



**THE IMPACT OF ORGANIZATIONAL CULTURE ON
CORPORATE PERFORMANCE OF MULTINATIONAL
ENTERPRISES. A CASE OF THE HEWLETT-PACKARD
COMPANY**

**ZHOU XIAONA
6317195007**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2023**



**THE IMPACT OF ORGANIZATIONAL CULTURE ON
CORPORATE PERFORMANCE OF MULTINATIONAL
ENTERPRISES. A CASE OF THE HEWLETT-PACKARD
COMPANY**

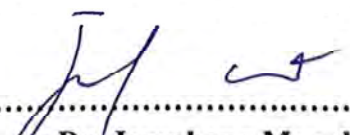
ZHOU XIAONA

This Independent Study has been Approved as a Partial Fulfillment of the Requirement
of an International Master of Business Administration in International
Business Management

Advisor: .....

(Dr. Zhang Li)

Date: .....


.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business Administration

Date: .....

Siam University, Bangkok, Thailand

Declaration

I, ZHOU XIAONA, hereby certify that the work embodied in this independent study entitled "THE IMPACT OF ORGANIZATIONAL CULTURE ON CORPORATE PERFORMANCE OF MULTINATIONAL ENTERPRISES. A CASE OF THE HEWLETT-PACKARD COMPANY" is result of original research and has not been submitted for a higher degree to any other university or institution.



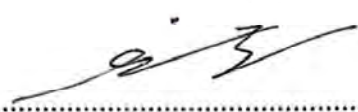
(ZHOU XIAONA)

JUNE 10, 2023



Title: The Impact of Organizational Culture on Corporate Performance of Multinational Enterprises. A Case of The Hewlett-Packard Company
By: Zhou Xiaona
Degree: Master of Business Administration
Major: International Business Management

Advisor:



.....
(Dr. Zhang Li)

8 / 8 / 2023
.....

ABSTRACT

As the core of strategic human resource management, performance management advocates the premise of the personal development of employees. So it provides a good idea and way to solve the problem of human resource management of multinational corporations. The objectives of this study were 1). To determine the organizational culture of multinational corporations. 2). To analyze the influence of multinational enterprise organizational culture on enterprise performance. 3). To develop how to improve the organizational culture of a multinational company.

This study used a qualitative research method based on five-element theory, cross-cultural management theory and denison's organizational culture model. In this context, secondary sources have been used to generate aggregated and curated data and information to address research questions and answer research objectives. Then conduct a case study, aiming at the current situation and existing problems of transnational corporations' material culture on transnational corporations' performance management, this paper carefully draws on the relevant theories of performance management and proposes the specific mode and operation method of transnational corporations' performance management. This study is to take Hewlett-Packard Company as an example to examine the impact of organizational culture on the performance of multinational corporations.

The findings of the study concluded that organizational culture affects the corporate performance of multinational corporations, as reflected by Hewlett-Packard. Existing research shows that many managers of multinational corporations are struggling to develop and implement an effective organizational culture, which contributes to the transformation of corporate performance. It is concluded that the general problem is the lack of strategies to support the formation of an effective organizational culture that can improve the performance of multinational enterprises in different global contexts. The study shows that organizational culture affects every aspect of a company. It serves as a support mechanism that guides the emotions, habits, decisions, and behaviors that affect business performance. Furthermore, it can be concluded that due to the poor development and integration of organizational culture.

especially in multinational corporations, most managers have been struggling to drive business excellence initiatives. Managers of multinational corporations play a vital role in studying the different cultures in the work environment that shape how effective organizational cultures are formed.

Keywords: organizational culture, multinational corporations, corporate performance, HP company.

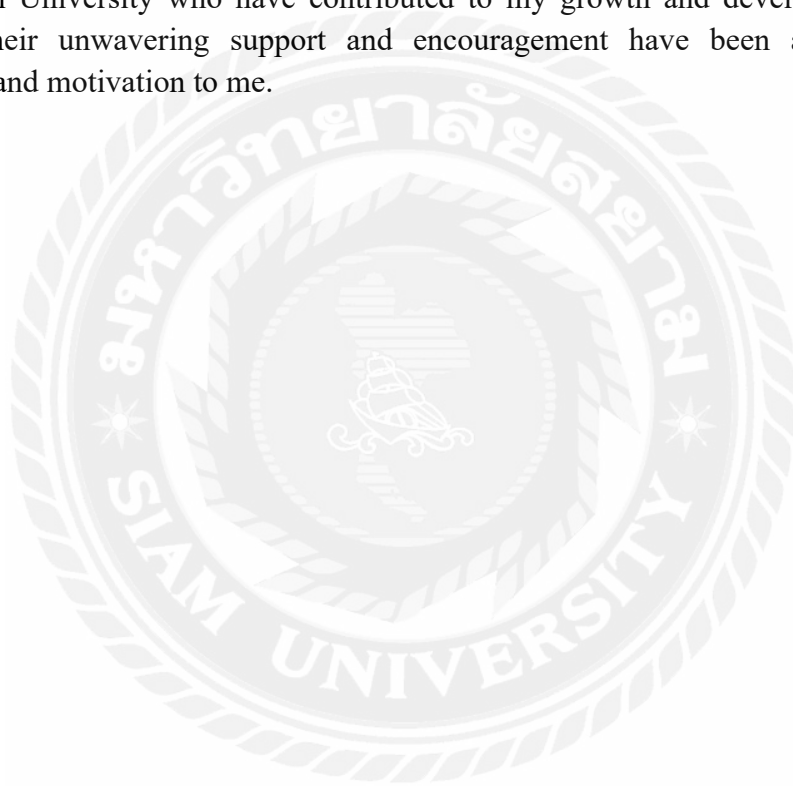


ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



CONTENTS

Declaration	I
ABSTRACT	II
ACKNOWLEDGEMENT	IV
1. Introduction	1
1.1 Research Background	1
1.2 Research Problems	2
1.3 Objective of the study	3
1.4 Scope of the study	3
1.5 Research Significance	3
2. Literatures Review	4
2.1 Organizational Culture	4
2.2 Enterprise performance	7
2.3 Cultural differences	9
2.4 Theoretical basis	10
3. Research Methodology	11
4. Finding	13
4.1 Hewlett-Packard Company	13
4.2 Hewlett-Packard Organizational Culture	13
4.3 Data on the impact of HP's organizational culture on the corporate performance of multinational companies	15
5. Conclusion and Recommendation	18
5.1 Conclusion	18
5.1.1 Implement performance management based on the company's strategy	18
5.1.2 Establish appropriate performance management system	19
5.2 Recommendation	24
REFERENCES	27

1. Introduction

1.1 Research Background

Culture has the most basic and extensive influence on a country. Similarly, culture is also an intangible productive force for an enterprise. In today's world, economic activities are becoming more and more frequent, national borders are no longer barriers, and the global economy has gradually formed a closely integrated organic whole. However, the close integration of economic activities is often accompanied by cultural exchanges and collisions between different countries and different ethnic groups, which pose challenges for multinational enterprises in the process of cross-cultural management (Mustafa, Ali, Bodolica & Kayastha, 2021). When the values of multinational corporations are at odds with the local culture, they will face various influences brought about by cultural conflicts. For example, the once-popular Uber taxi application officially entered China in 2014. From the perspective of consumer culture, the application software interface is not friendly, and the customer service contact information remains in email exchanges, which is in line with the current fast-paced life in China. The incompatibility of the method has caused consumers to return to the local taxi application software, which has become one of the reasons for saying goodbye after entering the Chinese market after less than three years. For example, with the occurrence of public emergencies such as the new crown pneumonia epidemic, it is more likely that culture will have a derivative effect in the management of multinational companies and have a deeper impact and collision, and the negative impact will be more profound. Therefore, multinational enterprises should pay attention to the differences between cultures in different regions and do a good job in cultural integration management? Organizational culture is also called organizational culture (Denison, Haaland & Goelzer, 2013). The influence of organizational culture on the behavior of an organizational group is invisible and profound. From the practice of some successful enterprises, it is concluded that organizational culture has a very important impact on the long-term development of enterprises, such as cohesion of people's hearts, incentive orientation, behavioral norms, and restraint and punishment. Lenovo Group's "engine culture", Haier Group's "sea culture", Shanghai GM's "cooperation culture", etc., all prove that in order to achieve success, an enterprise must create an organizational culture that conforms to the actual situation of the enterprise. The study of organizational culture of multinational corporations has been started since the 20th century. A multinational company is a multicultural organization with the characteristics of internationalization, diversification, and internalization. There are certain explicit or implicit conflicts in cultural identity and integration between its employees and the company, as well as between employees, including differences in thinking styles and values. , preconceived prejudices, influence of cultural centralism, lack of empathy, lack of communication skills, etc. The research of some scholars shows that 82% of multinational companies fail directly because of the failure of cross-cultural management; because of the

unfavorable cross-cultural management, the organizational relationship of 1/3 of multinational companies is in a state of tension (Ngo & Loi, 2008). The root of cross-cultural management is actually cultural differences. Based on this, there are different business strategies.

In the past three decades, the study of organizational culture has received extensive attention. Existing research shows that corporate performance is affected by organizational culture (Raczynska & Krukowski, 2019). Many multinational corporations face challenges in developing and implementing an effective organizational culture (Alvesson & Sveningsson, 2016). Liu Chuanzhi, the former president of Lenovo Group, once said when recalling the cooperation with the famous multinational company "HP", "HP is the first world-class outstanding enterprise we contacted. The advantage of management to maintain development lies in the integration of its unique organizational culture and talent management, which enables most talents to develop their talents creatively. During more than ten years of cooperation, Lenovo has learned a lot of valuable management ideas and experience. , provides a lot of useful lessons for us to create our own management and development model." Hewlett-Packard, a multinational information technology organization, changed its name to Hewlett-Packard in 2015, has been used to analyze how organizational culture affects business performance (HP, 2021). The company has been using its culture known as the HP Way to achieve stated goals and objectives (CHM, 2017). Therefore, this paper attempts to take Hewlett-Packard Company as a case to study the impact of organizational culture on the performance of multinational enterprises, and to find an effective way of cross-cultural management to improve employee performance and corporate profitability.

1.2 Research Problems

Managers of multinational corporations have been struggling to facilitate their companies to survive in modern, rapidly changing, and competitive markets (Casson, 2017). With global price competition and increased customer demand, managers have been facing difficulties in establishing an effective organizational culture, which, according to Nikpour (2017), affects business performance. The lack of an effective organizational culture has led to low performance and productivity in multinational corporations. Managers need to understand the importance of designing and implementing organizational culture, which can help in the transformation of corporate performance in multinational corporations (Schein & Schein, 2017). A common problem is the lack of an effective strategy to build an effective organizational culture that improves the performance of multinational corporations and better integrates with other corporate elements. Secondly, many multinational companies have been managing with the original organizational culture as the main line, and the company's various behavioral norms follow the parent company's local norms, resulting in a series of problems such as poor performance management, brain

drain, low morale, and insufficient innovation. Although many multinational companies try to reorganize their organizational culture, hoping to improve the cohesion of the company through the reconstruction of the company's organizational culture, but the various policies they have implemented have not been recognized by employees, or the cultural reorganization policies they have implemented have not been implemented, reducing employees' perception of the company. trust (Muratbekova-Touron, 2015). Based on this, this paper attempts to evaluate and judge the impact of the multinational company's organizational culture on corporate performance through Hewlett-Packard's cross-cultural management case, and explore the advantages of the company's organizational culture. Measures to provide certain experience and reference for similar enterprises in the construction of organizational culture integration.

1.3 Objective of the study

1. To evaluate the organizational culture of multinational corporations.
2. To evaluate the influence of multinational enterprise organizational culture on enterprise performance.
3. To evaluate how to improve the organizational culture of a multinational company.

1.4 Scope of the study

The research focuses on organizational culture and how it affects the corporate performance of multinational corporations. These two variables have been assessed against the identified research questions and goals using Dennison's organizational culture model. In addition, it draws on the case of Hewlett-Packard, a multinational corporation that represents other companies operating around the world. The study was also limited to the method of secondary research analysis. In this case, the research will draw on existing research in the field of study. Researchers will only evaluate secondary data when addressing research questions, goals, and hypotheses.

1.5 Research Significance

Cross-cultural management brings new issues to multinational companies. Multinational companies must first identify the adverse effects brought about by cultural conflicts, and establish cross-cultural management systems and mechanisms to effectively regulate the code of conduct for employees, achieve cultural integration, and promote the stable development of enterprises. At present, most multinational companies have obvious deficiencies in the positioning and management of the company's organizational culture. Whether to continue the local culture to manage the employees of the host country, abandon the native culture and adopt the host country's culture for management, or adopt a "compromise" between different cultures. There is no standard answer. When faced with the dynamic changes inside and outside the

enterprise, it is not simple and rude to choose a certain culture instead of another to solve the cultural conflict. Therefore, it is necessary to conduct on-the-spot research and analysis on the enterprise, and tailor the organizational culture adjustment strategy for the enterprise.

The writing of this article is faced with the public health emergency of the new crown pneumonia epidemic. Based on this, the article introduces this important background. By using the theoretical knowledge of organizational culture and evaluation tools, enterprises can further strengthen their attention to organizational culture and realize that organizational culture The effective integration of culture plays a key role for enterprises in coping with internal and external challenges, and provides reasonable solutions and suggestions for the good development of multinational enterprises in overseas markets, so as to gain an advantageous position in the industry and achieve better benefits. At the same time, this paper also provides practices and experiences that can be used for reference by multinational enterprises. The findings will be useful to managers of Hewlett-Packard and other multinational corporations in the private sector who face challenges in designing and implementing organizational cultures that can affect performance. According to Nikpour (2017), this will ensure that MNCs implement an organizational culture that positively changes the behaviors, values, actions, and attitudes of all members of the company. The findings will enable managers to acquire new skills, knowledge, and experience to enhance their managerial role in designing and implementing organizational culture. An established organizational culture can improve performance, and managers will learn how to maximize performance in their company. Other researchers will benefit from this study as they will learn about areas that require further research.

2. Literatures Review

2.1 Organizational Culture

Shane and Hofstede's definition of organizational culture is more representative. Shane (1984) believes that "corporate (organizational) culture is a given organization's creation, discovery and development in its response to external adaptation and internal integration problems, proven to be effective, and used to Educating new members to correctly understand, think and feel the basic assumptions (Assumptions) of the above problems." Hofstede believes that organizational culture is "Collective Mind-set." "When people talk about what they call 'organizational culture,' they usually mean the values and business practices that are shared by various departments in an enterprise, at least the top managers of the enterprise," T and Heskett pointed out is that the members of the enterprise have maintained communication with each other for a long period of time, and have achieved considerable success no matter what kind of business activities they are engaged in." From this, we can see several characteristics of organizational culture: First, the values are The core of organizational culture; secondly, in organizational culture,

mainstream culture and subculture coexist; thirdly, organizational culture is gradually formed by corporate members in long-term exchanges. American scholars Reiter E. Deere and Alan A. Kennedy believe that organizational culture is the intangible behavioral rules that are unanimously believed and followed by the enterprise, including values, heroes, ceremonies, and cultural networks. Values are the cornerstone of organizational culture, provide common direction for employees and guide their day-to-day behavior, determine the type of company hero, and the myths, rituals, and ceremonies in company culture; heroes are the embodiment of values and are the backbone of organizational culture; ceremonies and ceremonies are an important way to spread and strengthen organizational culture; cultural networks are informal communication channels for enterprises to transmit and feedback organizational cultural information (Zhang & Tansuhaj, 2017).

Chinese scholars have their own understanding of organizational culture. Liu Guangming believes: "Organizational culture can be divided into broad sense and narrow sense. Organizational culture in the broad sense refers to the sum of the material culture, behavioral culture, institutional culture, and spiritual culture of an enterprise. Organizational culture in the narrow sense refers to the corporate ideology with values as the core." Wei Jie believes: "Organizational culture, in terms of its form, belongs to the category of people's ideas and refers to people's values; and in terms of its content, it is the relationship between the enterprise system and enterprise management strategy in terms of people's ideas. Reflection is the value concept that constrains and motivates people internally." Organizational culture has its own structure, and people are usually divided into four levels: spiritual culture, institutional culture, behavioral culture and material culture.

1. Spiritual culture is a kind of "spiritual achievement" or cultural concept formed by the influence of business practice and social environment, including corporate values, corporate mission, corporate management philosophy, corporate spirit, management style, etc. It is the highest level of organizational culture, the sum of corporate ideology, the core position in the entire organizational culture system, and the source of institutional culture, behavioral culture and material culture.

2. Institutional culture refers to the institutional level of organizational culture, the embodiment of enterprise spirit, and the carrier of spiritual culture. The corporate values, business philosophy and other spiritual cultures must be transformed into operational formal systems and norms in order to be accepted and recognized by the majority of employees.

3. Behavioral culture refers to the behavioral level of organizational culture, which takes human behavior as the manifestation and is the activity culture produced by employees in production, operation and interpersonal relationships. The corporate behavior culture includes two aspects: one is the "culture" reflected by the employees' specific behavior; the other is the "behavioral norm" formulated to regulate the behavior of employees. The behavior and performance of the employees of the

enterprise are the dynamic embodiment of the enterprise's management style, spiritual outlook and interpersonal relationship, and also the reflection of the enterprise spirit and enterprise values.

4. Material culture refers to the material level of organizational culture. It is a utensil culture composed of products and various material facilities created by enterprise people. It is a superficial organizational culture with material forms as the main research object. The material culture of an enterprise mainly includes: firstly, the products and services provided by the enterprise; secondly, the production environment, enterprise building, enterprise advertisement, product packaging and design created by the enterprise. They are all important contents of corporate material culture.

Yan Shiping believes that organizational culture should be defined from two levels of static and dynamic. The organizational culture at the static level refers to the values currently recognized by the vast majority of employees of the enterprise and the behavioral habits, behavioral methods and behavioral standards formed under the control of the values. Organizational culture contains four meanings: First, universality - must be recognized and practiced by the vast majority (rather than a few) employees; Practice: Thirdly, identity-one must be consciously recognized by employees and consciously abide by them; fourthly, guiding-organizational culture must be transformed into employees' behavior habits, code of conduct, behavioral methods, and values and guide employees. From a dynamic perspective, organizational culture is in a process of continuous development and change. Organizational culture change refers to changes in the overall structure of organizational culture caused by changes in organizational cultural characteristics. The root cause is that the objective conditions for organizational survival and development have undergone fundamental changes. When the needs of the organization are in trouble, a new organizational culture must be created through cultural change. Therefore, organizational culture change brings an important opportunity for organizational culture to leap, and plays a role in promoting the development of organizational culture (Ferner & Edwards, 2016).

The above Chinese and foreign scholars' expressions of organizational culture, although the focus is different, but there is no essential difference. We can summarize the essential stipulations of organizational culture as:

First, organizational culture is difficult to change. The structure of organizational culture is relatively stable and lasting, that is, it involves material level, behavior level, institutional level and spiritual level. The establishment of a system takes a long time, but once it is formed, it is stable and difficult to change. Inertia of organizational culture.

Second, organizational culture is an unconscious. For employees, organizational culture has become a matter of course, and employees have developed a habit and do not feel forced. Let the employees of the enterprise highly identify with the values of

the enterprise, and turn them into conscious actions, which means the long-term victory of the culture.

Third, the significance of organizational culture comes from the approval of all members. Organizational culture refers to being recognized by all or most employees of an enterprise, and it is a kind of group consciousness. If it is only recognized by some employees, it cannot be called organizational culture.

According to Alvesson and Sveningsson (2016), organizational culture adapts to the different norms of all members of a company in the work environment and environment, thereby shaping experiences, actions, and behaviors that improve performance and productivity. It determines how stakeholders connect and interact. On the other hand, Tedla (2017) states that organizational culture represents the values, beliefs, and behavioral patterns that play an important role in distinguishing one company from another. As such, it is seen as a value system that helps drive people's decisions and choices in work and business environments. Great organizational cultures have many qualities, including consistency, appreciation, trust, performance, resilience, teamwork, integrity, innovation, and psychological safety (Alvesson & Sveningsson, 2016). Types of organizational culture include clans. Adhocracy, hierarchy and market culture and managers use them to shape organizational direction and strategy (Heinz, 2019). For example, organizational culture focus can influence employee behavior, relationships, and interactions, as well as commitment to achieving set goals.

2.2 Enterprise performance

"Performance" has attracted more and more people's attention, but there has been no unified understanding on what is performance, what is the essence of performance, and how to determine the measurement standard of performance. Scholars at home and abroad stand on different positions and define performance from different perspectives, making the definition and measurement of the nature of performance either too narrow or too broad, so that Mansfield (1986) put the research in this field. It is called "Dream Demon full of chaos and contradiction". Performance is an ambiguous concept. From a vertical point of view, performance is understood as organizational (enterprise) performance, team (department) performance and employee performance; from a horizontal point of view, performance is understood as potential performance, behavioral performance, and result performance. From the course of management practice, people's understanding of performance is constantly developing: from simply emphasizing quantity to emphasizing quality and then emphasizing meeting customer needs: from emphasizing "immediate performance" to emphasizing "future performance" (Casson, Loveridge & Singh, 2021).

Management believes that performance can be divided into employee performance and organizational performance. Employee performance refers to the sum of employees' work results, work behaviors and work attitudes in a certain period.

Organizational performance refers to the quantity, quality, efficiency, and profitability of the organization's tasks within a certain period. Employee performance and organizational performance are two concepts that are both distinct and closely related. The difference between the two lies in their different focuses. Employee performance focuses on employee behavior and output, while organizational performance focuses on organizational behavior and output. The connection between the two is mainly manifested in: on the one hand, the performance of employees directly affects the performance of the organization; play. Therefore, when studying the performance of employees, organizational factors must be considered at the same time.

The concept of "performance management" was born in the 1970s, and by the late 1980s and early 1990s, it gradually became a very popular idea. Just as there are different understandings of performance, there are different perspectives on performance management if you look at it from different angles. Currently, the more influential are the following three models (Padhi, 2017):

(1) Performance management is a system for managing organizational performance

This model combines performance management with many emerging management ideas, principles, and practices (such as business process reengineering, benchmarking, total quality management, etc.) that appeared in the 1980s and 1990s. Determine organizational strategy and implement it by other means: Although employees occupy an important position in organizational strategy, they are not the center of attention in this model (Mabey & Salaman, 1995).

(2) Performance management is a system for managing employee performance

This model places great emphasis on the performance of individual employees, believes that managers and managers should form a consistent understanding of the expectations of employees, advocates employees' direct investment and participation in the organization, and believes that performance management should be managed by managers and managers. Activities in which managers participate together (Ainsworth & Smith 1993). In this model, performance incentives are regarded as a function of department managers and play an important role in performance management: performance management should be an activity that managers and the managed participate in together, and its responsibility lies not only with managers, the managed also bear the corresponding responsibility: performance management should be a continuous activity, it is meaningless to do it only two or three times a year.

(3) Performance management is a system that manages both organizational performance and employee performance.

This model regards performance management as a comprehensive system, and the organizational framework is more clearly described. While strengthening

organizational performance, it emphasizes employee-centered participation (McAfee & Champagne, 1993). This is because the employee's performance management takes place within the framework of the organization's goals, and the individual employee's performance must be consistent with the organization's performance to have practical significance. As some scholars have argued, "performance management reinforces the overall business goals of a company or organization by linking the work of each employee or manager to the collective overall mission. The core goal of performance management is to develop the potential of employees and improve their performance levels, while combining the employee's personal goals with corporate strategy, so that the performance of the company can be improved" (Incomes Data Services 1992).

Company performance represents the actual results achieved by a company in the market compared to expected performance and the successful execution of organizational parameters in work and business settings (Manna, Sahu, and Gupta, 2019). Different characteristics of MNC performance that managers must consider, including very high assets and turnover, branch network, quality products and services, effective control, continuous growth, the right skills, marketing and advertising, and advanced technology (Ghauri & Vatanen, 2017).

2.3 Cultural differences

Culture is the internal and external identity given to a company that is unique to itself and will not be confused with other organizations. Company culture can be defined as a set of values that constitute the company image and the behavior of all employees at all levels. It sets an example for all members within the organization of the behavior that the company expects of them. It is more or less important to the employee society. Behavioral control acts as self-restraint. The 1992 book *Organizational Culture and Business* by Cotter and James Heskett provides an in-depth discussion of organizational culture. They divide the organizational culture into two parts according to the different characteristics of the culture: one is the deep organizational culture, and the deeper organizational culture that is not easy to perceive represents the common basic values of the enterprise, which are called common "values". The other part is the shallow and more perceptible organizational culture, which reflects the company's code of conduct and management style, and is the part that is relatively easy to change. Under the influence and encouragement of colleagues, newly hired employees will consciously imitate these behavior or management style. A large part of the difference between the head office of a multinational company and its overseas subsidiary comes from the difference in national culture. The performance management of multinational companies faces all company employees of different races, cultures, and cultural development stages. In performance management, it is necessary to consider not only the business strategy, management philosophy, and value orientation of the head office, but also the performance of foreign companies. Depending on the differences in customs, values, religious beliefs and other aspects of

countries and regions, choose and choose between the culture of the home country, the culture of the host country, and the culture of the third country to form a balanced and appropriate management system (Briscoe & CLAUS, 2018).

2.4 Theoretical basis

Cross-cultural management theory

Kluckhohn and Strodtbeck put forward cross-cultural theory. That is, the six value orientation theories. The essence is that people with different cultural backgrounds have different value orientations. In terms of views on human nature, taking Chinese and American cultures as an example, Chinese culture believes that human nature is inherently good; American culture believes that human nature can be good or hateful. Therefore, American laws are mostly aimed at preventing human nature from being evil. In terms of people's views on themselves and the external environment, Chinese culture believes that people coexist with nature and coexist with all things; the mainstream values of American culture believe that people can dominate the environment. Chinese culture is more inclined towards collectivism and moderation in its views on self-established relationships with others; American culture is more focused on individualism and respects individual thoughts and emotions. In terms of human activity orientation, Chinese culture is good at using stillness to act, and when encountering problems, it is more inclined to observe first and then act; American culture is more inclined to take immediate action to solve problems. In the concept of human space, Chinese culture prefers public space before personal space, and believes that individuals should obey the public; American culture is more focused on protecting personal space and privacy, and putting the individual before the public. In terms of time concept, Chinese culture focuses more on reflection and nostalgia for the past. At the same time, multiple things can be done at the same time. American culture is more inclined to arrange and plan for the future. A single event dominates rather than multiple lines running simultaneously. The above is the embodiment of the six major value orientation theories. Of course, with the continuous exchange and complementation of the cultures of various countries in the world, the cultural boundaries with the background of countries and regions are gradually dissolving, but we must see that the dominant thinking of different cultures is It still affects people's behavior.

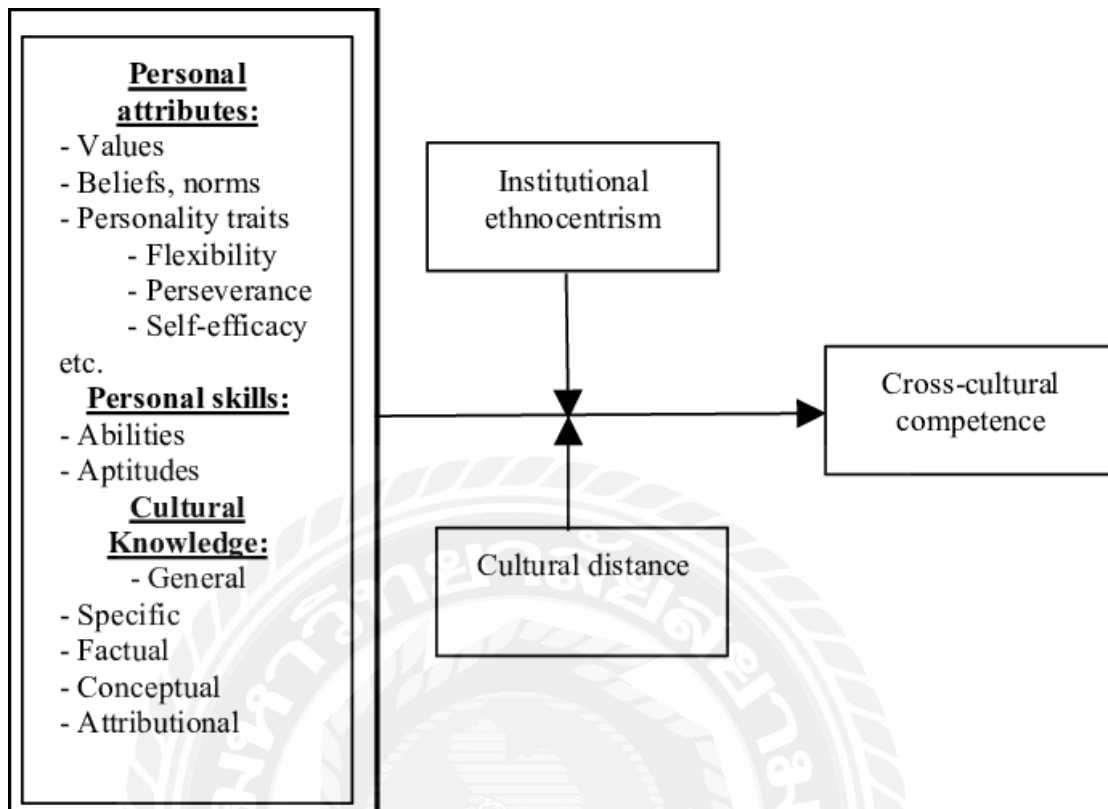


Figure 2.1 Research Framework

3. Research Methodology

In this context, secondary sources have been used to generate aggregated and curated data and information to address research questions and answer research objectives. Different publication sources were assessed, including journals, books and other materials available through websites. Researchers use online library databases to generate published resources, specifically Google Scholar, Google Search Engine, Academic Search Premier/EBSCO Host, Open Access Journal Directory, Sage Journals, ProQuest, and other online public library electronic databases. Researchers used different keywords when generating secondary sources containing information used to answer the research questions in this study. The research focuses on secondary data addressing key areas. The collected data were analyzed using thematic data analysis methods. This method effectively analyzes secondary data by identifying, analyzing, and reporting repetitive patterns and topics (Nowell et al., 2017). It also helps explain the theme of the build. The article also uses the documentary method, case study method.

Qualitative research method refers to the scholarly, critical study of literature, usually for analytical purposes. It is usually done as part of a degree program, and for literature professors, this type of research usually continues throughout their careers as they publish academic papers on topics of their choice. Many universities require their professors to do this. The methodology of the literature study was

generally very similar. A person who wants to study some aspect of a literary work usually forms a question about the idea. In order to produce a truly interesting and valuable paper, the question has to be controversial. Individuals will then begin examining research already existing on the topic by other academic researchers. In most cases, researchers make sure to research and respond to all aspects of controversial issues when writing their own literature research. Of course, it's entirely possible that no one has written a particular idea for a particular piece before. In this case, researchers need to find relevant examples for similar ideas or other similar literature. In a literature study, the researcher needs to add his own ideas in addition to the primary and secondary sources collected for the study. If the research ends up being published in an academic journal, the article also goes through a lengthy peer-review process. During this process, the researcher's colleagues will review the work and provide critical feedback to ensure it is the best it can be. The copy uses the literature research method. In the process of studying enterprise performance management under the cross-cultural background, it will be combined with the specific practices of HP multinational companies in performance management to analyze and analyze its success. The data sources of the cases are mainly media propaganda and reports; information obtained through literature retrieval, etc.

A case study is an in-depth study of a person, group, or event. In case studies, nearly every aspect of a subject's life and history is analyzed to find patterns and causes of behavior. Case studies can be used in a variety of fields, including psychology, management, medicine, education, anthropology, political science, and social work. If researchers are interested in exploring unique or recently discovered phenomena, they may choose to conduct a case study. Insights from such studies can help researchers develop additional ideas and research questions that may be explored in future studies. However, it is important to remember that insights gained from case studies cannot be used to determine causal relationships between variables. However, case studies can be used to develop hypotheses, which can then be addressed in experimental studies. Researchers can use many different sources and methods to gather information about an individual or group. The six primary sources identified by the researchers are: Archival records: Census records, survey records, and lists are examples of archival records. Direct observation: This strategy involves observing objects, usually in their natural environment. While a single observer is sometimes used, it is more common to use a set of observers. Documents: Letters, newspaper articles, administrative records, etc., are the types of documents often used as sources. Interviews: Interviews are one of the most important methods of gathering information in a case study. Interviews may involve structured survey questions or more open-ended questions. Participatory Observation: When a researcher acts as a participant in an event and observes behavior and outcomes, it is called Participatory Observation. This paper takes Hewlett-Packard Company as a

case to study the influence of organizational culture on the performance of multinational enterprises, which can provide guidance for the same type of enterprises to solve cross-cultural management and improve the management efficiency of enterprise performance.

4. Finding

4.1 Hewlett-Packard Company

In 1939, two Stanford University classmates, Bill Hewlett and Dave Packard, co-founded Hewlett-Packard in a garage in Palo Alto, California. The company's main product at the beginning of its establishment was an electronic test equipment. At that time, Disney was one of Hewlett-Packard's first important customers. It was its initial order that allowed the young Hewlett-Packard to develop and become a company that would play a pivotal role in the information technology industry in the future. In addition to the global headquarters in Palo Alto, California, the United States, Hewlett-Packard has five regional headquarters around the world. They are the U.S. regional headquarters in Houston, Texas, the U.S. regional headquarters in Mississauga, Ontario, Canada, and the U.S. regional headquarters in Mississauga, Ontario. Latin America Regional Headquarters in Miami, Florida, Asia and Pacific Regional Headquarters in Singapore, and Europe, Middle East and Africa Regional Headquarters in Geneva, Switzerland (Dykman, Davis & Lamb, 2021). In March 2008, Hewlett-Packard Company had more than 156,000 employees worldwide and had operations in more than 170 countries. According to the statistics of "Fortune" magazine, in 2007, Hewlett-Packard ranked 41st in the world's top 500, with annual sales of 91.658 billion US dollars and a profit of 6.198 billion US dollars that year. In the computer manufacturing industry, HP deserves to be the leader, and There is no small gap with Dell, the second in the industry (Dell's sales in 2007 were US\$57.095 billion, and the profit was US\$2.614 billion). Hewlett-Packard has a lot to learn from in terms of reducing enterprise costs, improving operational efficiency and cross-cultural management. As one of the most economically developed regions in the world, Europe's importance to Hewlett-Packard is self-evident. Europe, Middle East and Africa, as an overall region of HP's global division, accounted for 41% of HP's global sales in 2007, which has exceeded HP's sales in the United States (33%). Geographically, France is located in the heart of continental Europe, the Middle East and Africa. Therefore, it is normal for Hewlett-Packard to locate its management headquarters in Switzerland and its manufacturing center in Eastern Europe (Franklin & Mujtaba, 2017).

4.2 Hewlett-Packard Organizational Culture

Hewlett-Packard is not only among the top 100 companies in the world with its outstanding performance, but also famous for its entrepreneurial spirit of attaching importance to people, respecting and trusting people. As a large company, HP has a

strong cohesion to its employees. Go to any HP organization and you can feel how satisfied HP people are with their work. It's a friendly, easy-going atmosphere with very little stress. For less than three dollars in a cafeteria filled with employees of all walks of life, you can enjoy a hearty lunch with laughter as if you were in a college cafeteria. Hewlett-Packard's success depends on the tenet of "paying attention to people". HP's tenet of paying attention to people has a long history and is still constantly updating itself. The company's goals are always revised and reissued to every employee. Each time, reiterate the company's purpose: "The success of an organization is the result of the joint efforts of everyone." Then, it is necessary to emphasize HP's responsibility for innovative people, which has been the driving force behind the company's success. As the introduction to the company's goals states: "Hewlett-Packard should not adopt a rigid military organization, but should give all employees full freedom to make each person a company in the way he or she thinks is best for the performance of his job. Therefore, Bill Hewlett, founder of HP, said: "These policies and measures of HP are derived from a belief that HP employees want to do their jobs well and create something. ... they can do better if they are given the right environment." That's the HP way. The HP Way is about respecting everyone and acknowledging their achievements, and the dignity and worth of the individual is an important factor in the HP Way (Forster, 2012).

HP's success is largely due to its enduring entrepreneurial spirit. (1) Hewlett-Packard's trust in its employees is most clearly shown. The laboratory spare warehouse is the place where electrical and mechanical parts are stored. The open door policy means that engineers are not only free to use them at work, but they are actually encouraged to take them back to their homes for personal use! This is because HP believes that it doesn't matter whether what engineers are doing with these devices It depends on the project they're working on, and they learn something either at work or at home playing around with these things. It's a spirit, a philosophy, where employees feel part of the collective, and that collective is HP. (2) The employment system adopted by the company is a typical practice of large Japanese companies, which forms a sharp contrast in European and American companies: attaching importance to individuals, caring for the interests of employees, and sharing weal and woe with employees. (3) Hewlett-Packard's employment policy is: to provide you with a permanent job, as long as the employees perform well, the company will always hire you. As early as the 1940s, the company's president decided that the company could not be a "hire when you need people and quit when you don't need them". It was a bold decision at the time, when the electronics industry was almost entirely government-ordered. Later, HP's mettle was severely tested in the recession of 1970. They did not lay off any of them, but all staff, including company leaders, all took a 20% pay cut, and each person's working hours were also reduced by 20%. As a result, HP maintained full employment and survived the recession smoothly (Stachowicz-Stanusch, 2020).

Secondly, HP has developed a strict and detailed "HP Business Operation Guidelines" as a norm for the behavior of enterprises and employees. These guidelines apply to all HP employees and board members worldwide. Everyone in the company is responsible for understanding these policies and complying with them in their day-to-day business activities. Any unethical or illegal business conduct is unacceptable and intolerable. The company encourages employees to review the business operation guidelines on a regular basis, and if they encounter problems, they can report to their supervisors or representatives of the Business Principles Office, Human Resources Department or Legal Department at any time. As HP's global code of conduct, "HP Business Operation Guidelines" has also been strictly implemented in HP China. The company has organized training and learning for many times to instill this operating principle to its employees, and has ensured its effective implementation through systematic management. These guidelines include conducting HP business, serving HP customers, working with channel partners, about HP competitors, dealing with suppliers, avoiding conflicts, managing sensitive information, protecting HP assets, respecting HP contemporaries and groups, and covering virtually all Relationship Handling with Corporate Stakeholders (Kowalczyk & Giusti, 2015). Only by continuing to maintain these eternal values can a company guarantee continuous success.

4.3 Data on the impact of HP's organizational culture on the corporate performance of multinational companies

Data on the impact of organizational culture on the corporate performance of multinational corporations were collected from 17 secondary sources. The results show that there is a positive correlation between the organizational culture of multinational corporations and corporate performance.

Studies	Finding
12	Organisational culture improve corporate performance
5	Organisational culture partially improve corporate performance
0	Organisational culture does not improve corporate performance

An analysis of the company shows that HP executives have access to sufficient data and information to design and implement strategies to improve the effectiveness of their organizational culture, thereby improving business performance (Jardin, 2019; CHM, 2017; HP, 2021).

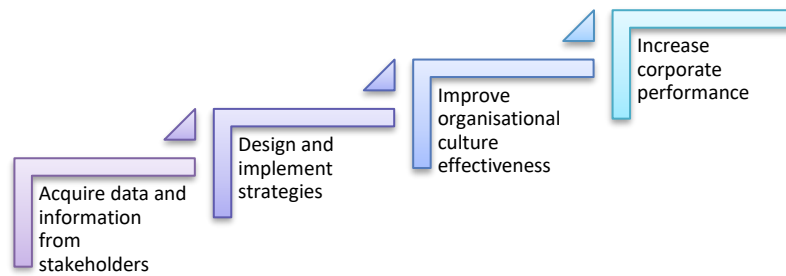
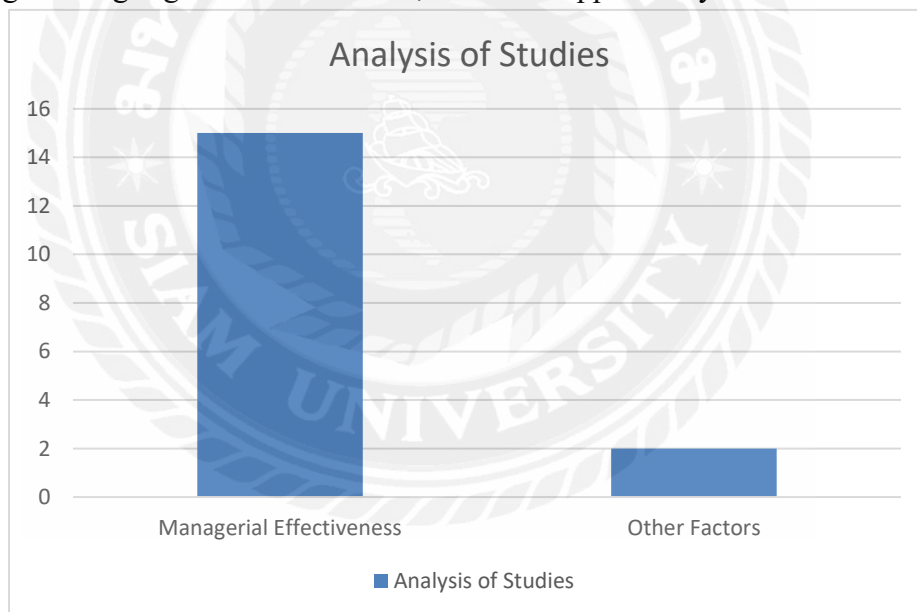


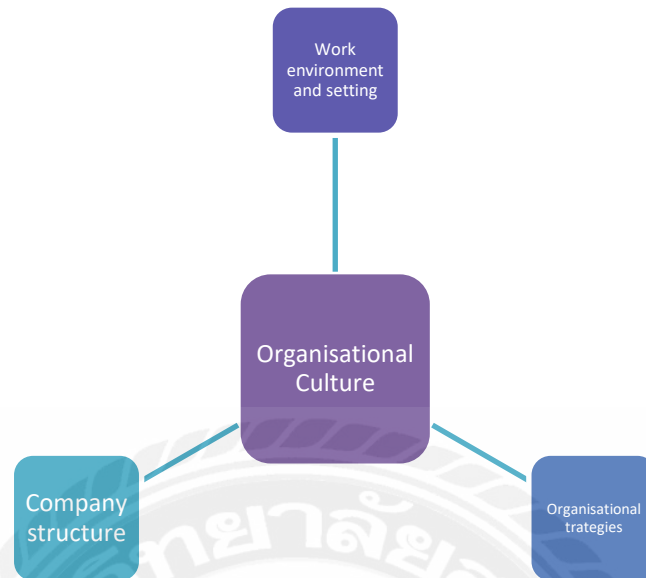
Figure 1: Hewlett Packard Enterprise Survey Results

Furthermore, an analysis of HP's findings suggests that a strong organizational culture can unify multinationals in different parts of the world, thereby promoting a focus on goal setting. The findings further suggest that managers have a responsibility to improve the corporate performance of these firms, which can be achieved through a comprehensive understanding of the organizational culture and its communication with all employees (E. Schein & P. Schein, 2017; Aboramadan et al., 2020) . In this context, management effectiveness is critical to building a strong organizational culture, which is supported by 15 out of 17 studies.



Survey results indicate that it is important for multinational corporations to clearly outline norms that shape employee experience, actions and behaviors to improve business performance, as demonstrated by Hewlett Packard Enterprise (Jardin, 2019). The findings suggest that there are different organizational elements that need to be aligned with organizational culture, as shown in Figure 3 below:

Figure 3: Elements of Alignment with Organizational Culture



Work environments and settings, strategies and structures need to be perfectly aligned with organizational culture to improve performance in local, regional, and international markets. An analysis of the company revealed a good interplay between HP's corporate performance, organizational culture, and strategy. Survey results show that a strong organizational culture ensures that employees are empowered with similar values, beliefs, and behaviors, which can lead to improved business efficiency and performance (Tedla, 2017; Nikpour, 2017). Consistent with this, an analysis of Hewlett-Packard Company shows that an effective organizational culture helps to design a strong value system that influences the decisions and actions employees make to achieve their stated goals (CHM, 2017; HP, 2021). This shows that the cultural focus of a multinational company influences employee behavior, which can determine a company's success or failure in the marketplace. The findings are also consistent with those of the literature review, as they suggest that organizational culture plays an important role in integrating human and non-human resources, thereby improving firm performance (Tedla, 2017; Jardin, 2019).

In addition, the findings reveal organizational values, expectations, and practices that play a vital role in guiding and informing team members' actions, thereby improving organizational performance, and creating sustainable competitive advantage. For example, a study conducted by Putthiwanit, established business managers focus on building an effective organizational culture that integrates with company culture and improves business performance. Another study by Nikpour identified that cultural integration helps maintain effective communication, productivity, and performance. Established MNCs should focus on expanding their reach and growth, as compared to a single company, creating a culture suitable for a diverse company can be challenging for managers (Ghauri et al., 2017; Putthiwanit, 2015). On the other hand, a study by Aboramadan et al. (2020) Poor integration of the

culture built by managers is a problem in diverse business organizations that affects company performance and shareholder value and needs to be addressed for future growth and productivity. A study by Putthiwanit found that cultural differences among stakeholders are a major barrier to achieving business performance.

5. Conclusion and Recommendation

This study uses secondary analysis and thematic data analysis methods to collect and evaluate data and information. The findings of the study concluded that organizational culture affects the corporate performance of multinational corporations, as reflected by Hewlett-Packard. Existing research shows that many managers of multinational corporations are struggling to develop and implement an effective organizational culture, which contributes to the transformation of corporate performance. It is concluded that the general problem is the lack of strategies to support the formation of an effective organizational culture that can improve the performance of multinational enterprises in different global contexts. The study shows that organizational culture affects every aspect of a company. It serves as a support mechanism that guides the emotions, habits, decisions, and behaviors that affect business performance. Furthermore, it can be concluded that due to the poor development and integration of organizational culture, especially in multinational corporations, most managers have been struggling to drive business excellence initiatives. Managers of multinational corporations play a vital role in studying the different cultures in the work environment that shape how effective organizational cultures are formed. In conclusion, the findings contribute to the growing body of knowledge on organizational culture and firm performance, in which it has been established that these variables are positively correlated.

5.1 Conclusion

5.1.1 Implement performance management based on the company's strategy

The theory of human resource management has entered the stage of strategic management in the 1990s. Many enterprises regard human resources as the strategic contributor of the organization, and implement the policy and practical support of human resource management to achieve the maximum effect of strategic objectives by letting employees know and understand the organizational strategy. The market promotion, product design, human resource planning, etc. of transnational enterprises should be carried out around the development strategy of the enterprise to promote the realization of the enterprise strategy. The performance management of transnational enterprises is no exception. The implementation of performance management is guided by the enterprise strategy, to promote the realization of the enterprise strategic objectives, and to give play to the strong driving force and supporting force of performance management on the enterprise strategy. The strategy oriented performance management is to scientifically predict and analyze the supply and demand of performance management in the changing environment of enterprises,

formulate necessary policies and measures to ensure that they can obtain various talents in the required time and positions, and enable enterprises and individuals to obtain long-term sustainable development and benefits. Performance management is a part of enterprise management. The enterprise strategy defines a clear direction for performance management. Under the guidance of this direction, the system is designed to ensure the consistency of employee behavior with the enterprise strategy and organizational culture, so as to achieve the goal of realizing enterprise strategy and promoting enterprise development: (1) Performance management based on enterprise strategy can be implemented through the process of goal setting and performance planning, Effectively decompose the strategic objectives of the organization to each business unit of the head office and subsidiaries, and through the management of the realization process of team objectives and personal objectives and the evaluation of performance results, timely remove obstacles and keep abreast of the achievement of organizational objectives: (2) The company can clearly communicate the company's strategy to employees through performance planning, so that employees can understand the close relationship between personal objectives and the company's strategic objectives, Enhance the sense of responsibility and pride of employees, and make the strategic objectives of "creating value for customers" and "improving customer loyalty" advocated by the company truly become a part of each employee's actual work: (3) Strategy oriented performance management can improve the management level, and managers can work through standardized goal setting, good performance communication, objective performance evaluation, appropriate career planning, etc, Improve and improve the management ability and work effectiveness of managers, promote the improvement of staff's working methods and performance, and finally achieve the improvement of the overall management level and work performance of the organization.

5.1.2 Establish appropriate performance management system

Environment is the most important factor for the performance management of multinational corporations. The performance management of transnational corporations first faces the operating environment of the country where they are located. The politics, economy, culture, and customs of the country will have an impact on the performance management of the company. Relatively speaking, transnational corporations are familiar with and easy to grasp the environment of their home countries, while transnational corporations perform performance management on their overseas subsidiaries, which is a difficult part of the company's performance management. The market, employees, political, economic, and legal environment faced by overseas subsidiaries are localized, and the customers, partners, and suppliers they contact are also localized, At the same time, it also involves the local implementation of the internationalization strategy of transnational corporations. Therefore, the performance management of transnational corporations should be

considered under the organizational and international environment, establish an appropriate performance management system, and improve the environmental adaptability and effectiveness of the management system.

The successful operation of multinational companies in their home countries will enhance the recognition and pride of the company's personnel in their management model. They often think that the company's management model is the best, which makes some companies often ignore the huge differences between the environment of the country where their subsidiaries are located and that of the country where their head office is located. However, when the performance management system, which is well operated and has achieved great success in the head office, is copied to the management environment of the country where the subsidiary is located, the phenomenon that the performance management mechanism is invalid due to cultural differences and different value orientations often occurs, which leads to the failure of the performance management of overseas subsidiaries. This phenomenon is more prominent in the enterprises where the main management personnel of overseas subsidiaries of transnational corporations are mostly dispatched by headquarters personnel. For example, life-long employment is a great honor for Japanese employees, which will have a greater incentive effect on employees, while "life-long employment" has little effect on improving the performance level of American employees.

5.1.3 Implement performance management step by step

The operation of transnational corporations is faced with a vastly different global market. Its performance management system is a huge and complex system. A scientific, reasonable, appropriate and effective performance management system cannot be established in a day, let alone achieved overnight. It is a gradual process of continuous improvement and gradual improvement. This is because: (1) The difference in management level: the company's entry into the transnational operation stage does not mean that the management level is mature. Many multinational companies with outstanding performance are still at the primary stage in human resource management, especially in performance management. The overall management level of the company still needs to be improved, so it is necessary to establish an appropriate performance management model according to the company's actual management level to meet the needs of the company's development; (2) Differences in receptivity: employees have a process of adapting to enterprise performance management. In an enterprise that has not really implemented comprehensive performance management, employees may not understand performance management, and there may still be some misunderstandings. A seemingly perfect performance management system may not produce good results because of employees' resistance, while a simple performance management system is easier to implement in the company, And through a lot of training, employees

gradually understand the essence of performance management, so as to produce good management results.

Therefore, multinational companies should take full account of the actual situation of the enterprise and the characteristics of the enterprise. In the design of the enterprise performance system, from the perspective of suitability, scientificity and realization, they should fully consider the influence of industry characteristics, enterprise scale, development strategy, personnel quality and other factors, and establish a performance management system suitable for the development of the enterprise.

5.1.4 Carry out effective performance communication

In order to achieve effective performance communication in the performance management of transnational corporations, we must first cultivate the ability of effective communication power. In the performance management of transnational corporations, the ability to cultivate effective communication mainly includes: (1) language ability: this is the most basic ability in cross-cultural communication. Only when both sides of communication have the same language ability, can communication between them become possible. As a multinational company, it is necessary to recruit_ We pay attention to the recruitment of personnel with the language ability to enter the market. At the same time, the company provides employees with opportunities and conditions to learn multiple languages, creates a good language learning atmosphere in the company, and guides employees to attach importance to the cultivation of language ability in the company's performance management.

(2) Understand the knowledge of cross-cultural communication: only having language ability can not implement effective communication To achieve good performance communication, you must also have the knowledge of cross-cultural communication. Among them, the more famous theory of understanding cultural differences is Hofstede's national cultural analysis model, which classifies and analyzes the cultures of different countries according to the degree of power, individualism, uncertainty avoidance, long-term orientation, etc. The analysis shows that there is a tradition of high degree of power in Asian and Latin American countries, while in European and American countries, more emphasis is placed on individual independence and success, and in Greece Countries with high uncertainty avoidance index in Belgium emphasize good order, and countries with long-term orientation such as China and Brazil pay more attention to saving and thrift. These theories have been carefully applied in organization and management. These knowledge should be fully applied in the performance communication of transnational corporations, and cross-cultural performance communication should be well done.

To implement effective performance communication in transnational corporations, it is not enough to only have the knowledge and skills of cross-cultural communication, but also to follow the principles of cross-cultural communication;

Give yourself enough time to adjust your perspective according to cultural differences for observation and interpretation. Don't make a conclusion before this. (2) Have empathy in communication: empathy is to consider problems from the other side's perspective. Before communication, you should put yourself in the other side's position, consider what the other side's education and growth background are, understand the other side's values, experiences, etc., and try to understand the other side according to its original appearance, so as to better promote communication. (3) Assume that there are differences before confirmation: many people think that the difference is very similar to their own in communication, but in fact, people from different countries are often very different. Therefore, before getting any confirmation, you should first assume that the other party is very different from yourself, which will reduce many communication misunderstandings. (4) Treat interpretation as a hypothesis: when you put forward an opinion on a new situation or consider a problem from the perspective of the other party, you should treat your interpretation as a working hypothesis, which needs further testing. (5) Respecting various cultural differences: the standards of value judgment of each culture have some rationality within the scope of its cultural system. No value standard is superior to other standards or backward. They are unique. It is meaningful only to examine them from the perspective of a certain cultural system. The managers of transnational corporations must improve their sensitivity and tolerance to different cultures, learn to respect cultural differences, and allow a hundred schools of thought to contend and express their own opinions

5.1.5 Extensive and in-depth implementation of performance training

In the performance management of transnational corporations, the extensive implementation of performance training is a necessary condition for successful implementation of performance management. The necessity of implementing effective performance training is mainly shown in: (1) Eliminate cognitive bias and establish a correct performance concept: before implementing performance management, employees may think that performance management is to find shortcomings and fear unfair performance evaluation. Managers are worried that performance management will increase workload. If these misconceptions are not eliminated, the effect of performance management will be greatly affected. The extensive implementation of performance training can help company personnel understand the knowledge of performance management and establish a positive and correct concept of performance management. (2) Help employees understand the company's performance management system: The most important thing in performance training is to make employees familiar with the company's performance management system. The introduction of the company's performance management system in performance training can help employees understand the company's performance management system, and be familiar with the design principles of performance indicators, performance evaluation methods and performance incentive

mechanisms. (3) Helping managers master the skills of performance management: performance management is not a simple operation. As an operator of performance management, they must have certain performance management skills, such as designing performance goals for subordinates, conducting performance coaching for subordinates, implementing performance evaluation and interview, etc. If managers do not master these skills, it is difficult to ensure the effectiveness of performance management. The selection of performance training content is an important factor related to the training effect- Generally speaking, the performance training of multinational enterprises should focus on the following aspects: (1) Performance management concept training: establish a correct performance concept among all employees through the training of performance management concept in the company. Through training, employees can understand that performance management is not a simple performance assessment, but a promotion to the improvement of employees' ability and career planning, and further promote management norms and improve organizational performance, which is the real purpose and significance of implementing the performance management system. (2) Performance evaluation technology training: through the training of evaluation tools, managers can understand the common performance evaluation tools such as MBO and 360 ° appraisal, master the correct use of these tools, be familiar with how to map the behavior of the evaluated person to the corresponding evaluation scale, and understand the differences between different evaluators' evaluations. (3) Training on performance communication skills: help managers master the methods and principles of effective communication and understand the procedures, contents and arrangements of performance interviews through communication skills training. (4) Performance improvement training: through the training of performance improvement courses, managers can learn how to overcome the problems and obstacles in performance, how to identify the problems of employees in performance, and how to give supervision and help to specific problems.

5.1.6 Attach importance to performance coaching and whole process management

In the operation of the performance management system, many enterprises often only pay attention to the realization of various performance indicators, but ignore the management during the implementation of the performance plan, do not implement comprehensive performance coaching, and lack effective process control, which affects the effect of performance management and leads to the failure of the operation of the performance management system. In fact, performance management controls the results by controlling the process, and performance coaching is an effective means and method of process control. With performance coaching, regular communication and training, the team and employees have the correct awareness and methods to deal with crises and achieve achievements, the conditions and tools to improve performance, and employees know what they should do and how to do so that they

can actively engage in creative work. Therefore, performance coaching is the key to improve employee performance. Continuous and effective performance coaching is an effective way to improve the operation effect of the performance management system. As the main body of the implementation of the performance management system, managers should carry out effective performance coaching from the following aspects: (1) Establish a good relationship between superiors and subordinates: the performance coaching process first establishes a collaborative relationship between managers and employees to enhance people's sense of responsibility. A positive working relationship is conducive to communication between the two parties, and all members can get the results they expect. (2) Extensive collection of daily performance information of employees: extensive and in-depth collection of information about employees' work activities and organizational performance by using observation, work record, feedback from others and other methods to master employees' work progress and problems encountered. The channels for collecting information include employees' own reports and summaries, observation and reflection of colleagues, inspection and records of superiors, and reflection and evaluation of subordinates. (3) Ask employees for specific information to confirm the effectiveness of information: managers can directly ask employees about their performance with open-ended questions, understand their understanding and ideas on this issue, and collect specific performance information. At the same time, collect and analyze relevant performance information, and extract effective performance improvement information. (4) Information feedback and guidance to employees: In many cases, employees are not very clear about their own work performance and how to improve and improve it. At this time, managers need to timely feed back information about their work performance, at the same time, they need to give timely praise, criticism and guidance on their performance, help employees analyze potential problems and obstacles, and develop ways and measures to solve problems and improve performance. (5) Supervise employees' behaviors to ensure implementation of improvement measures: managers' coaching on employees' performance is not as simple as putting forward praise, criticism and improvement plans. Managers also need to check and supervise employees' improvement behaviors to ensure that employees' work behaviors are improving, such as whether employees have increased customer communication and reduced the number of lateness, so as to ensure that these ideal results are closely related to the performance indicators for completing the plan.

5.2 Recommendation

In the process of world economic development, due to the uneven economic development and different market maturity, some countries have become hot spots for international investment due to their huge markets and good environment. Huge differences contain unlimited business opportunities and broad markets, but

differences are also a double-edged sword. While transnational enterprises use them to gain competitive advantages, they also set barriers to cultural differences for enterprise management. According to statistics, only 30% of transnational operations worldwide are stranded due to technical, financial or strategic factors, and 70% of failures are caused by poor cultural communication and ineffective cross-cultural management. The different cultural backgrounds of employees make cultural differences an important factor affecting the management effect of transnational corporations, which brings difficulties to performance management. Performance management is based on system management, trying to change the behavior of employees and improve the business performance of enterprises; In order to continuously improve and enhance enterprise performance, we should guide and change employees' ideas from the perspective of cultural management, so as to form a strong driving force for high performance organizational culture. High performance organizational culture can adjust employees' code of conduct and values, so that they can take correct actions under specific conditions and promote the improvement of organizational performance. One of the principles of implementing performance management is fairness and efficiency, which requires the participation of employees, transparency of decision-making and trust of colleagues, all of which are closely related to organizational culture. Therefore, only by building a high performance organizational culture of openness, mutual assistance and trust can we lay a good foundation for the effective implementation of performance management. Therefore, it has become a necessary condition for transnational enterprises to build a high performance organizational culture suitable for transnational operations, guide employees' thoughts, standardize their behaviors, improve their performance levels, and improve their business performance by using excellent organizational culture.

Organizational culture is the sum of material and spiritual culture formed in the process of production and development of an enterprise. In this paper, the concept of organizational culture only includes the enterprise's ideology, consciousness, concept and the corresponding behavior mode. Values are the core of the enterprise's behavior system and value system, and the spiritual pillar of the enterprise in a non-material form. As an atmosphere, values affect the enterprise, such as values, ways of thinking, etc. Enterprise values determine the basic characteristics, behavior and style of an enterprise. Therefore, integrating and reshaping the corporate values and forming the corporate values suitable for the transnational operation strategy of the company are the primary conditions for building a high-performance transnational organization culture. The integration of enterprise values is the need for multinational enterprises to improve their management level, enter the international market and expand their scale. In the historical process of development and expansion, enterprises generally have to go through several stages: from small regional market to large regional market, from regional market to national market, and finally to international market. At different stages of enterprise development, the values of the enterprise are

constantly supplemented, developed and improved, and formed in the long-term development of the enterprise. To carry out transnational operations, build a high-performance organizational culture, and integrate enterprise values, an enterprise must be based on its own enterprise, attach importance to its unique resource advantages, summarize its start-up and development history, find the key factors supporting its development, and strengthen them in the enterprise values to form the core content of enterprise values.

Peters and Watman, American scholars, once pointed out that all excellent companies are very clear about what they claim is that an enterprise lacking clear values or incorrect values is difficult to succeed. After doing a lot of research, they found that most of these excellent companies believe in such values: believing that they are the best operators, paying attention to people, recognizing the importance of quality service and high quality, focusing on communication, etc. For example, IBM's values are "IBM is service", "focusing on customer service and striving for customer satisfaction". This value focuses on people-oriented thinking, reflecting the people-oriented Pay attention to the essence of people. Enterprise values are the important foundation and the core content of organizational culture. Multinational enterprises should integrate their existing values, eliminate short-term, narrow and negative factors that hinder their transnational operations, absorb inclusive, open and innovative factors and the essence of excellent transnational enterprise values, and combine their industry characteristics to form an alloy enterprise values. The values of this alloy should reflect the resource advantages of the company. It is formed in the long-term practice, learning and reference of the enterprise. It is unique to the enterprise and cannot be imitated by other intermediaries. It has a significant impact on the thinking of unified organization members.

Based on the above analysis, literature review and research issues, taking HP as an example, different suggestions can be made on the impact of organizational culture on the performance of multinational enterprises. It is suggested that the managers of transnational enterprises should ensure that the organizational culture is well connected with the established mission, vision, values and leadership methods, and is consistent with the goals and objectives. In addition, it is suggested that the managers of these companies need to involve all stakeholders in the design and implementation of the organizational structure, which will ensure that all employees focus on similar views, beliefs, actions, attitudes and behaviors, thus improving the company's performance. In addition, it is important for managers to consider the needs and expectations of employees in different countries when designing a strong organizational culture. On the other hand, we can conduct future research on how to design an effective organizational culture.

REFERENCES

- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organisational Culture, Innovation and Performance: A Study from a Non-Western Context. *Journal of Management Development*, 39(4), 437-451.
- Alvesson, M., & Sveningsson, S. (2016). Changing Organisational Culture: Cultural Change Work in Progress. *New York; London: Routledge*.
- Ambos, T. C., & Ambos, B. (2019). The impact of distance on knowledge transfer effectiveness in multinational corporations. *Journal of International Management*, 15(1), 1-14.
- Briscoe, D. R., & CLAUS, L. M. (2018). Employee performance management: policies and practices in multinational enterprises. In *Performance Management Systems* (pp. 15-39). Routledge.
- Casson, M. (2017). *The Multinational Enterprise: Theory and History*. Cheltenham Glos: Edward Elgar Publishing Limited.
- Casson, M., Loveridge, R., & Singh, S. (2021). The ethical significance of corporate culture in large multinational enterprises. In *Ethical Universals in International Business* (pp. 150-172). Springer, Berlin, Heidelberg.
- CHM. (2017). The HP Ways: Lessons on Strategy and Culture. CHM. Retrieved from <https://computerhistory.org/blog/the-hp-ways-lessons-on-strategy-and-culture/>
- Chow, I. H. S., & Liu, S. S. (2013). The effect of aligning organizational culture and business strategy with HR systems on firm performance in Chinese enterprises. In *'Making Sense' of Human Resource Management in China* (pp. 124-142). Routledge.
- Denison, D. R., Haaland, S., & Goelzer, P. (2013). Corporate culture and organizational effectiveness: is there a similar pattern around the world?. In *Advances in global leadership*. Emerald Group Publishing Limited.
- Dykman, C. A., Davis, C. K., & Lamb, A. J. (2021). A case of mergers: the HP experience. *Journal of the International Academy for Case Studies*, 19(1), 29.
- Ferner, A., & Edwards, P. (2016). Power and the diffusion of organizational change within multinational enterprises. *European Journal of Industrial Relations*, 1(2), 229-257.
- Forster, N. (2012). Managing Excellence through Corporate Culture:'The HP Way'. *Management Case Study Journal, The*, 2(1), 13-25.
- Franklin, E. L., & Mujtaba, B. G. (2017). International Growth And Human Resource Management Challenges: A Review Of Hewlett-Packards Efforts To Maintain The HP Way. *Journal of Business Case Studies (JBSCS)*, 3(1), 5-14.
- Ghauri, P., Fu, X., & Vaatanen, J. (2017). *Multinational Enterprises and Sustainable Development*. Bingley: Emerald Publishing Limited.
- Heinz, K. (2019). The 4 Types of Organisational Culture You Should Know. Retrieved from <https://builtin.com/company-culture/types-of-organisational-culture>
- HP. (2021). HP. Retrieved from <https://www.hp.com/>

- Jardin, D. (2019). HP Way, a Culture with Trust in the Employees. Retrieved from <https://www.linkedin.com/pulse/hp-way-culture-trust-employees-denis-jardin>
- Kowalczyk, S. J., & Giusti, G. W. (2015). The HP way: an application using deliberate and emergent corporate cultures to analyze strategic competitive advantage. *Strategic flexibility*.
- Lau, C. M., & Ngo, H. Y. (1996). One country many cultures: Organizational cultures of firms of different country origins. *International Business Review*, 5(5), 469-486.
- Luo, Y. (2002). Capability exploitation and building in a foreign market: Implications for multinational enterprises. *Organization science*, 13(1), 48-63.
- Manna, A., Sahu, T., & Gupta, A. (2019). Governance-Led Corporate Performance: Theory and Practice. *Bingley: Emerald Publishing*.
- Muratbekova-Touron, M. (2015). Permanence and change: Case study of changes in organizational culture at a multinational company. *Journal of Change Management*, 5(2), 207-219.
- Mustafa, G., Ali, Z., Bodolica, V., & Kayastha, P. (2021). International business competence and innovation performance: the role of ambidextrous organizational culture and environmental dynamism. *International Journal of Organizational Analysis*.
- Ngo, H. Y., & Loi, R. (2008). Human resource flexibility, organizational culture and firm performance: An investigation of multinational firms in Hong Kong. *The International Journal of Human Resource Management*, 19(9), 1654-1666.
- Nikpour, A. (2017). The Impact of Organisational Culture on Organisational Performance: The Mediating Role of Employee's Organisational Commitment. *International Journal of Organisational Leadership*, 6(1), 65-72.
- Nowell, L., Norris J., White, D., & Moules, N. (2017). Thematic Analysis: Striving to Meet the Trustworthiness Criteria. *International Journal of Qualitative Methods*, 16(1), 1-13.
- Ojo, O. (2020). Organisational culture and corporate performance. *Journal of Law and Governance*, 5(2).
- Padhi, P. (2017). Organisational culture and employee performance. *International Journal of Research in IT and Management*, 7(5), 77-81.
- Putthiwanit, C. (2015). Exploring the Impact of Organisational Culture on Employees in Multinational Enterprise: A Qualitative Approach. *Procedia - Social and Behavioral Sciences*, 207(1), 483-491.
- Raczynska, M., & Krukowski, K. (2019). Organisational Culture as a Determinant of Business Process Management in the Community Offices in Poland. *Administrative Sciences*, 9(96), 1-12.
- Ruggiano, N., & Perry T. (2019). Conducting Secondary Analysis of Qualitative Data: Should We, Can We, and How? *Qualitative Social Work*, 18(1), 81-97.
- Schein, E., & Schein, P. (2017). Organisational Culture and Leadership. *Hoboken, New*

Jersey: John Wiley and Sons, Inc.

- Schneider, B., Ehrhart, M., & Macey, W. (2013). Organisational Climate and Culture. *Annual Review of Psychology*, 64(1), 361-388.
- Stachowicz-Stanusch, A. (2020). Culture due diligence based on HP/Compaq merger case study. *Journal of Intercultural Management*, 1(1), 64-81.
- Tedla, T. (2017). The Role of Organisational Culture on Corporate Performance. *Seattle, Washington: Amazon Digital Services LLC - KDP Print US.*
- Vetráková, M., Seková, M., & Ďurian, J. (2015). Organizational culture and human resources management in multinational companies under the conditions of intercultural environment. *Economic processes management*, (4).
- Zhang, M., & Tansuhaj, P. S. (2017). Organizational culture, information technology capability, and performance: the case of born global firms. *Multinational Business Review*.

