

Identificar las diferencias culturales que afectan en el desarrollo de los negocios internacionales

Identify cultural differences that affect the development of international business

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Resumen

En la actualidad, trabajar de forma eficaz con personas de culturas diferentes se ha convertido en un aspecto clave para el éxito de las empresas transnacionales y multinacionales establecidas fuera de su país de origen. A medida que se encoge el mundo empresarial global, las interacciones interculturales se convierten en algo habitual a observar y obligar a buscar una formación intercultural que nos permita reducir el choque cultural y sus consecuencias en las organizaciones. Los resultados de la globalización económica han afectado tanto a las empresas que participan en ella como al personal. La globalización obliga a que la economía mundial sea más interdependiente e integrada, pero las diferencias culturales siguen existiendo e impactan en la forma de hacer negocios. Dentro de los negocios internacionales, la cultura de la contraparte juega un factor importante en la administración de una empresa extranjera en el mercado nacional. La cultura es multidimensional y se determina por religión, filosofía política, y económica,

nivel de educación, lenguaje, estructura social y sistema de valores que comparten los miembros de un grupo, organización o sociedad.

Palabras Clave: cultura, globalización, multiculturalismo, negocios internacionales

Abstract

At present, work effectively with people of different cultures has become a key aspect for the success of transnational and multinational companies outside their home country. As the global business world shrinks, intercultural interactions become commonplace to observe and seek to force intercultural training that allows us to reduce the culture shock and its consequences in organizations. The result of economic globalization have affected both the companies involved in it as staff.

Key Words: culture, globalization, multiculturalism, international business

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Introduction

Globalization has meant that the global economy is more interdependent and integrated, but cultural differences still exist and impact the way we do business. In international business, culture counterpart plays a major factor in the management of a foreign firm in the domestic market. Culture is multidimensional and is determined by religion, political economic philosophy, and level of education, language, social structure and system of values shared by members of a group, organization or society.

The results of economic globalization have affected both the companies involved in it as the people working in these, I have hence the importance of review and identify how it affects culture in organizations. According to Lerma (2010) firms choose to participate in this globalized world because they need or want to expand their markets, increase profits and stability, seeking better horizons.

Fatehi (1996) indicates that the movement towards economic globalization is making the world economy more integrated and interdependent. Several multinational corporations currently, and business organizations have become a field of intercultural communication studies. Despite all that talk in the popular press about the globalization of world markets,

the global village, global output and the global factory, the deep cultural differences still exist and have a profound impact on the way business is done in the different cultures, which mainly includes the value system, worldview, attitudes have a major impact on all aspects of a business organization.

Theme Development

The events and global competencies that happen every day, affecting large and small businesses, because, most sold their production and obtain supplies abroad. Added to this, companies also compete with products and services from abroad, so it is important that companies and their employees should be aware that designing trading strategies with international perspective, enabling them to address each of the challenges submitted to participate in economic globalization. For example, the modes of operation may differ from those used in their country of origin, that the way of doing business can vary by country, so understanding them will allow them to make better business decisions and facilitate them to achieve their business in less time and risk. Therefore:

To realize successful business, friendly and conducive to the efficient achievement coordinators, understandings and agreements between companies with values and different forms of communication environments is necessary to take into account the wide variety of cultures in the world, where each implement their own values and laws, what makes relationships difficult and is made more difficult the integration of multinational corporations, franchises, mergers and acquisitions in the world. (Himmelstern, 2007).

Avila (2008) indicates that to be successful in international business should have a clear understanding of the different elements that constitute culture prevailing in different countries and to avoid falling into ethnocentrism are encouraged to review the following cultural issues when look to commercial operation in another country and to understand their cultural codes: personal space, time, history, education, hygiene, food, superstitions, protocol, hygiene, language, age, values, present, sex, entertainment, color, status, religion, humor, among others.

Once a company identifies the major cultural differences in the country where it is proposed to start a business should consider the following variables:

1 The extent to which a culture is willing to accept the introduction of anything that is foreign.

2 If the main cultural differences are small or large.

3 The ability of people to adapt to what you find in foreign cultures.

4 The orientation of the overall management of the company operating in a foreign culture.

In particular this variable depends on the degree of adaptation of a company and its managers to a foreign culture not only considering the conditions of the host culture, but also the attitudes of companies and their managers in the country of origin, classifying its degree adaptation polycentric, geocentric or ethnocentric.

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The culture should not be viewed as something alien to the production process, and we must be aware that cultural reality belongs to the practical and pragmatic life everyday and every hour of the day.

Culture is a set of learned behavior patterns that demonstrate value judgments about the conditions of life and a human group transmits through symbolic procedures (language, myth, lore generation). (Margaret Mead, 1953).

The culture is characterized by historicity, be complex, dynamic, is not without its contradictions, is heterogeneous, is subject to internal and external influences and when interacting with other cultures influence each other.

Estrach (2001) talks currently called globalization, and in the name of universality, seeks to promote cultural fragment form, something like waterproof coexistence of cultural diversity: what we mean by multiculturalism.

In the words of Finkelkraut (1987) "does not aspire to a real society in which all individuals live comfortably in their cultural identity, but a polymorphic society, a mottled world that puts all life forms available to each individual. "

To Estrach (2001) the concept of multiculturalism, appears from the second half of the twentieth century in the United States of America nominating the phenomenon of cultural diversity, cultural differences illuminates and highlights the importance of the statement of the particular beliefs and differentiated .

Multiculturalism allows coexistence comprehensively all those groups that are different and can give value to cultural diversity, and is therefore to be taken into account in the organizational culture of companies.

Jimenez and Malgesini (1997) in his "Guide concepts of migration and multiculturalism racism" mentioned that the essential foundations of multiculturalism can be synthesized according to:

- 1 Acceptance of cultural, ethnic, religious, linguistic or racial differences and their positive assessment. The organization of social life takes place on common ground and respecting the different trends and complications that entails.
- 2 Defence and explicit claim the right to be different, the right to be different values, beliefs, ethnic background, etc. Emphasis on difference and, at the same level that puts other situations, for example sex-gender.
- 3 General recognition of equality of rights and duties, all essential pluralism.

Kras (1995) divides into two cultural phenomena: those whose preservation is vital for society as a whole and which can be considered an obstacle to modernization, both in society and in organizations.

Vilana (2010) concludes that most of the authors (eg .: Pothukuchi et al., 2002, Park and Ungson, 2001) on the importance of cultural similarities in inter-enterprise collaborations to conclude with participants similar cultural values reach new heights of satisfaction, learning and collaboration efficiency. While cultural differences between their actors impairs learning, satisfaction and efficiency of inter-collaboration.

For Park and Ungson (1997) in companies where there is a strong collaboration with discrepancies in their organizational culture have to employ large doses of energy and time to establish management practices and organizational routines that facilitate interaction, which may lead to high costs and loss of confidence compared to more culturally similar companies.

It is then important to remember that organizational culture is the result and reflection of both behavioral patterns and the beliefs and values of the members of the organization and may even be seen as a strategic tool for the survival of the same. The formal aspects, corporate image, rites and ceremonies, norms are practices directly related to traditional management. However, are the values, beliefs, informal practices and even the personality of managers, most privileged by the new theories of management, reflecting the underlying culture of organizations. (Parent, 2001).

In recent years in which globalization has played a leading role for organizations, especially for multinationals, it is important not to lose sight of what Hofstede studies have allowed us to visualize:

- 1 Cultural values differ more between individuals with different demographic characteristics, age, nationality and education regardless of the organization where you work.
- 2 Persons belonging to different organizational cultures often have different cultural practices but may share similar cultural values.
- 3 Are cultural or organizational culture that determine practices, so it is important that there is similarity in the time of entering these businesses.

Within organizations intercultural management is the combination of knowledge and skills that are needed to properly address national and regional cultures, and the differences between cultures, at different levels of management within and between organizations.

When working with people from different cultures is necessary to consider the disadvantages of this situation and the strategies to be followed for the proper development

of organizations. Brett, Behfar, and Kern (2006), identified the following recurring disadvantages in various organizations:

- 1 Direct versus indirect communication
- 2 Problem with accents and fluency
- 3 Different attitudes toward hierarchy and authority
- 4 Conflict with the rules for decision making

And for that propose that the following strategies are developed within the organization:

- 1 Adaptation openly recognizing cultural differences and work around them,
2. structural intervention (changing the shape of the team),
- 3 Administrative intervention (setting norms early or bringing a senior manager), and
- 4 Output (removing a team member when other options have failed).

Conclusion

The degree of adaptation of corporations and their employees in a foreign economy depends not only on the legal and economic factors that this presents, but also the attitudes held corporations and their employees in the country of origin to suit the local culture.

Cultural differences can be considered complex element in the development of international business, and that impact from the moment of negotiation, even in its administration of the company, professional-personal development of its employees, and the success or failure company.

The communication that should take place in any organization whose origin is a closed, or open protectionist economy should allow for empathy for the culture of origin of the organization or vice versa, where the difference is identified in customs, values, behavior and attitudes as the major cause of conflict within organizations to work in multicultural teams, not due to the personality of its members but poor communication both verbal and nonverbal, and a lack of understanding of why we act as such .

Cultures should not seek to understand and manage, because while a cultural empathy can not develop, we can not understand their actions and their thinking, complicating the operation of an organization or the development of a new business in another country.

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