

Strategic Human Resource Management across Cultures

The Importance of Cultural and Emotional Intelligence

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Abstract

Traditional Human Resource Management (HRM) and Strategic Management were brought together in the early 1990's to create the popular concept of Strategic Human Resource Management (SHRM). SHRM has been popular in the West among firms wishing to align human capital with the overall mission and strategy of the organization, with the ultimate goal being sustainable competitive advantage. While SHRM calls generally for healthy linkage of human capital with strategic objectives, the SHRM literature has generated a number of lists of high performance HR management practices and policies. By engaging human capital very closely to the mission, objectives, and core competence of the firm, these prescriptive tenets are said to contribute to superior outcomes such as positive organizational culture, high morale and productivity, sustaining innovation and creativity, and sustained company success. Many of these directives have not adequately considered the complicating factors of human culture and globalization. We examine common and familiar SHRM directives in light of Hofstede's classical cultural dimensions which vary across the globe. Due to globalization, cross-cultural managers must be very flexible and sensitive in shaping HR direction as a means of creating competitive advantage in tune with the emotional and cultural nuances of the organization and its particular global location. We suggest that while SHRM strategic practices and policies are impactful, it is just as important to focus managerial attention and to train and develop cultural intelligence and emotional intelligence in key leaders and employees.

Keywords: Strategic Human Resource Management, high performance work practices and policies, Cultural Intelligence, Emotional Intelligence, Hofstede's cultural dimensions

Introduction

Traditionally Human Resource Management (HRM) has focused on the practices of recruiting, selecting, training, developing, appraising, and rewarding employees (Collins & Clark, 2003; Munteanu, 2014). Beginning in the early 1990's, writers started to create a strong linkage between traditional HR practices and the strategic management of human capital, viewed to be the most effective long-term contributor to sustainable competitive advantage (Lado & Wilson, 1994; Pfeffer, 1994; Wei, 2006; Wright & McMahan, 1992). The hope, especially here in the U.S., has been to influence the philosophy of HR staff, as well as line managers, with the understanding that human capital should be consistently and intentionally shaped as an asset in a

way that will assist in creating and sustaining competitive advantage (Wright & McMahan, 1992). The focus over the last several years has certainly been strategic, with strong return on human capital being a familiar goal of top management (Bassi & McMurrer, 2004).

Strategic Human Resource Management necessitates “thinking and implementing a set of consistent policies and practices to ensure that the human capital in an organization contributes in a sustainable fashion to the strategic objectives of the business” (Munteanu, 2014, p. 215). These practices have become known as “high-performance work practices.” The common threads among these HR practices seem to be commitment to involving employees, increasing motivation, generating novel solutions and innovations, enhancing involvement and intrinsic satisfaction of the job, enhancing retention and positive career tracks, and generally boosting employee involvement and contribution to strategic goals (Chuang & Liao, 2010). The argument for Strategic Human Resource Management is that traditional HRM cannot truly help the company gain and sustain competitive advantage, but rather it merely provides a predictable and reliable staff service and stable support to the management of the company (Lefter, Marincas, & Puia, 2007; Subramony, 2009). SHRM proponents suggest that combining the practices of Strategic Management (and strategic mindset) with the specific practices of Human Resource Management will lead to the ultimate realization of sustainable competitive advantage through the use of human capital. A popular saying over the last two decades has been that the HR Director should be in step with and should actually be a member of the senior strategic management team of the company, rather than merely serving as a staff service provider (Bassi & McMurrer, 2004; Subramony, 2009; Wei, 2006).

One does not have to look very far in the popular literature to see examples of firms that have completely bought in to SHRM and “high performance work practices and policies”. The results, especially in the United States, have been phenomenal. Some of the top-performing organizations in the country are perennially fixtures on the lists of top companies to work for (Boyle, 2006; Chung & Liao, 2010). While some question that direction of causality, there is no doubt that some of the nation’s top performers invest heavily in and benefit greatly from HR management (as a strategic asset) of their company. Companies like Google, W. L. Gore, SAS Institute, Genentech, USAA, Southwest Airlines, and Intuit have become “rock stars” in terms of how they empower and depend upon their human resources, and the culture they craft for sustainable competitive advantage and phenomenal, consistent success.

A number of authors have successfully uncovered fairly specific HR practices and policies that contribute heavily to sustainable strategic success. During the 1990’s and 2000’s, there was a litany of empirical research exploring very specific HR actions that contributed to competitive advantage and firm performance (see, for example, Subramony, 2009; Evans & Davis, 2005). Over the years we have developed a familiar roster of these specific, prescriptive policies and practices (Boselie, 2014; Bowen & Ostroff, 2004; Munteanu, 2014; Sun, Aryee, & Law, 2007). Several are included here as examples (with some overlapping somewhat).

- Involvement and consultation of employees in strategic decisions;
- Decentralization of power, empowerment;
- Recruiting, selecting and hiring the best, given the organization’s strategy in the short, medium, and long term;
- Extensive training and cross-training to develop knowledge, skills, and abilities;
- Assessment of performance through effective performance appraisal;
- Investing in programs for human resource training and development;

- Stimulating creativity of employees through novel and exciting activities and avoidance of boredom, routine, and constraints;
- Permanent enrichment and enlargement of the jobs themselves as a means of building satisfaction;
- Engaging and rewarding employees lavishly based on performance achieved;
- Retaining the best employees in the organization through career planning;
- Enhancing contribution and loyalty of the employee through career management;
- Taking care of employees with gracious and innovative benefits that create an extreme appreciation of and dependence upon the organization; and
- Providing a special, interesting, exciting, and stimulating culture.

While there is little doubt that most, if not all, of these practices and policies are quite positive and can contribute greatly to long-term performance, globalization and the prevalence of multi-national companies have certainly clouded the prescriptive and presumptive universal application of these directives. The importance of SHRM is not up for debate here, as it is widely regarded as perhaps the most important tool a company has in their quest to gain and sustain competitive advantage and strategic success. However, with the emergence and growth of globalization, it may be nearly impossible to confidently implement a set of consistent policies and practices. To go forth worldwide with a universal set of prescriptive mandates assumes that all employee bases have very similar values, beliefs, norms, and mindsets, which we know all too well is not the case (Hofstede, 1980a; Minkov & Hofstede, 2011; Russwurm, Hernandez, Chambers & Chung, 2011; Waldman, deLuque, & Wang, 2012). The prescribed lists of directives may prove less valuable and certainly less universal. We suggest that firms should strengthen HR practices such as recruiting, training, job enrichment, reward systems, and training and development by focusing the attention of global managers on the important notions of cultural intelligence (CI) (Ang & Van Dyne, 2008; Livermore, 2011) and emotional intelligence (EI) (Antonakis, Ashkanasy, & Dasborough, 2009; Cote & Miners, 2006; Goleman, 1998a, 1998b). While we continue to advocate these proven SHRM directives, the critical additions of CI and EI may prove invaluable for the flexibility, adaptability, and overall understanding and appreciation of the HR element in globalized organizations.

Hofstede's Dimensions and the Applicability of High Performance Practices and Policies

To examine the potential effectiveness of implementation of Strategic Human Resource Management on a global scale, let's take a look at Hofstede's (1980b; 1997; 2001) Cultural Dimensions. Professor Hofstede, a social psychologist, spent his entire career studying the very real and meaningful differences that exist across cultures, and these cultural differences have been shown to hold powerful influence over the ways that employees view their work, their contributions, their organization, and their coworkers. Hofstede recognized that multiple cultures exist within most nations, but nonetheless illustrated predominant "national cultures" which varied widely across the world. These cultural values greatly influence the ways employees behave, interact, react, and perform. The overarching theme in Hofstede's work is that employees in different cultures, even from within the same organization, are programmed very differently in the ways that they view very important work-related themes and variables. These values are influenced by their upbringing, their education, their religion, national traditions and beliefs, the media and entertainment, and all other elements of their life to date

which they view as important. Hofstede has traditionally referred to these culturally-influenced values as the “software of the mind” (Hofstede, 1997). Any implementation of specific workplace practices and policies must carefully consider the influence of national culture (Cavusgil, Knight, & Riesenberger, 2014; Hofstede, 1980a; Javidan, Teagarden, & Bowen, 2010).

While an exhaustive review of the above assembled SHRM “high performance practices and policies” in light of Hofstede’s research would be impractical and cumbersome, we feel it necessary to illustrate the interaction of a few. One recurring and especially important theme in SHRM has to do with aggressive “decentralization of power,” empowerment, employee involvement, and other forms of “bottom-up” leadership by the rank-and-file employee. One of Hofstede’s cultural dimensions is power distance, which refers to “how a society deals with the inequalities in power that exist among people” (Cavusgil, Knight, & Riesenberger, 2014, p. 89). A high power distance country views as legitimate a fairly broad separation of those possessing power from those who do not. People in societies with a high power distance are more likely to conform to and honor a strong hierarchy. There is a much stronger dependence on the authority and insight of the superior. Employees would likely be extremely hesitant to question or contribute to decision making by those in power. Decentralization of authority and empowerment are very much appreciated in a low power distance country as employees view themselves as not especially different from and perhaps just as capable and clever as their superiors. It is natural and preferred to be included. They embrace and greatly appreciate an opportunity for the autonomy, creativity, and contribution that comes along with opportunities to participate in decision-making. Such opportunities enhance the attractiveness of their job and increase motivation. Ideally, a decentralization of power would promote teamwork and novel creativity, which creates a unique sense of problem solving and innovation. This can be detrimental, off-putting, and even confusing in a culture that expects centralized power and authoritative superiors. For example, a subordinate could conceivably view his superior as inadequate or incompetent if they routinely asked for employee input to important decisions. People from these cultures might even wonder why the boss doesn’t seem to know what needs to be done (Hofstede, 1980b).

Another key area of emphasis in SHRM and the associated policies/practices listed above has to do with the engagement and stimulation of employees, performance appraisal and management, and innovative reward, incentive, and benefit programs that really take care of high performing and loyal employees based on specific performance achieved. The legitimacy of this basic concept is no doubt accepted across the world, and all cultures seem to appreciate rewards. However, the strong differences among cultures in terms of engagement, “stepping out” as a high performer, performance evaluation, and structuring of rewards is well-established. Hofstede’s cultural dimension of individualism versus collectivism deals with the degree to which people in a society are integrated into groups. Employees in individualistic societies have loose ties to a group (perhaps only to his/her immediate family). Highly individualistic societies emphasize the “I” versus the “we.” Its counterpart, collectivism, describes a society in which tightly integrated relationships tie extended families and others into in-groups. These in-groups are laced with undoubted loyalty and members support each other when a conflict arises with another in-group. Members of a culture that scores high on collectivism might balk at the notion of individual engagement and handsome individual rewards tied to individual achievement and excellence. Collectivist societies might also prefer to be appraised as a group and rewarded as a group. While members of a highly individualistic culture might fully embrace and appreciate

opportunities to excel, separate and distinguish one's self, move up the corporate ladder, and accept lavish rewards for excellence and loyalty, these concepts might be very foreign and uncomfortable to highly collectivistic societies. In fact, loyalty to the in-group such as extended family and close friends often trumps loyalty to, and extraordinary effort on behalf of, the organization (Hofstede, 1980a; 1980b).

Another Hofstede dimension that comes into play with these policies/practices is that of uncertainty avoidance. The uncertainty avoidance index measures a society's tolerance for ambiguity, and the extent to which people embrace the new, the complex, the challenging, the unexpected, the unknown, and especially those opportunities that are different from the status quo. All who have taken on new challenges, new responsibilities, and perhaps a new job have felt extreme discomfort and uncertainty. Members of societies with very high uncertainty avoidance would potentially avoid settings where they are asked to "step out and stand out," take on new challenges, and tackle complex and unfamiliar settings. A member of a low uncertainty avoidance culture, to the contrary, might find him/herself bored and uninspired without these sorts of opportunities and challenges (Hofstede, 1980b).

At this juncture, masculinity vs. femininity also need to be mentioned. Masculinity is defined as a preference in society for achievement, heroism, assertiveness and material rewards for success. Its counterpart, femininity, represents a preference for cooperation, modesty, caring for the weak and quality of life. Women in the respective societies tend to display different values. In feminine societies, they share modest and caring views equally with men. In more masculine societies, women are more emphatic and competitive, but notably less emphatic than the men. Masculine societies would certainly embrace and celebrate SHRM practices and policies that promote employees "stepping out" and taking on new and challenging roles in order to receive exciting rewards and opportunities to climb the corporate ladder for individual wealth and glory. On the other hand, this entire notion might be foreign and distasteful to a member of a highly feminine society (Hofstede, 1980b).

We also often see the general theme among leading organizations that they set out to attract, recruit, select, develop, and retain the very best employees. Hofstede's masculinity versus femininity scale certainly applies to these practices as well, and even applies to cultural definitions of "very best." A culture scoring low in masculinity (high in femininity) will prefer certain characteristics in candidates, such as nurturing and development of others, interdependence, caring for everyone regardless of contribution and achievement. A culture that scores high on masculinity will prefer competitiveness, assertiveness, drive and fight, ambition, and the accumulation of rewards and recognition. It should be mentioned in this discussion of selection that first impression hiring is a common error that leads the interviewer to hire an unqualified candidate because the interviewee is noticeably similar to the interviewer in salient ways (Ryan & Ployhart, 2000). This error is likely to occur more frequently across cultures because, as illustrated above, the characteristics that each culture values may vary according to the masculinity scale, and other scales for that matter. Therefore, the interview process and selection is likely to vary greatly across cultures (Cavusgil et al., 2014).

We should also mention Hofstede's fifth dimension, long-term orientation (LTO), at this point. Asian cultures are fairly high on this dimension, as they value a long-term commitment to improvement, measurement of success over longer periods of time, patience, and adaptation. Those societies with a longer-term orientation often avoid revolutionary solutions and quick fixes and opt instead for steady, evolutionary, patient adaptation. Goal setting, performance appraisal, and motivation can be very tricky in these environments. LTO cultures often embrace

a slower and methodical, evolutionary march toward success. Those from a shorter-term orientation society might find much more appeal and feel more pressure and necessity to quickly find solutions and seek improvement. They might be more action-oriented versus patience-oriented. Though we might desire quick response to our high performance work practices and policies, it could be very positive to have employees with longer-term orientation. In much of our discussion, we have seen that SHRM prescriptive tenets have seemingly been tailor made to fit the Western cultures (see Hofstede, 1980a). In fact, the very word “strategic” implies a long-term, patient approach to building advantage, which might be embraced by LTO cultures.

Although our examinations here are certainly not exhaustive and far from conclusive, illustrating the potential cultural relativism (lack of universal application) of SHRM prescriptive policies/practices and normative tenets is not the sole purpose of this paper. However, even with the base practices of HRM, such as recruitment and selection, SHRM’s universal high performance tenets clearly do not provide management with a clear understanding of how to deal with the widely varied cultures they face in global settings. It is also a fair assumption that SHRM’s tenets are not a complete agenda for fully dealing with more complex HR issues such as sexual harassment, workplace violence, labor dynamics, and conflict resolution. There is a need among global managers for such traits and abilities as sensitivity, awareness and mindfulness, adaptability, flexibility, listening and communicating, and understanding. This is doubly important in settings where companies depend heavily on their HR component as a sustainable source of competitive advantage vis-à-vis global organizations.

So How Can We Improve Strategic High-Performance Focus to HRM in Other Cultures?

The notion of aggressively pursuing SHRM and doing whatever is necessary to create innovative, adaptive, highly productive, and consistently successful organizations has certainly been an important strategic mandate among global firms (Evans & Davis, 2005; Lefter et al., 2007). Writers in HR management have certainly recognized that globalization has had tremendous ramifications and has sent shockwaves through the profession of human resource management (Cavusgil et al., 2014; Javidan et al., 2010; Jonck & Swanepoel, 2015). Human resource managers have, in response, worked very hard to better understand global imperatives, and have developed a tremendous amount of knowledge and competencies to effectively motivate and employ diverse human capital from other cultures (Cavusgil et al., 2014; Kleiman, 2013). One of the realities of today’s global marketplace is that most organizations now must add a very strong cultural component to the dynamics of HRM (Jonck & Swanepoel, 2015; Minkov & Hofstede, 2011). Due to the diversity of cultures encountered by going global, employers must consider focusing their HR efforts on creating and emphasizing consistent, effective employee behavior worldwide in keeping with the organization’s mission, strategy, and strategic objectives. Firms have come to understand that they are not able to implement worldwide a standard set of imperatives in recipe or checklist fashion. Firms must create managers and employees worldwide that have the ability to recognize the importance of the company’s strategy and success, and adapt to the imperatives and complexities of their respective cultures. Instead of dictating prescriptive directives, Strategic Human Resource Management should further train, prepare, develop, and promote according to the potential strategic benefits of developing cultural intelligence and emotional intelligence.

Cultural Intelligence

Globalization has made careful and considerate understanding of individual cultures imperative to success because a “culture shapes [an] individual’s cognitive processing, behavior and affect, it provides guidelines for social and moral conduct which are manifested in unique behavior, mannerism, language, and artifacts” (Jonck & Swanepoel, 2015, p.78). Promoting and developing a sense of cultural intelligence, which will promote consistent, educated, and sensitive behavior, is critical to the strategic success of any organization navigating the global marketplace, as well as attempting to tap in to global human resources as a genuine source of sustainable competitive advantage (Ang & Van Dyne, 2008; Livermore, 2011; Munteanu, 2014; Russwurm et al., 2011).

Someone with cultural intelligence is open to understanding a culture, adept at actively gaining information about the culture from ongoing interaction, able to gradually adjust cognitive processes to be sympathetic to the culture, and sensitive to changing operant behavior in order to be more skilled and appropriate when interacting with group members and key individuals from that culture. (Ang & Van Dyne, 2008; Jonck & Swanepoel, 2015; Livermore, 2011). Cultural intelligence is a somewhat stable, natural trait and is not easily nor quickly developed in people. But with strong commitment and hard work, it certainly can be developed in individuals and instilled into the values of organizational cultures. It has been shown to develop more readily in positive organizational cultures that promote openness, communication, honesty, and positive development. Cultural intelligence has been shown to develop in environments where a “critical mass” of cultural intelligence exists, so success leads to more success (Livermore, 2011; Waldman et al., 2012). Naturally, constructing a training and development program to promote and develop cultural intelligence will be costly and complicated due to the complexity of the issue. But we have seen, in a global setting, the importance of building competent, sensitive, and flexible employees who will be attuned to the requisite creativity, innovation, and high performance for strategic success and competitive advantage (Ang & Van Dyne, 2008; Waldman et al., 2012).

Cultural intelligence utilizes three components in order to generate the ability to interact effectively across diverse cultures, namely, knowledge, mindfulness, and behavioral aptitude (Ang & Van Dyne, 2008; Jonck & Swanepoel, 2015; Russwurm et al., 2011;). Knowledge refers to understanding what culture is, how it varies, and how it may influence behavior. Mindfulness is a fundamental aspect of consciousness and is the continuous monitoring of one’s emotions and the external environment (Jonck & Swanepoel, 2015). We understand that some people have a much greater propensity to monitor their own behaviors, cognitions, emotions, and those of others. Some people are just more alert, or mindful, of social cues and the activities going on around them. But we have also seen that people can be taught to be more mindful and mindfulness develops in settings where it is emphasized and embraced. Behavioral aptitude is defined as the ability to generate appropriate behavior in new cultural settings based on knowledge and appreciation of the culture and mindfulness of the culture, its values, and mindset (Ang & Van Dyne, 2008; Jonck & Swanepoel, 2015). In simple terms, you do not have to be a Frenchman or an Italian to know how to behave and interact effectively in those cultures.

A culturally intelligent person thrives in cultural environments foreign to their own. For training purposes, to achieve cultural intelligence, an individual has to have the desire, along with four other factors, which are motivational, cognitive, meta-cognitive, and behavioral at the base (Jonck & Swanepoel, 2015; Livermore, 2011). The motivational factor deals with the

incentive offered to “gain cross-cultural competence” (Jonck & Swanepoel, 2015). The cognitive factor deals with the idea that an employee will think, learn, and strategize carefully in observance of the culture being learned in order to gain an understanding of the culture’s way of thinking. The meta-cognitive factor reflects the individual’s ability to select applicable cultural knowledge depending on the context, while rejecting immediate judgment based on salient stereotypical cues (Ang & Van Dyne, 2008; Jonck & Swanepoel, 2015; Livermore, 2011). Lastly, the behavioral factor illustrates an individual’s ability to act appropriately in a range of cross-cultural settings (Jonck & Swanepoel, 2015). In order to achieve cultural intelligence, the three components and the four factors listed above must be cultivated by the employee, which can likely be done effectively through a thoughtful and diligent training and development program.

Managers in cross-cultural environments must have a global mindset, which is a concept rooted in cultural intelligence. These managers have an awareness and knowledge of international business and value how business works on a global scale, they have an openness to new ideas and varied perspectives and experiences, and they have an ability to form connections and trusting relationships with people who are very different culturally (Javidan et al., 2010).

HR managers should strongly consider role-playing, case studies, and other experiential learning techniques to ignite and cultivate cultural intelligence and a global mindset in the organization’s employees, especially managers. Trainees typically perform multiple experiential “situations with numerous cultural issues, work through resolution of issues and problems, and receive feedback from the trainer and other trainees” (Kleiman, 2013, p. 249). To cultivate cultural intelligence, it is in the organization’s best interest to provide its employees with the pertinent knowledge of the culture and train them to act and react according to what is considered appropriate for the situation in that culture. Role-playing can be an effective method to achieve and teach cultural intelligence. For example, the organization should provide a training session in which what the culture is, how it varies accordingly, and how the employee’s behavior may vary across cultures are explained. Once the employees have been given the necessary knowledge, role-playing opportunities should be made available so that the employees are able to test their knowledge and behavior before interacting with another culture.

Emotional Intelligence

While training and development can be utilized to slowly cultivate cultural intelligence, emotional intelligence is even more difficult to foster. Emotional intelligence can be defined as the ability to perceive, appraise and express emotion, to access and/or generate affect when it facilitates cognitive processing, to comprehend emotions and emotional knowledge, and to regulate emotions in order to promote emotional and intellectual growth (Goleman, 1998a; Goleman, 1998b; Jonck & Swanepoel, 2015). Emotional intelligence is made up of two components: the affective component and the cognitive component. The affective component refers to the emotions that have been experienced by the individual, while the cognitive component refers to the ability to reason with or about an object or situation while comparing and contrasting different ideas (Antonakis, et. al., 2009; Cote & Miners, 2006; Goleman, 1998a; Jonck & Swanepoel, 2015). Emotional intelligence is difficult to cultivate in those with limited experiences because experiencing a range of varied emotions is necessary to achieve emotional intelligence. However, role-playing may be used to allow an individual to experience new emotional situations and learn how to act and react to these emotions as is culturally appropriate.

In this instance, feedback from someone who has experienced an abundance of emotions in social interactions is key to the effectiveness of the role-playing technique.

Author Daniel Goleman (1998b, 2014) has simplified the process of recognizing emotional intelligence. Goleman claims that at the base of every successful competence model is a pattern of emotional intelligence serving as the building blocks of the model. Goleman reveals that emotional intelligence is exemplified in four distinct characteristics: self-assurance, self-management, social awareness, and relationship management. Goleman (2014) has been able to compile a list of traits that will be useful for SHRM managers in recognizing and developing emotional intelligence in current and future employees (and other stakeholders for that matter). Goleman's list is presented below:

Self-awareness:

- Emotional self-awareness—leaders high in emotional self-awareness recognize how their feelings affect them and their job performance.
- Accurate self-assessment—leaders with accurate self-assessment know when to ask for help and where to focus in cultivating new leadership strengths.
- Self-confidence—self-confident leaders often have a sense of presence and a self-assurance that lets them stand out in a group.

Self-management:

- Self-control—leaders with emotional self-control find ways to stay calm and clear-headed under high stress or during a crisis.
- Transparency—such leaders openly admit mistakes or faults, and confront unethical behavior in others rather than turn a blind eye.
- Adaptability—leaders who are adaptable can juggle multiple demands without losing their focus or energy, and are comfortable with the inevitable ambiguities of organizational life.
- Achievement—leaders with strength in achievement have high personal standards that drive them to constantly seek performance improvements, both for themselves and for those they lead.
- Initiative—such a leader does not hesitate to cut through red tape, or even bend the rules, when necessary to create better possibilities for the future.
- Optimism—a leader who is optimistic can roll with the punches, seeing an opportunity rather than a threat or a setback.

Social awareness:

- Empathy—such leaders listen attentively and can grasp the other person's perspective.
- Organizational awareness—a leader with a keen social awareness can understand the political forces at work in an organization as well as the guiding values and unspoken rules that operate among people there.
- Service—leaders high in service competence foster an emotional climate so that people directly in touch with the customer or client will keep the relationship on the right track.

Relationship management:

- Inspiration—such leaders offer a sense of common purpose beyond the day-to-day tasks, making work exciting.

- Influence—indicators of a leader’s powers of influence range from finding just the right appeal for a given listener to knowing how to build buy-in from key people and a network of support for an initiative.
- Developing others—leaders who are adept at cultivating people’s abilities show a genuine interest in those they are helping along, understanding their goals, strengths, and weaknesses.
- Change catalysts—leaders who can affect change are able to recognize the need for the change, challenge the status quo, and champion the new order.
- Conflict management—leaders who manage conflicts best are able to surface the conflict, acknowledge the feelings and views of all sides, and then redirect the energy toward a shared ideal.
- Teamwork and collaboration—leaders who are able team players draw others into active, enthusiastic commitment to the collective effort and build spirit and identity. (Goleman, 2014, p. 51-52).

Although Goleman’s list focuses heavily on leaders, these characteristics can be applied to all key employees in recognizing the level of emotional intelligence that each possesses while also recognizing which of these characteristics needs development. Furthermore, focusing on these characteristics can assist Strategic Human Resource Managers in creating more appropriate training and developing methods to promote emotional intelligence across cultures. Goleman’s description of emotional intelligence further illustrates the importance of focusing on hiring, training, and developing the right kinds of people with a good understanding of the types of cultural sensitivity and intelligence, and emotional intelligence necessary for excellent organizational interaction. It is reasonable to conclude that if firms hire excellent people and instill cultural intelligence and emotional intelligence in individuals and company cultures, more of the prescriptive tenets of SHRM will be especially useful and valuable (Daher, 2015).

It has been argued that emotional intelligence is not influenced greatly by ongoing globalization, and certainly not to the extent of cultural intelligence (Daher, 2015). Recent work has shown that the two intelligences work well together and are actually inextricably linked (Jonck & Swanepoel’s, 2015). For instance, “mindfulness,” an important component of cultural intelligence, and “perceiving emotions,” an aspect of emotional intelligence, are linked by the fact that both are necessary to examine and understand another’s emotions. The “meta-cognitive” component of cultural intelligence mirrors the “facilitating thought” component of emotional intelligence in the sense that both require the ability to recognize certain emotions and adjust one’s views and emotions according to the situation. The “behavioral” aspect of cultural intelligence and the “ability to manage and understand emotions” aspect of emotional intelligence are similar in that it is necessary to recognize specific behavior and react with the appropriate emotions. In addition, the “motivation” component of cultural intelligence and the “intent or resolve” component of emotional intelligence mirror the sense of willingness that a person must possess in order to adjust to another culture’s behaviors and emotions (Jonck & Swanepoel, 2015).

The relationship between cultural intelligence and emotional intelligence is interesting and worthy of further study. It appears that successful global organizations need to carefully consider cultivating and promoting both forms of intelligence in its employees to the best of its abilities (Daher, 2015). It also appears most important that these two forms of intelligence are

cultivated in conjunction with firm leadership, executive management, and corporate governance.

Conclusions

The importance of Strategic Human Resource Management is well established and the notion of lists of best HR management practices associated with high performance organizations is not in question here. We simply set out to illustrate that most of these canons of SHRM are not universally applicable in foreign cultures, absent the kind of knowledge, awareness and mindfulness, flexibility, openness, sensitivity, and maturity that we discuss as coming with higher levels of cultural and emotional intelligence. We argue that SHRM can have incredible success in multiple cultural environments when there is a focus on training and development to prepare managers and employees to exhibit cultural and emotional awareness and sensitivity as they seek the involvement, autonomy, empowerment, performance-focus, risk taking, and commitment called for by high performance work practices and policies. As a strategic mandate, HR managers should be focused on developing the right kinds of people who can be very knowledgeable, sensitive, mindful, adaptable, and exhibit positive behaviors that allow them to thrive in many different and varied environments. Managers are able to instill in all of their people from all cultures the kind of focus and determination necessary for a company to truly tap into human capital as a source of competitive advantage. A consistent and well established set of practices and policies may not universally apply and help all organizations gain competitive advantage, unless there is strong commitment to training and development methods that promote the types of leadership and team behavior necessary to gain competitive advantage, regardless of the cultural setting.

At the very least, these forms of training arm the organization with leadership that can adapt the tried and true tenets of high performance SHRM to the specific dictates of various cultures. These training and development methods should focus on cultivating cultural intelligence and emotional intelligence, using lectures to present the knowledge of the culture and role-playing to utilize that cultural knowledge in real-time. These forms of intelligence are an integral part of going global in a successful way. Fostering these will ensure that a company is able to act and react appropriately in a diverse cultural situation, which will in turn create competitive advantage for the globalized organization.

This paper, however, is merely a first step in pointing out the application of cultural and emotional intelligence in the daunting task of navigating HR management with a strategic intent across cultures. The next step will be empirically measuring the beneficial influence of some of these programs to the success of SHRM initiatives, especially the familiar lists of SHRM tenets and high performance work practices. Future researchers should be able to uncover the directives from the SHRM literature that seem to apply quite well and even universally given appropriate sensitivity, understanding, and consistent behavior from the global management team.

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English abstract

Strategic Human Resource Management Success across Cultures

The Importance of Cultural and Emotional Intelligence

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Abstract

Traditional Human Resource Management (HRM) and Strategic Management were brought together in the early 1990's to create the popular concept of Strategic Human Resource Management (SHRM). SHRM has been popular in the West among firms wishing to align human capital with the overall mission and strategy of the organization, with the ultimate goal being sustainable competitive advantage. While SHRM calls generally for healthy linkage of human capital with strategic objectives, the SHRM literature has generated a number of lists of high performance HR management practices and policies. By engaging human capital very closely to the mission, objectives, and core competence of the firm, these prescriptive tenets are said to contribute to superior outcomes such as positive organizational culture, high morale and productivity, sustaining innovation and creativity, and sustained company success. Many of these directives have not adequately considered the complicating factors of human culture and globalization. We examine common and familiar SHRM directives in light of Hofstede's classical cultural dimensions, which vary across the globe. Due to globalization, cross-cultural managers must be very flexible and sensitive in shaping HR direction as a means of creating competitive advantage in tune with the emotional and cultural nuances of the organization and its particular global location. We suggest that while SHRM strategic practices and policies are impactful, it is just as important to focus managerial attention and to train and develop cultural intelligence and emotional intelligence in key leaders and employees.

Keywords: Strategic Human Resource Management, high performance work practices and policies, Cultural Intelligence, Emotional Intelligence, Hofstede's cultural dimensions

French abstract

Strategic Human Resource Management Success across Cultures:
The Importance of Cultural and Emotional Intelligence

La gestion des ressources humaines stratégiques à travers les cultures

L'importance de l'intelligence culturelle et émotionnelle

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Résumé

La gestion des ressources humaines (GRH) traditionnelle et la gestion stratégique ont été réunies dans le début des années 1990 pour créer le concept populaire de la GRH stratégique. La GRH stratégique a été popularisée dans l'Occident pour les entreprises qui souhaitent aligner le capital humain avec la mission et la stratégie de l'organisation, dans le but ultime de créer un avantage concurrentiel durable. Alors que la GRH stratégique appelle généralement à lier le capital humain et les objectifs stratégiques, la littérature autour de la GRH stratégique a généré une série de listes de pratiques et politiques pour une GRH de haute performance. En recrutant du capital humain très près de la mission, des objectifs et des compétences fondamentales de l'entreprise, les doctrines normatives contribuent à des résultats supérieurs en matière de culture organisationnelle positive, la moralité, la productivité, l'innovation, la créativité, et le succès durable de l'entreprise. Beaucoup de ces directives n'ont pas suffisamment été prises en compte en raison de facteurs de complexification comme la culture humaine et la globalisation. Nous examinons les recommandations communes et familières la GRH stratégique à la lumière des dimensions culturelles de Hofstede, qui varient dans le monde entier. En raison de la mondialisation, les managers interculturels doivent être très flexibles et sensibles lorsqu'ils élaborent une politique des ressources humaines, comme un moyen de créer un avantage concurrentiel en phase avec les nuances émotionnelles et culturelles de l'organisation et de son emplacement global particulier. Nous suggérons que, parce que les pratiques et politiques de GRH stratégique et sont percutantes, il est tout aussi important de concentrer l'attention managériale et de former et développer l'intelligence culturelle et l'intelligence émotionnelle auprès des principaux dirigeants et employés.

Mots-clés: La GRH stratégique, les pratiques et politiques de performance élevée, l'intelligence émotionnelles, les dimensions culturelles de Hofstede.

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German Abstract*

Strategic Human Resource Management Success across Cultures:
The Importance of Cultural and Emotional Intelligence

Erfolg von Strategischem Personalmanagement in verschiedenen Kulturen

Die Bedeutung von kultureller und emotionaler Intelligenz

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Zusammenfassung

Traditionelles Personalmanagement (HRM) und Strategisches Management wurden in den frühen 1990er Jahren zusammengeführt um das beliebte Konzept des Strategischen Personalmanagements (SHRM) zu erschaffen. SHRM war im Westen beliebt bei Firmen, die Humankapital an der allgemeinen Mission und Strategie der Organisation ausrichten wollen, um einen nachhaltigen Wettbewerbsvorteil zu erzielen. Während SHRM generell eine gesunde Verbindung von Personal mit strategischen Zielen benötigt, hat die SHRM-Literatur eine Reihe von Listen von leistungsstarken Personalmanagement Praktiken und Strategien hervorgebracht. Durch den engen Einbezug von in die Mission, Ziele und Kernkompetenzen der Firma, sollen diese vorgeschriebenen Grundsätze zu überlegenen Ergebnissen wie positiver Organisationskultur, hoher Arbeitsmoral und Produktivität, Unterstützung von Innovation und Kreativität und Unterstützung des Unternehmenserfolges beitragen. Viele dieser Richtlinien berücksichtigten die verkomplizierenden Faktoren von menschlicher Kultur und Globalisierung dabei nicht in angemessenem Maße. Wir untersuchen allgemeine und bekannte SHRM Richtlinien im Lichte von Hofstedes klassischen Kulturdimensionen, die weltweit variieren. Auf Grund von Globalisierung, müssen interkulturelle Manager sehr flexibel und sensibel bei der Gestaltung von Personalanweisungen sein, die als Mittel zur Erzeugung eines Wettbewerbsvorteils mit den emotionalen und kulturellen Nuancen der Organisation und der spezifischen globalen Standort abgestimmt werden. Wir schlagen vor, dass es, obwohl strategische Praktiken und Regeln des SHRM wirkungsvoll sind, ebenso wichtig ist die Aufmerksamkeit der Manager zu fokussieren und kulturelle Intelligenz und emotionale Intelligenz von wichtigen Führungskräften und Mitarbeitern zu trainieren und zu entwickeln.

Keywords: [Strategisches Personalmanagement, leistungsstarke Arbeitspraktiken und Arbeitsstrategien, kulturelle Intelligenz, emotionale Intelligenz, Hofstedes Kulturdimensionen]

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Spanish abstract*

Strategic Human Resource Management Success across Cultures:
The Importance of Cultural and Emotional Intelligence

El éxito de la Gestión Estratégica de los Recursos Humanos

La Importancia de la Inteligencia Cultural y Emocional

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Resumen

La gestión tradicional de los Recursos Humanos (HRM) y la Dirección Estratégica se reunieron en la década de 1990 para crear el concepto popular de Gestión Estratégica de Recursos Humanos (SHRM). SHRM ha sido popular en Occidente entre las empresas que desean alinear el capital humano con la misión y la estrategia general de la organización, con el objetivo final de ser una ventaja competitiva sostenible. Mientras SHRM es usado generalmente para la vinculación saludable entre el capital humano y los objetivos estratégicos, la literatura sobre SHRM ha generado una serie de listas de prácticas y políticas de gestión de recursos humanos de alto rendimiento. Mediante el compromiso del capital humano con la misión, los objetivos y las competencias básicas de la empresa, se dice que estos principios prescriptivos pueden contribuir a resultados superiores tales como una cultura positiva de la organización, de alta moral y productividad, una mayor innovación y creatividad, y por consiguiente, el éxito sostenido de la empresa. Muchas de estas directivas no han considerado adecuadamente los factores complejos de la cultura humana y la globalización. Examinamos directivas comunes y familiares de SHRM a la luz de las dimensiones culturales clásicas de Hofstede, que varían en todo el mundo. Debido a la globalización, los gerentes interculturales deben ser muy flexibles y sensibles en la configuración de la dirección de recursos humanos como un medio para crear una ventaja competitiva en sintonía con los matices emocionales y culturales de la organización y su particular ubicación global. Sugerimos que, si bien las prácticas y las políticas estratégicas de la SHRM son impactantes, son tan importantes para centrar la atención y la gestión como para formar y desarrollar la inteligencia cultural y la inteligencia emocional de los líderes y empleados clave.

Palabras clave: Gestión Estratégica de Recursos Humanos, políticas y prácticas de trabajo de alto rendimiento, la inteligencia cultural, la inteligencia emocional, las dimensiones culturales de Hofstede

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Arabic abstract*

Strategic Human Resource Management Success across Cultures:
The Importance of Cultural and Emotional Intelligence

نجاح إدارة الموارد البشرية الاستراتيجية عبر الثقافات :
أهمية الذكاء العاطفي والثقافي

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ملخص

في أوائل عام 1990 جمعت مفاهيم إدارة الموارد البشرية و الإدارة الاستراتيجية لإنشاء المفهوم الراج حالياً؛ إدارة الموارد البشرية الاستراتيجية (SHRM). وقد انتشرت شعبية المفهوم في الغرب بين الشركات الراغبة في التوفيق ما بين رأس المال البشري مع رسالة الشركة الاستراتيجية، و مع هدف الميزة التنافسية والمستدامة النهائي. بينما يدعو SHRM عموماً للربط ما بين رأس المال البشري مع الأهداف الاستراتيجية، ويتواجد في أدبيات SHRM عدد من قوائم ممارسات وسياسات إدارة الموارد البشرية عالية الأداء.

إذا تم ربط رأس المال البشري بشكل وثيق للغاية مع رسالة الشركة وأهدافها، والكفاءات الأساسية لها، فإن هذا سيساهم في تحقيق نتائج متفوقة مثل الثقافة التنظيمية الإيجابية، والروح المعنوية العالية والإنتاجية، ودعم الابتكار والإبداع، ونجاح الشركة المستمر. و لكن العديد من هذه التوجيهات لا تعتبر بشكل كاف العوامل المعقدة للثقافة الإنسانية والعولمة. في هذا البحث ندرس توجيهات SHRM المشتركة والمألوفة في ضوء الأبعاد الثقافية التقليدية كما طرحها هوفستيد والتي تختلف في جميع أنحاء العالم. بسبب العولمة وإختلاف الثقافات يجب أن يكون المدراء مرنين للغاية في تشكيل اتجاه الموارد البشرية كوسيلة لخلق ميزة تنافسية متناغمة مع الفروق العاطفية والثقافية للمنظمة و بموقعها العالمي. نقترح أنه في حين ممارسات وسياسات SHRM الاستراتيجية هي ذات تأثير، فإنه لا يقل أهمية أن يتم تركيز الاهتمام الإداري وتدريب وتطوير الذكاء الثقافي والذكاء العاطفي عند كبار القادة والموظفين.

كلمات البحث: إدارة الموارد البشرية الاستراتيجية، ممارسات العمل عالية الأداء والسياسات، الذكاء الثقافي، الذكاء العاطفي، أبعاد هوفستيد الثقافية

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Italian abstract*

Gestione Strategica delle Risorse Umane e delle Culture
L'importanza dell'intelligenza Culturale e Emozionale

Gestione Strategica delle Risorse Umane su più Culture

L'importanza dell'intelligenza Culturale ed Emozionale

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Abstract

Sistemi di gestione manageriali tradizionali delle risorse (HRM) e il management strategico sono stati portati ad un punto di unione durante l'inizio degli anni 90 per creare un concetto diffuso di Management strategico delle risorse umane (SHRM). SHRM è stato diffuso fra le aziende occidentali che volevano allineare le potestà di gestione delle risorse umane con gli obiettivi strategici riguardanti missione, obiettivi, e competenze chiave dell'azienda. Molte di queste direttive non hanno considerato i fattori riguardanti le complessità portate della cultura umana e della globalizzazione. Qui esaminiamo direttive diffuse SHRM alla luce delle dimensioni culturali classiche di Hofstede che variano in tutto il mondo. A causa della globalizzazione, manager che gestiscono persone appartenenti a culture diverse devono essere molto flessibili e sensibili nel gestire le direttive HR come un mezzo per creare un vantaggio competitivo calibrato rispetto alle caratteristiche culturali dell'azienda e i relativi luoghi globali. Sugeriamo che mentre le pratiche e direttive strategiche SHRM hanno un impatto, è fondamentale concentrare le azioni manageriali per formare e sviluppare una intelligenza culturale ed emozionale nei leader e collaboratori chiave.

Keywords: Gestione Stratica delle Risorse Umane, gestione e direttive riguardanti le prestazioni di alto livello, intelligenza culturale, intelligenza emozionale, dimensioni culturali di Hofstede

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Chinese abstract*

Strategic Human Resource Management Success across Cultures:
The Importance of Cultural and Emotional Intelligence

跨文化战略人力资源管理成功
文化智力和情绪智力重要性

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摘要

90年代初，传统的人力资源管理（HRM）和战略管理相结合创造出战略性人力资源管理（SHRM）这一流行概念。SHRM在西方的组织中广泛应用，其目的是将人力资本与组织的总体使命和战略相匹配，最终实现可持续竞争的优势。SHRM的目标是实现人力资本与战略目标的良性联动，SHRM的文献已经提出了很多高绩效人力资源管理的实践和政策。通过将人力资本与企业使命和核心竞争力紧密相连，这些SHRM准则有助于组织取得卓越成果，如积极的组织文化，高昂的士气和工作效率，持续创新和创造力，以及企业的持续成功。然而，已有的战略人力资源管理准则没有充分考虑人类文化和全球化这两个相对复杂因素。根据Hofstede的经典的的文化维度，我们检验了常见的、熟悉的SHRM准则，这些准则在不同文化下存在很大的差异。鉴于全球化的现状化，跨文化的管理者必须根据组织和全球范围内的具体地域的情绪和文化的细微差别，灵活敏锐的调整HR原则，使其成为创造竞争优势的工具。本文建议，SHRM的战略措施和政策是有影响力的，需要引起管理者的重视，针对管理者和员工培训并开发文化智力和情绪智力。]

关键词：战略人力资源管理，高绩效工作实践和政策，文化智力，情绪智力，Hofstede文化维度

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