Practice" paradigm is based on the substantial variance in HRM activities that relay tangible and intangible assets and appear to disregard employee preferences (Armstrong, 2012). The principle of best practice seems arbitrary as what is best for one country does not apply to another.

On the other hand, the approach to contingency seems appropriate in handling HRM because theory suggests there is no right way to manage the organization. Is it a principle frequently seen as too concerned with questions about which contingencies to be concerned should "strategic fit" or "climate suit" be the primary concern when deciding the form of HRM systems and services to be adopted? While the "Best Match" appears more practical, it tends to be static and does not take into account other factors affecting HRM approaches, such as cross-cultural difficulties and organizational priorities (Armstrong, 2009). Perhaps "Resources-based Approach" to maintain market competitiveness by creating specific internal tools, concentrating on human capital and optimizing employee skills, and identifying cultural differences as the best approach to managing cross-cultural employees. This approach allows the company to be seen as a special, nuanced, intangible and competitive resource package, not through its product market activities (Saá-Pérez & GarcÍa-FalcÓn, 2002). (Leavy, 1996) believed that these tools were significantly below the surface of the highest strategic importance — for example, community, including traditions, norms , beliefs, etc. (Schein, 1985).

5. Methodology

This study, based on the desk research approach, literally focuses on systematic review. Data has been extracted from a secondary source such as books, articles, and formal reports. The literature substantially centered on peer-reviewed academic journals, such as the Social Science Citation database and the Scopus database, as they are frequently used in the academic world. Because of the complexity in examining culture and business relationships, tedious extraction has been made from various fields of studies ranging from business management, culture, gender, psychology, education, and science. In the beginning, the research was focused on articles from 2010-2019. However, to support the arguments, the studies have been extended from 1970.

However, this paper still maintained on the latest findings and evidence to keep it abreast and up to date. Also, due to inconsistency in results of cultural dimension by past researchers on BRIC countries, a specific tool for data analysis such as Hofstede Insight (https://www.hofstede-insights.com) has been used to organize data analysis.

As a means to obtain corresponding data, the search keywords are set out, and a possible combination that related to culture and management will be sorted out. The first part of table 1 shows the number of articles that have been obtained by the corresponding keywords in the Sakarya University (SAU) library database. While table 2 presents several popular articles and the elimination of articles that mismatched with the aims of this study. The provided tables are a representation of the challenge and rigorous searching applied to attain related articles that match the purposes of the paper. Due to the bulk of results finding from the database, associated studies will be sorted out, scan and filtering before selected for the study. The articles will be scanned based on their related title to decide whether they are relevant or not. Skimming will determine whether the article contains information needs for this study. Next, the articles will be subjected to the filter process to determine whether articles to be accepted or rejected. Consequently, a careful selection of articles that meet the research objectives will be selected.

Table 2: Search Results

Search Results in SAU Library Database		
Combination keywords	**Results**	**Some Relevant Articles**
Culture + management	25 000 articles	N/A
Cross + culture + management	181 articles	65 articles
Cross culture + management + psychology	20 articles	15 articles
Cross culture + management + education	243 articles	43 articles
Hofstede cultural dimension + management	30 articles	20 articles
Cross cultural + human resource management	106 articles	55 articles

Table 3: Some Accepted and Elimination Article

Some Accepted Articles	
Authors	**Content Matched Objective**
(Mendes et al., 2017)	Remuneration behaviour in Brazil
(Bjorkman et al., 2008)	Human Resources in India and China
(Arapova, 2017)	Cultural differences in Russia and Western
Some Elimination Articles	
Authors	**Content Mismatched Objective**

(Liu & Wu, 2018)	Quality Culture Management Model of Chinese Manufacturing Enterprise
(Taylor et al., 2008)	Impacts of organizational culture, HRM and top management orientations
(Rode, Huang & Flynn, 2016)	Cross-Cultural examination and organizational commitment

6. Findings

6.1. BRIC and Hofstede cultural dimension

Hofstede's cultural factor theory explains the influence of a society's culture on its members' beliefs, and how these beliefs contribute to people's actions. The clash between Western and Asian cultures, especially on the social background, should be the central focus for Western corporations that operate/or want to run into Asian countries. The closeness of culture among Asian countries facilitating Asian corporations settling among them comfortably in comparison to Western corporations. For example, Japan is closer culturally to India than the United States, and Japanese practices are more consistent with developing countries through cultural proximity than those of the US. (Wasti, 1998). According to (Maharjan & Sekiguchi, 2016), Japan and India are collectivist and hierarchical societies; both of them are collectivist societies, while the US more towards individualism. To identify the cultural dimension in BRIC countries, recent data studies will be presented. According to (Minkov et al., 2017), on the scores of the collectivism/individualism dimension, it is found that Brazil, Russia, China, and India are collectivist societies. While a study done by (Beugelsdijk & Welzel, 2018; Lee Park & Paiva, 2018) indicate that Brazil has shifted toward individualism, while there is a consistent result for Russia, China and India for collectivism. Further analysis has been adopted from Hofstede Insight (https://www.hofstede-insights.com) to analyze the cultural dimension among BRIC members.

Table 4: Summary of cultural dimension

Hofstede Cultural Dimension	Brazil	Russia	India	China
Power Distance Index (PDI)	High	High	High	High
Uncertainty Avoidance Index (UDI)	High	High	Low	Low
Individualism/Collectivism Index (IND)	Collectivism	Collectivism	Collectivism	Collectivism
Masculinity/Femininity Index (MAS)	Femininity	Femininity	Masculinity	Masculinity
Long-term/short term orientation Index (LTO)	Short term	Long term	Long term	Long term
Indulgence/Restrained Index (II)	Indulgence	Restrained	Restrained	Restrained

Source: Author

6.1.1 Power distance

Power distance index considers the tolerance to inequalities and powers. If there's a high-power gap (Brazil, Russia, China, and India), it suggests a society recognizes inequity and power disparities, promotes bureaucracy, and people are inclined to display high respect for rank and status. Employees in high-power-distance culture expect managers to behave as a strong leader and become dissatisfied with decision delegating leaders. For example, Chinese business organizations still have traditional paternalistic leadership (Cheng, Chou, Wu, Huang, & Farh, 2004; Yan Zhang, Huai, & Xie, 2015). The case also applies to India, where its historical religious and cultural growth derives high power distance. The caste system and seniority establish a strongly hierarchical relationship, mixing conventional "yes boss" and silent features (managers disallowing their subordinates to ask questions or express their views). In India, this made decentralization and delegation incompatible (Mathew & Taylor, 2018). Conversely, if there is a low power gap, a culture promotes flat organizational structure, collective decision-making, and participatory style management.

6.1.2 Individualism

For individualism and collectivism, the dimension explains about "I" or "we" attitude in achieving the goal. It is about working as a team (Brazil, Russia, China and India) or individually. In China context, collectivist behaviour may serve as a shield to save one's face (Moser, Migge, Lockstroem, & Neumann, 2011) and not to blame other people in front of anybody else (Cardon, 2009). For Russia, the collectivist traits can be traced from social roots of *zadruga* (clan), *mir* (commune) and *artel* (association), they do appreciate consensus in settling dispute arising, joint responsibility and support substantial intergroup mutual assistance (Balykina, 2013).

6.1.3 Uncertainty Avoidance

Avoidance of vulnerability is a degree to which instability and uncertainty are accepted and discussed. High uncertainty (Brazil and Russia) reveals that there is no tolerance to confusion, ambiguity and risk-taking. Strict rules, laws, policies and norms are introduced and applied in the sense of Brazil to mitigate or decrease this degree of vulnerability (Cornacchione & Klaus, 2017). However, low avoidance of uncertainty (India and China) implies a strong tolerance for confusion, ambiguity and risk-taking. A piece of evidence from German managers in China reported that the Chinese have an enterprising attitude and a risk-taking disposition (Moser et al., 2011). They were still able to carry out control tests to ensure that the job was done. This attitude illustrates

that Chinese workers need no rigid guidelines and are eager to conquer confusion, able to drive and influence.

6.1.4. Masculinity

For masculinity (India and China), it asserts the following characteristic towards egoism, building wealth, independent, aggressive, and self-confident. Femininity (Brazil and Russia), relationship-oriented, tolerance towards making a mistake, be humble, asking questions and weak, innocent, dependent, nurturing, and concern about the quality of life. The differential is about to live to work or work to live. This cultural dimension seems to be interrelated with the uncertainty avoidance dimension; values with low uncertainty tend to perceive being independent and risk-taker, which is generic with values in masculinity. As an illustration, it was found by (K. Singh & Agrawal, 2007) that working Indian women possess masculine characteristic such as "defend my own beliefs," "independent", "have a leadership quality", and "willing to take a risk" which is identical with entrepreneurial mentality owned by Chinese. This indicated that there is a link between masculinity and uncertainty avoidance.

In contrast, feminism is quite intense among male workers in Russia who are unable to perform their breadwinner's role, declining men's ability to financially support their families with their diminishing of masculinity (Ashwin & Lytkina, 2004). Akin to those lack of congruence with "Habitus," a suspension of their commitment to the "game" (work). On the other hand, men had lost their ability to be providers and hence became "weak" (Davidenko, 2017). The lack of masculinity among Russian can be explained due to strong collectivism, power distance and uncertainty avoidance due to phenomena and attitude of people, such as "wait and hope for protection from the chief" (being dependent), low personal responsibility (afraid being risk taker) (Balykina, 2013). Despite that, the advantage of feminism should not be undermined as people with this value possessing strong cooperation, mutual understanding, and interpersonal relations. This can be evidence from the Soviet's time when there is a gender contract between males and females, where females working at home with paid labor (paid less than male) under a state policy (Davidenko, 2017).

6.1.5. Time Orientation

Long-term orientation (Russia, India, and China) emphasises patience, perseverance, and long-term development. Building a trade or good relationship with a Chinese employee requires a manager to recognise the importance of trust, dependability, integrity , and benevolence. "Guan" means a hurdle gate, and "xi" refers to tie. A partnership is extended in almost the domain of life, from politics to business.

Impacts of potentially important "guanxi" as Chinese people practise it in their everyday interactions with others to create, sustain and improve their interpersonal and inter-organizational relationship with different counterparts at different levels (Styles & Ambler, 2003; Yen & Barnes, 2011). Ironically, long-term orientation made people reluctant to respond to change and under less pressure to act (Gopalan & Stahl, 1998). By comparison, short term orientation (Brazil) focuses on quick results and short term success.

6.1.6. Indulgence

The last dimension, indulgence (Brazil), indicates society enjoying life, having fun, and less strict rules or ethics on society norms. In Brazil, due to former excessive legalism and formalism of Brazil society inherited from its Portuguese colonizers, it has changed the way of Brazilian society's personalism. The introduction of *Jeitinho* encourages Brazilian to find solutions to a bureaucracy that often do not well (Jackson & Hogg, 2010). It is used in almost all manner to get things done promptly, escaping applicable rules and breaking the rules even aware it may causing harm to others (Cornacchione & Klaus, 2017) and also enable corruption. Restraint (Russia, India, and China) is a culture that suppresses and controls needs pleasure by strict social norms. The restraint norms between India and China are profoundly rooted in a collective culture and country where it is practiced. Vedantic (Vedanta) greatly influenced Indian culture in ethics that regulated life based on unselfishness and fair sense regulation (Malik & Vijay, 2016). Whereas in China, the philosophy of Confucianism, now deeply rooted in Chinese, urges people to control their feelings, avoid interpersonal disputes, and abolish human rights to preserve good relations with others (Yip, 2003). Restraint importance emphasizes individuals' submissiveness to maintain social equilibrium. In other words, people make a rational decision based on moral principles to protect the entire interest.

6.2. Discussion

Organizational culture is a set of ideals, beliefs and expectations held by organizational participants describing how they deal with external and internal influences (Hofstede, 1980; Schein, 1985). In the context of the social realities and ethos of the country in which the company works, it also defines performance levels, prevailing environment and HRM policies (Davenport, 2000; Kumar & Hillergersberg, 2000). Applying universalistic HRM methods explicitly won't work. (Javidan, Dorfman, Luque, & Home, 2006) believed that there was no guarantee that appropriate management practices would succeed in one country. Operating company does not fight

host country culture, but rather integrate into it. (Sparrow, Brewster, & Harris, 2004) believe that international business is about finding ways to work together for people of different experiences or perspectives. As discussed above, HRM should use resource-based view (RBV) to efficiently manage people. Finding the obstacles facing foreign companies in India (Holtbrügge, Friedmann and Puck 2010) will be reduced when shaping HRM practice on the basis of RBV.

Organizations have several specific resources which can only be built in-house (Barney, 1991; Grant, 1991). By emphasizing RBV, organizations can gain a competitive advantage, especially if they succeed in following the cultural differences in HRM practices. In the sense of helping companies to gain a competitive advantage, a positive culture (Genç, 2013) should include all relevant elements in alignment, management style, business and environmental circumstances. Although the decided people (Becker & Huselid, 1998) are a strategic advantage. The RBV approach helps HRM to strategize its HRM practice in order to improve business success. The relationships between the HRM process (selective workers, incentive pay, and training) on organizational performance have been positive (Delaney & Huselid, 1996; Katou & Budhwar, 2007). While the RBV approach has important ties with HRM performance, a foreign organization should concentrate on the social context and economic and political history of the Host County. Using the cultural component of Hofstede, companies will consider the cultural differences before they start HRM practices. (Kulkarni et al. 2010) considered that in a global subsidiary with complex cultural orientations it would be hard for international companies to incorporate domestic management strategies, such as incentive and evaluation schemes. Organizations working in India have strongly recommended that the legal, political and socio-cultural aspects of India be taken seriously (Björkman, Budhwar, Smale & Sumelius, 2008).

There are many difficulties in BRIC markets, and relations with locals and adaptation are a must. The social system of BRIC varies considerably from that of western societies, as almost all BRIC countries are not Western countries. Even if Russians regard Europe (Western civilization), it remains foreign and retains from their counterparts a different philosophy and culture. For example, differences in mutual understanding, interpersonal communication, symbols and signals are different in the preparation and execution of organizational change between Russia and the West (Michailova, 2005).

6.2.1. Staffing

Staffing can be described as one of the most important management functions. It includes filling up the vacancy role with the right workers at the right time. Therefore, everything will happen properly. It is a fact that human resources are one of the highest in any organization because, through proactive actions of the human resources, all other resources, such as capital, equipment, machinery, etc. can be efficiently utilized in every organization. Each individual must therefore be in the right place within the organization to get the right job according to their skills, talents, aptitudes and specializations, in order to help the organization achieve the predetermined goals by contributing 100% of the workforce correctly. It can also be assumed that workers are an integral feature in all business organizations.

The role of the staffing can be defined as follows, the primary function of the staffing being to recruit skilled workers for various positions in the organization. The best employee is hired for the best role in the workplace. This results in optimum efficiency and better output. It helps to facilitate the efficient use of human capital in different ways. Job satisfaction and morality of employees are improved by hiring the right individual. Staffing helps ensure that human resources are best used. It provides the organization's consistency and growth through development managers.

In China, Chinese companies incline to do more external hiring, emphasizing the one-to-one interview, and least use on reference practice (Li, Samolejová, Čech, & Lampa, 2016). Personal references play a vital role at the time of hiring (Heneman, Judge, & Mueller, 2019; Rao, 2009). In a high uncertainty avoidance culture, they do not trust oral information and seek more elaboration on written information. However, in low uncertainty avoidance, the information provided by the employee is being believed, and managers are being provided with a degree of freedom to decide on the best interest of the organization (Hofstede, Hofstede, & Minkov, 2010). In India, organizations must be very flexible in terms of the employment contract. Indians are very emotional, and employment is a matter of bonding (long time orientation). A company cannot fragment an individual from his/her family (feeling of collectivist), allow the employee to leave work early, but also has the liberty to call them on Sunday to work (restraint). At the same time, Indian women aspire to be in the top management position (Gupta & Bhaskar, 2016). In Russia context, there is a legitimacy problem with the hiring process, not focus on job-related but emphasizing on the trust and loyalty of the employee (Domsch, 2017). Stressing on the trust and loyalty (hiring someone they

know) shows a strong affiliation towards collectivism and a high level of uncertainty avoidance in Russian culture.

The problem of legitimacy was supported by Fey, Engström & Björkman (1999), who argue that establishing formal requirements is difficult for Russian HRM and typically relies on their "good feelings" in the recruitment process. In Brazil, similar problems in Indian and Russian seem common, where the recruitment process takes account of certain aspects, such as the collectivist culture and the HRM selection procedure. The relationship with wealthy relatives, college friends, country club members or birthplace regional connections is more important than talent because of *Jeitinho* and the power of collectivism culture, to be promoted or chosen in organizational hierarchies. The staffing processes of many Latin American companies often rely on social connections (Abarca, Majluf, & Rodriguez, 1998; Flynn, 1994). The blend of influences in Brazilian culture is allegedly derived from Spanish arrogance and Portuguese laxity and plasticity, resulting in laxity, chaos, lack of organization, disorder and discipline (de Hilal, 2006). The ambiguity of the job description, the multi-tasking and the organization of the working environment can also adversely affect the manner in which Brazilians function. Managers also have to understand the leisure time and the value of families, because Brazilians are more likely to spend time with their families and to give up their jobs (short-time).

6.2.2. Performance Management

Performance management is the mechanism or method by which a company monitors and enhances its employee efficiency. Performance management may be used by a company to track the success of an entity, a department, a team and a single level. The word most often applies to the success of individuals. Popular elements of a method of performance management include:

(a) Feedback of results

(b) One-on-one manager

(c) Reviews from Peer

(d) Process Success Plans

(e) Setting and monitoring of goals

(f) Programs of incentives and recognition

In a traditional performance management framework, managers monitor and improve success with team members and report to the higher leadership team. In the past, the method of performance management also consisted of an annual assessment of results per employee. However, since research indicates that periodic reviews are increasingly successful, many organizations have abandoned the annual review model and implemented a system of daily manager's checks and informal feedback meetings. Such performance management can help workers understand and align themselves consistently with organizational priorities and objectives, making incremental changes over time rather than attempting to develop their career at year-end.

There are several factors which determine and motivate performance in India, including ambition, rapid growth, and appreciation. As the working culture is strongly built on the paternalist, the boss is known as the dad. Therefore, the 360 degree evaluation would not apply as an employee more likely to hear supervisor / manager direct input (Gupta & Bhaskar, 2016). This evidence was supported by (Sripirabaa & Krishnaveni, 2009), who found that external members can appraise employees at a particular time, but the employee may reject it during the performance process. In contrast, a 360-degree appraisal well accepted among Chinese (Paetzel, Quast, Aroonsri, Surya, & Hart-Mrema, 2019). The organizations need to ensure the appraisal process take into consideration employee's consideration and provide transparent feedback towards an employee (Hui & Qin-xuan, 2009). Chinese are more open to hearing feedback from the surrounding, although they are also based on paternalistic leadership culture. Perhaps these traits contribute by ethical philosophy that already been embedded among Chinese on the concept of openness in their culture, respect and obedience (Lin, Li, & Roelfsema, 2018).

In Russia, however, the question of personnel formalization continues to prevail in performance management. Russia has inadequate levels of structured performance evaluation frameworks in a report (Gurkov & Zelenova, 2011). Employees then prohibit direct reference to the outcome of the latest performance review in their termination appeals and preclude pay negotiations. The performance control of employees according to (Gurkov & Zelenova, 2009) is focused on direct observations and the quality and quantity of work of the supervisor. This situation indicates high power distance in Russian society, where the power wielder (manager/top management) has control over bottom employee and dislike to follow the rules and formalization. A study done in the Brazilian research center shows that performance appraisal is essential; there is an integration between performance appraisal and strategic plans. Performance appraisal 360 degree does not consider well accepted in which all the staff is appraised

70

by their superior (Lourenço Ubeda & Cesar Almada Santos, 2007). However, in the recent study shows that HRM Manager in BrazCon argued that Brazilian companies nowadays are being less paternalistic and more professional. They adopted the contemporary global practice, such as BrazMan used 360-degree appraisals, and BrazCem used the balanced scorecard to manage performance appraisal (Mellahi, Frynas, & Collings, 2016).

6.2.3 Reward and Compensation

The administration of benefits is a strategic concern. Compensation would include benefits for offering monetary compensation such as promotions, incentives and varying bonuses. Organizations reward their workers as they achieve the objectives or objectives they have set for their employees. Rewards can be non-monetary for two, for example a paid holiday. Compensation is considered a factor in hygiene or motivation. In other words, if the monthly payment is fixed, a hygiene factor. It can be used for comparing or assessing or deciding if the company pays 'fair' prices. HRM will typically set up a compensation survey, which can provide important information on incentive issues. The other aspect is the advantage. The provision of benefits is another component of compensation.

To make the reward a motivating factor, it must be variable. It varies proportionally with each other's outcome, target or goals. This reward is typically referred to as an incentive or incentive to increase productivity for workers. Motifs are a variable expense for specific business or service processes which differ explicitly from firm operations to firm operations. HRM must therefore take reimbursement as a strategic issue. HRM must plan and develop a system of incentives & rewards to attract the right people to the right job. First, HRM would have to efficiently implement the system in order to ensure retention.

Finally but not least, the control of skills. Compensation is one means of attracting and retaining talents. However, HRM also needs other talent management tools for high-potential, highly professional and technical staff, including evaluation and mapping. HRM would also improve the wages to encourage staff as team players, creative people and productive workers. HRM also needs to design and develop incentives based on employee profile and work nature. Rewards must be realistic and useful for the beneficiaries. An example is that the winner can choose from a number of awards. This method would give them the impression that the reward is tailored as they strive to achieve the goals. The iPhone or even the iPad is an example of a recent incentive item because these items draw current attention.

Organizations should take additional care when working in Russia, India and China in strategizing reward and compensation. In these countries, the incentive and rewards should form the basis of long-term guidance. In Indian social structure you are forced to take on a stable job with good pay and potential for growth. For organizations lacking adequate social security and long-term job insecurity, Indians expect a higher base salary (Gupta & Bhaskar, 2016). As professional managers in India increase, the country is no longer a cost arbitration for organizations. For China, Chinese citizens, with a low level of prevention and entrepreneurial mindset, are a risk-taker and predict the size of the reward for their work. Wang & Wu (2017) found that equity-based rewards ultimately affect the company's risk-taking rate. In comparison, incentive and compensation seem to be backward in Russia, as in other post-socialist countries. In Russia there is a dominant view that paying salaries are wasted income (Gurkov & Zelenova, 2011). In his further research, the majority of companies refuse to spend money on education and personal development; they are also pursuing dumping practices by making oligopolistic deals in order to make efforts of staff and mid-size executives useless in the negotiating process Compensation systems are quite successful and formalized for Brazil. They have already adopted international HRM practices and match their pay table with the World Consulting Table (Mellahi et al., 2016). Finally, as a short type of people, performance pay in Brazil is likely to be feasible as practice has been commonly used since the 1990s (Mendes, Lunkes, Flach & Kruger, 2017).

6.2.4 Equal Employment Opportunities

Equal employment opportunities or EEO is a right for any employee during a recruiting process. It refers among other eligible characteristics to protect employees from discrimination based on ethnicity, religion, sex or national origin. Employers cannot judge or determine on one of these bases whether an individual is fit for a job. These requirements must be complied with by federal, state and local governments, jobs agencies and most private businesses. EEO also protects employees at present against discrimination in terms of promotions, wages, benefits or discharge. The United States Commission on Equal Employment Opportunities tracks adherence and reacts to discovered violations.

Fair working opportunities are an occupational activity in which employees do not participate in work which is prohibited by statute. Employers cannot discrimination on the basis of ethnicity, age, color, sex, faith, nationality and origin against an applicant or employee. The ultimate political purpose of the workplace discrimination legislation we are reviewing will be summarized in the expression "equal opportunities."

Generally, these regulations do not aim to achieve fair results but are meant to ensure that all workers or work applicants have equal opportunities to compete in the labor market. In other words, the laws aim to level the playing field so that some groups of persons that have been discriminated against in the past are not treated unfavorably based on unique features which have little to do with being a competent employee. The equal opportunities for jobs illustrated this:

1. Recruitment and selection requirements, appointing or engaging an individual as an employee;

2. Employee promotion and transfer;

3. Training and career growth for a career;

4. Conditions of jobs or any other behavior relevant to workers.

As an example in India, in Article 15 and in Article 16, the Indian Constitution encapsulates social security provisions for all the people of India. The ban on discrimination on the basis of faith, ethnicity, caste, sex or place of birth is imposed in Article 15 — the provision of Article 16 is that of equal opportunities in matters of public employment. In addition, Article 16(2) states that no person shall be disqualified, or discriminated against in respect of any employment or state office for reasons relating solely to religion, race, caste, sex, descent, place of birth, place of residence or any one of them. These suggest that HRM must conduct vigilant staffing in India. Any violation of the law as stipulated in Indian legislation will result in a penalty that will harm the company's credibility and standing.

6.2.5 Suggestion HRM Approach For BRIC

The study verified that Hofstede dimension is still reliable in explaining cross-cultural differences, especially in HRM functions. It is indicated that Western HRM approach and argument of "one size fits all" is no longer valid within HRM dimensions. The idea of Western approach which emphasizes on the importance of individualism in every aspect of HRM functions such as individual pay for performance, making the decision, and promotion, which rooted from the medieval culture of competitiveness of Western lifestyle will bring negative impacts toward local BRIC HRM management. The results of comparison study among BRIC countries showed that all BRIC members support collectivism spirit, perhaps derived from a strong feeling of cohesiveness, ethicality and bounded by strong religious affiliation such as Taoism in China, Hinduism in India and Zadruga in Russia. The cultural of BRIC also indicated that they are inclined towards value/subjective, sense of feeling/humanism rather than being

objective/impartial, anti-humanism where it is more permeated among Western. Therefore, the paper insisted on several approaches that could be adapted to meet cultural expectations for HRM in BRIC countries.

Table 5: Suggestion for HRM approach

Workplace culture	- Job Sharing - Reward for consensus decision/punishment for group. - Respecting or rewarding local affiliation such as religious events/family matter/culture festivals. - Showing compassion and sense of empathy. - Reward those employees that being cohesive.
Staffing	- Hiring employee that possess strong moral obligation. - Evaluating the level of responsibilities and cohesiveness of employee before hiring. - Strong and details on loyalty career structure, (promotion, rewards for loyalty, career advancement, and retirement planning before boarding to ensure employee satisfaction and long term affiliation with the company). - Emphasize on referral method in selecting future employees. - Equal employment based on merit, but some of them incline for equitable (taken into consideration of background) rather than being too objective on hiring.
Performance Management	- Applied paternalistic approach "Father and Son" appraisal, as BRIC employees have a strong relationship with the direct supervisor. - Apply face to face feedback, rather than public feedback as BRIC against public shame. - Avoid self-projection, as BRIC employees dislike being compared.
Rewarding	- Senior or loyal employees should highly be rewarded. - Risk-taker should be appreciated with some incentives. - Gender and race-based wage should be avoided as may create unease/conflict within the organization. - Reward structure should be formalized and clear from ambiguity.

7. Conclusion

The study of the relationship between contextual properties of cultural dimensions and BRIC country HRM management permits the re-establishment of HRM studies. This study shows that local / foreign organizations, who wish to grow into the developing markets, need to understand the culture of local communities and emerging markets — the BRIC markets with their special mix of intra-country cultures. Therefore, it is important to consider the society in order to fix similarities and identify opportunities. Furthermore, in order for international organizations to become completely operational, they should create trust in local citizens, as the close relationship is a vital elements in BRIC markets.

On the other hand, HRM in BRIC is greatly influenced by the characteristics of the culture. However, some of the countries are showing towards the Western dimension. For massive culture societies like Indian and Chinese, moral values and philosophy of old religions Veda/Hindu (India) and Confucianism/Taoism (Chinese) play essential roles in their daily life. Therefore, understanding a country's culture is a sign of respect and foster effective communication, a vital factor in business success. By integrating the business into the local culture, it will facilitate the institutionalization process of organizations within the society and increase its legitimation. This study tried to re-examine what needs to be taken and considered by foreign companies to succeed in BRIC markets. The findings reveal that although some BRIC markets shared similar dimensions of culture, it does not mean general practice will apply to all of them. As an example, Indians and Chinese are both strong paternalistic societies but require different methods and tools in assessing performance management due to differences in philosophy and beliefs they hold. This data analysis is hoping to assist researchers/industry players in having depth understanding and a clear view of managing HR and cultural differences in BRIC markets. A significant limitation of this paper is based solely on secondary data. Future research in the area of integration of HRM (HR function and practice) and culture in this area might consider these things.

References

Abarca, N., Majluf, N., & Rodriguez, D. (1998). Identifying Management in Chile: A behavioral approach. *International Studies of Management and Organization*, *28*(2), 18–37.

Abugre, J. B. (2018). Cross-cultural communication imperatives. *Critical Perspectives on International Business*, *14*(2/3), 170–187. https://doi.org/10.1108/cpoib-01-2017-0005

Adler, N. J. (1997). *International dimensions of organizational behavior* (3. ed.). Cincinnati Ohio: South-Western College Publ.

Andreassi, K. J., Lawter, L., Brockerhoff, M., & J. Rutigliano, P. (2014). Cultural impact of human resource practices on job satisfaction. *Cross Cultural Management: An International Journal*, *21*(1), 55–77. https://doi.org/10.1108/ccm-05-2012-0044

Armijo, L. E. (2007). The Brics Countries (Brazil, Russia, India, And China) As Analytical Category: Mirage Or Insight? *Asian Perspective*. Lynne Rienner Publishers. https://doi.org/10.2307/42704607

Ashish Malik, & Vijay Pereira. (2016). *Indian Culture and Work Organisations in Transition - Google Books*. New York: Routledge: Taylor and Francis Group.

Ashta, A., Stokes, P., & Hughes, P. (2018). Change management in Indo-Japanese cross-cultural collaborative contexts. *Journal of Organizational Change Management*, *31*(1), 154–172. https://doi.org/10.1108/JOCM-05-2017-0201

Ashwin, S., & Lytkina, T. (2004). Men in Crisis in Russia. *Gender & Society*, *18*(2), 189–206. https://doi.org/10.1177/0891243203261263

Balykina, G. (2013). Cultural Dimensions and Modern Russian Business. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.2342954

Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, *17*(1), 99–120. https://doi.org/10.1177/014920639101700108

Becker, B. ., & Huselid, M. A. (1998). High performance work systems and firm performance. A synthesis of research and managerial application. *Research in Personnel and Human Resources Management*, *16*, 53–101.

Beugelsdijk, S., & Welzel, C. (2018). Dimensions and Dynamics of National Culture: Synthesizing Hofstede With Inglehart. *Journal of Cross-Cultural Psychology*, *49*(10), 1469–1505. https://doi.org/10.1177/0022022118798505

Björkman, I., Budhwar, P., Smale, A., & Sumelius, J. (2008). Human resource management in foreign-owned subsidiaries: China versus India. *The International Journal of Human Resource Management*, *19*(5), 964–978. https://doi.org/10.1080/09585190801994180

Cardon, P. W. (2009). A model of face practices in Chinese business culture: Implications for western businesspersons. *Thunderbird International Business Review*, *51*(1), 19–36. https://doi.org/10.1002/tie.20242

Chen, N., Chao, M. C., Xie, H., & Tjosvold, D. (2018). Transforming cross-cultural conflict into collaboration. *Cross Cultural & Strategic Management*, *25*(1), 70–95. https://doi.org/10.1108/CCSM-10-2016-0187

Cheng, B.-S., Chou, L.-F., Wu, T.-Y., Huang, M.-P., & Farh, J.-L. (2004). Paternalistic leadership and subordinate responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, *7*(1), 89–117. https://doi.org/10.1111/j.1467-839X.2004.00137.x

Cornacchione, E., & Klaus, L. (2017). Ethical Business Culture in Brazil. In *Ethical Business Cultures in Emerging Markets* (pp. 7–8). Cambridge University Press. https://doi.org/10.1017/9781316225165.004

Davenport, T. A. (2000). *Mission Critical: Realizing the Promise of Enterprise Systems*. Boston, MA: Harvard Business School Press.

Davidenko, M. (2017). Searching for lost femininity: Russian middle-aged women's participation in the post-Soviet consumer culture. *Journal of Consumer Culture*, 146954051771402. https://doi.org/10.1177/1469540517714021

de Hilal, A. V. G. (2006). Brazilian National Culture, Organizational Culture and Cultural Agreement. *International Journal of Cross Cultural Management*, *6*(2), 139–167. https://doi.org/10.1177/1470595806066325

Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, *39*(4), 949–969.

Domsch, M. E. (2017). *Human Resource Management in Russia* (1st ed.). Routledge.

Dong, K., & Liu, Y. (2010). Cross-cultural management in China. *Cross Cultural Management: An International Journal*, *17*(3), 223–243. https://doi.org/10.1108/13527601011068333

Eskildsen, J., Kristensen, K., & Gjesing Antvor, H. (2010). The relationship between job satisfaction and national culture. *The TQM Journal*, *22*(4), 369–378. https://doi.org/10.1108/17542731011053299

Farivar, F., Cameron, R., & Yaghoubi, M. (2016). Work-family balance and cultural dimensions: from a developing nation perspective. *Personnel Review*, *45*(2), 315–333. https://doi.org/10.1108/PR-09-2014-0196

Fey, C., Engström, P., & Björkman, I. (1999). Doing Business in Russia: Effective Human Resource Management Practices for Foreign Firms in Russia. *Organizational Dynamics*, *28*(2), 69–79.

Fish, A. (1994). The Importance and Relevance of Cross-cultural Management. *Cross-Cultural Management: An International Journal*, *1*(1), 35–38. https://doi.org/10.1108/eb008375

Flynn, G. (1994). HR in Mexico: What should you know. *Personal Journal*, *73*(7), 34–42.

Fujimoto, Y., Bahfen, N., Fermelis, J., & Härtel, C. E. J. (2007). The global village: online cross-cultural communication and HRM. *Cross Cultural Management: An International Journal*, *14*(1), 7–22. https://doi.org/10.1108/13527600710718804

Gahlawat, N., & Kundu, S. C. (2018). Progressive human resource management and firm performance. *International Journal of Organizational Analysis*, IJOA-05-2017-1159. https://doi.org/10.1108/IJOA-05-2017-1159

Gattai, V., & Natale, P. (2016). New Facts about BRIC Multi-nationals: From Macro to Micro Evidence (pp. 61–92). https://doi.org/10.1108/S1745-886220160000011007

Genç, K. Y. (2013). Culture as a Strategic Resource for Organizations and an Assessment on Cultures of Turkish Large Firms. *Procedia - Social and Behavioral Sciences*, *75*, 525–531. https://doi.org/10.1016/j.sbspro.2013.04.057

Gibb, S. (2001). The state of human resource management: evidence from employees' views of HRM systems and staff. *Employee Relations*, *23*(4), 318–336. https://doi.org/10.1108/EUM0000000005685

Glosny, M. A. (2010). China and the BRICs: A Real (but Limited) Partnership in a Unipolar World. *Polity*, *42*(1), 100–129. https://doi.org/10.1057/pol.2009.14

Gopalan, S., & Stahl, A. (1998). Application of American management theories and practices to the Indian business environment: Understanding the impact of national culture. *American Business Review*, *16*(2), 30–41.

Grant, R. M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, *33*(3), 114–135. https://doi.org/10.2307/41166664

Greblikaite, J., & Daugeliene, R. (2010). The Growing Need of Cross-cultural Management and Ethics in Business Institute of Europe, Kaunas University of Technology. *European Integration Studies*, (4), 148–152.

Gupta, S., & Bhaskar, A. U. (2016). Doing business in India: Cross-cultural issues in managing human resources. *Cross Cultural and Strategic Management*, *23*(1), 184–204. https://doi.org/10.1108/CCSM-09-2014-0112

Gurkov, I., & Settles, A. M. (2012). A Dominant Archetype of the HRM System in Russian Industrial Companies in Post-Recession Times. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.2039033

Gurkov, I., & Zelenova, O. (2009). Human resource management in Russia (pp. 150–188).

Gurkov, I., & Zelenova, O. (2011). Human Resource Management in Russian Companies. *Studies of Mgt. & Org*, *41*(4), 66–80. https://doi.org/10.2753/IMO0020-8825410404

Hart, A. F., & Jones, B. D. (2010). How Do Rising Powers Rise? *Survival*, *52*(6), 63–88. https://doi.org/10.1080/00396338.2010.540783

Herbert G. Heneman III, Judge, T. A., & Kammeyer-Mueller, J. (2019). *Staffing organizations* (9th ed.). New York: Mc Graw Hill.

Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage.

Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organisations: Software of the mind* (3rd ed.). New York, NY: Mc-Graw Hill.

Hofstede Insight. (2019). Hofstede Insight: Compare Country. Retrieved April 1, 2019, from https://www.hofstede-insights.com/product/compare-countries/

Holtbrügge, D., Friedmann, C. B., & Puck, J. F. (2010). Recruitment and retention in foreign firms in India: A resource-based view. *Human Resource Management*, *49*(3), 439–455. https://doi.org/10.1002/hrm.20353

Hui, L., & Qin-xuan, G. (2009). Performance appraisal: what's the matter with you? *Procedia Earth and Planetary Science*, *1*(1), 1751–1756. https://doi.org/10.1016/J.PROEPS.2009.09.268

Jackson, R. L., & Hogg, M. A. (2010). *Encyclopedia of identity*. SAGE.

Javidan, S., Dorfman, P. W., Luque, M. S., & House, R. J. (2006). "In the eye of the beholder: cross cultural lessons in leadership from project GLOBE. *Academy of Management Perspective*, 69–90.

Katou, A. A., & Budhwar, P. S. (2007). The effect of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, *49*(1), 1–35. https://doi.org/10.1002/tie.20129

Keukeleire, S., & Hooijmaaijers, B. (2014). The BRICS and Other Emerging Power Alliances and Multilateral Organizations in the Asia-Pacific and the Global South: Challenges for the European Union and Its View on Multilateralism. *JCMS: Journal of Common Market Studies*, *52*(3), 582–599. https://doi.org/10.1111/jcms.12102

Kirkman, B. L., Lowe, K. B., & Gibson, C. B. (2006). A quarter century of Culture's Consequences: a review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies*, *37*(3), 285–320. https://doi.org/10.1057/palgrave.jibs.8400202

Kulkarni, S. P., Hudson, T., Ramamoorthy, N., Marchev, A., Georgieva-Kondakova, P., & Gorskov, V. (2010). Dimensions of individualism-collectivism: a

comparative study of five cultures. *Current Issues of Business and Law*, *5*. https://doi.org/10.5200/1822-9530.2010.03

Kumar, L., & Hillergersberg, J. Van. (2000). "ERP experiences and evolution. *Communications of the AC*, *16*, 258–265.

Latukha, M., & Malko, K. (2019). Westernization or localization of human resource management practices in CIS countries? Evidence from Kazakh firms. *International Journal of Emerging Markets*, IJOEM-05-2016-0122. https://doi.org/10.1108/IJOEM-05-2016-0122

Leavy, B. (1996). On studying leadership in the strategy field. *The Leadership Quarterly*, *7*(4), 435–454. https://doi.org/10.1016/S1048-9843(96)90001-6

Lee Park, C., & Paiva, E. L. (2018). How do national cultures impact the operations strategy process? *International Journal of Operations & Production Management*, *38*(10), 1937–1963. https://doi.org/10.1108/IJOPM-03-2017-0145

Li, J., Samolejová, A., Čech, M., & Lampa, M. (2016). Comparison of HRM practices between Chinese and Czech companies. *Perspectives in Science*, *7*, 2–5. https://doi.org/10.1016/j.pisc.2015.11.002

Lin, L., Li, P. P., & Roelfsema, H. (2018). The traditional Chinese philosophies in inter-cultural leadership. *Cross Cultural & Strategic Management*, *25*(2), 299–336. https://doi.org/10.1108/CCSM-01-2017-0001

Lourenço Ubeda, C., & Cesar Almada Santos, F. (2007). Staff development and performance appraisal in a Brazilian research centre. *European Journal of Innovation Management*, *10*(1), 109–125. https://doi.org/10.1108/14601060710720573

M. Armstrong. (2009). *Armstrong's handbook of human resource management practice* (11th ed.). London: Kogan Page.

M. Armstrong. (2012). *Armstrong's handbook of human resource management practice* (12th ed.). London: Kogan Page.

Maharjan, M. P., & Sekiguchi, T. (2016). The Influence and Effectiveness of US-style and Japanese-style HR Practices on Indian Firms: A Conceptual Perspective.*South Asian Journal of Human Resources Management*, *3*(1), 58–74. https://doi.org/10.1177/2322093716642117

Malik, A. R., & Singh, P. (2017). Transformational leadership and cultural minorities: a conceptual model. *European Business Review*, *29*(5), 500–514. https://doi.org/10.1108/EBR-12-2015-0181

Mathew, S., & Taylor, G. (2018). Power distance in India. *Cross Cultural & Strategic Management*, CCSM-02-2018-0035. https://doi.org/10.1108/CCSM-02-2018-0035

Meena, K., & Vanka, S. (2017). Developing an empirical typology of diversity-oriented human resource management practices. *Journal of Management Development*, *36*(7), 915–929. https://doi.org/10.1108/JMD-02-2016-0031

Mellahi, K., Frynas, J. G., & Collings, D. G. (2016). Performance management practices within emerging market multi-national enterprises: the case of Brazilian multi-nationals. *The International Journal of Human Resource Management*, *27*(8), 876–905. https://doi.org/10.1080/09585192.2015.1042900

Mendes, A., Lunkes, R. J., Flach, L., & Kruger, S. D. (2017). The influence of remuneration on the behavior of hospital employees in Brazil. *Contaduría y Administración*, *62*(1), 207–221. https://doi.org/10.1016/J.CYA.2016.04.005

Michailova, S. (2005). Contrasts in Culture: Russian and Western Perspectives on Organizational Change. *The Academy of Management Executive (1993-2005)*. Academy of Management. https://doi.org/10.2307/4165688

Mihaela, H. (2014). A synergistic approach of cross-cultural management and leadership style. *Journal of International Studies*, *7*(2), 106–115. https://doi.org/10.14254/2071

Minkov, M., Dutt, P., Schachner, M., Morales, O., Sanchez, C., Jandosova, J., Mudd, B. (2017). A revision of Hofstede's individualism-collectivism dimension. *Cross Cultural & Strategic Management*, *24*(3), 386–404. https://doi.org/10.1108/CCSM-11-2016-0197

Moser, R., Migge, T., Lockstroem, M., & Neumann, J. (2011). Exploring Chinese cultural standards through the lens of German managers: A case study approach. *IIMB Management Review*, *23*(2), 102–109. https://doi.org/10.1016/j.iimb.2011.02.002

O'neill, J. (2001). *Building Better Global Economic BRICs*. Retrieved from https://www.goldmansachs.com/insights/archive/archive-pdfs/build-better-brics.pdf (2.2.2019)

Paetzel, D. W., Quast, L. N., Aroonsri, P., Surya, M., & Hart-Mrema, T. S. (2019). Managerial behavior and performance in China, the UK, and the USA. *European Journal of Training and Development*, EJTD-09-2018-0094. https://doi.org/10.1108/EJTD-09-2018-0094

Pfeffer, J. (1998). *The Human Equation*. Boston, MA: Harvard Business School Press.

Rao, P. (2009). The role of national culture on Mexican staffing practices. *Employee Relations*, *31*(3), 295–311. https://doi.org/10.1108/01425450910946488

Redd, S. G., Cui, Z., Guzman, M., Jayadev, A., Kaul, I., McKinley, T., & Dos, P. S. (2017). *The Role of Brics In The World Economy & International Development*. Retrieved from https://reddytoread.files.wordpress.com/2017/09/brics-2017.pdf (2 February 2019)

Rodriguez-Arango, L., & Gonzalez-Perez, M. A. (2016). Giants from Emerging Markets: The Internationalization of BRIC Multinationals (pp. 195–226). https://doi.org/10.1108/S1745-886220160000011011

Saá-Pérez, P. De, & GarcÍa-FalcÓn, J. M. (2002). A resource-based view of human resource management and organizational capabilities development. *The International Journal of Human Resource Management*, *13*(1), 123–140. https://doi.org/10.1080/09585190110092848

Sakikawa, T., Chaudhuri, K., & Arif, N. A. (2017). A study on management practices and manufacturing performance in India and Malaysia. *Journal of Asia Business Studies*, *11*(3), 278–295. https://doi.org/10.1108/JABS-07-2015-0115

Sander, K., A. Cogin, J., & Bainbridge, H. T. J. (2014). *Research Methods for Human Resource Management* (1st ed.). New York: Routledge.

Schein, E. H. (1985). *Organizational Culture and Leadership Third Edition* (3rd ed.). San Francisco: Jossey-Bass.

Shenkar, O. (2001). Cultural Distance Revisited: Towards a More Rigorous Conceptualization and Measurement of Cultural Differences. *Journal of International Business Studies*, *32*(3), 519–535. https://doi.org/10.1057/palgrave.jibs.8490982

Singh, A., & Singh, M. (2017). A revisit to stock market contagion and portfolio hedging strategies. *International Journal of Law and Management*, *59*(5), 618–635. https://doi.org/10.1108/IJLMA-03-2016-0026

Singh, K., & Agrawal, P. (2007). Masculinity and Femininity among Working Women in Indian Urban Culture. *Journal of Human Ecology*, *21*(2), 135–138. https://doi.org/10.1080/09709274.2007.11905963

Sparrow, P. S., Brewster, C., & Harris, H. (2004). *Globalizing Human Resource Management*. London: Routledge.

Sripirabaa, B., & Krishnaveni, R. (2009). Performance management systems in an Indian manufacturing sector. *Management Research News*, *32*(10), 942–952. https://doi.org/10.1108/01409170910994150

Stahl, G. K., Miska, C., Lee, H.-J., & De Luque, M. S. (2017). The upside of cultural differences. *Cross Cultural & Strategic Management*, *24*(1), 2–12. https://doi.org/10.1108/CCSM-11-2016-0191

Stahl, G. K., & Tung, R. L. (2015). Towards a more balanced treatment of culture in international business studies: The need for positive cross-cultural scholarship. *Journal of International Business Studies*, *46*(4), 391–414. https://doi.org/10.1057/jibs.2014.68

Steenkamp, J. E. M. (2001). The role of national culture in international marketing research. *International Marketing Review*, *18*(1), 30–44. https://doi.org/10.1108/02651330110381970

Styles, C., & Ambler, T. (2003). The coexistence of transaction and relational marketing: Insights from the Chinese business context. *Industrial Marketing Management*, *32*(8), 633–642. https://doi.org/10.1016/J.INDMARMAN.2003.06.004

Thomas D. C. (2008). Cross-Cultural Management : Essential Concepts 2nd (2th ed., p. 327). California: Thousand Oaks: Sage Publications, Inc.

United Nation. (2017). *World Population 2017*. Retrieved from www.unpopulation.org. (2.2.2019)

Verma, P., & Sharma, R. R. K. (2019). The linkages between business strategies, culture, and compensation using Miles & Snow's and Hofstede culture framework in conglomerate firms. *Benchmarking: An International Journal*, BIJ-06-2017-0153. https://doi.org/10.1108/BIJ-06-2017-0153

Wang, D., & Wu, D. (2017). Equity incentive and risk taking: evidence from China. *Nankai Business Review International*, *8*(1), 80–99. https://doi.org/10.1108/NBRI-10-2016-0034

Wasti, S. A. (1998). Cultural barriers in the transferability of Japanese and American human resources practices to developing countries: the Turkish case. *The International Journal of Human Resource Management*, *9*(4), 608–631. https://doi.org/10.1080/095851998340928

Weber, T. J., Sadri, G., & Gentry, W. A. (2018). Examining diversity beliefs and leader performance across cultures. *Cross Cultural & Strategic Management*, *25*(3), 382–400. https://doi.org/10.1108/CCSM-11-2016-0200

Wilhelm, W. J., & Gunawong, P. (2016). Cultural dimensions and moral reasoning: a comparative study. *International Journal of Sociology and Social Policy*, *36*(5/6), 335–357. https://doi.org/10.1108/IJSSP-05-2015-0047

Wilson, D., & Purushothaman, R. (2003). *Dreaming With BRICs: The Path to 2050*. Retrieved from https://www.gs.com (4.2.2019)

Yen, D. A., & Barnes, B. R. (2011). Analyzing stage and duration of Anglo-Chinese business-to-business relationships. *Industrial Marketing Management*, *40*(3), 346–357. https://doi.org/10.1016/J.INDMARMAN.2010.08.003

Yip, K. (2003). Traditional Confucian Concepts of Mental Health: Its Implications to Social Work Practice with Chinese Communities. *Asia Pacific Journal of Social Work and Development*, *13*(2), 65–89. https://doi.org/10.1080/21650993.2003.9755929

Zhang, J. J. (2009). Study of the cross-cultural management in internationalized enterprise. *Digest of Management Science*, *47*(4), 47.

Zhang, Y., Huai, M., & Xie, Y. (2015). Paternalistic leadership and employee voice in China: A dual process model. *The Leadership Quarterly*, *26*(1), 25–36. https://doi.org/10.1016/J.LEAQUA.2014.01.002

Zhang, Y., Wei, X., & Zhou, W. (2017). An asymmetric cross-cultural perspective on the mediating role of conflict management styles in expatriation. *International Journal of Conflict Management*, *28*(5), 592–616. https://doi.org/10.1108/IJCMA-06-2016-0052

Zhu, Y., & Bargiela-Chiappini, F. (2013). Balancing Emic and Etic: Situated Learning and Ethnography of Communication in Cross-Cultural Management Education. *Academy of Management Learning & Education*, *12*(3), 380–395. https://doi.org/10.5465/amle.2012.0221