

A Study on the Impact of Cross-Cultural Competency Training on Employee's Performance

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Submitted: 01-03-2022

Revised: 07-03-2022

Accepted: 10-03-2022

ABSTRACT

Cross culture in organizations are inevitable for the successful work environment and the performance of the organizations. This project the aim to know how the cross-cultural competency training can improve the performance of the employee and make the work done effectively and efficiency. There is a positive relationship between competency training and performance of the employee whenever there is a good competency training for the employee there will be a good organization culture and then that will lead to increase the performance of the employees as well as the performance of the organization. The main aim of this project is to examine the type of cross-cultural competency training which is sensitivity and understanding how they can competency training in fact the business effectively and effective performance of the employee as well. it's helped to offer suggestions to increase the performance of the company by giving a good competency training to the employees. The main objectives of the study are why cross-cultural competency training is important in an organization, what are the types of cross-cultural competency training and how does the cross-cultural competency training improve the performance.

This study was undertaken with the employees working in different organization. The main focus is related to the impact of cross cultural competency training on employee's performance. The sample size for the study is 76 employees and

the researcher used the descriptive research. Non-random sampling method was used and the data was collected through convenience sampling techniques. The primary data was collected from the respondents through the questionnaire.

The outcomes revealed that cross cultural training leads to increase the efficiency and effectiveness of employees work performance in the organization.

Keywords: Cross culture, Training, Competency

I. INTRODUCTION:

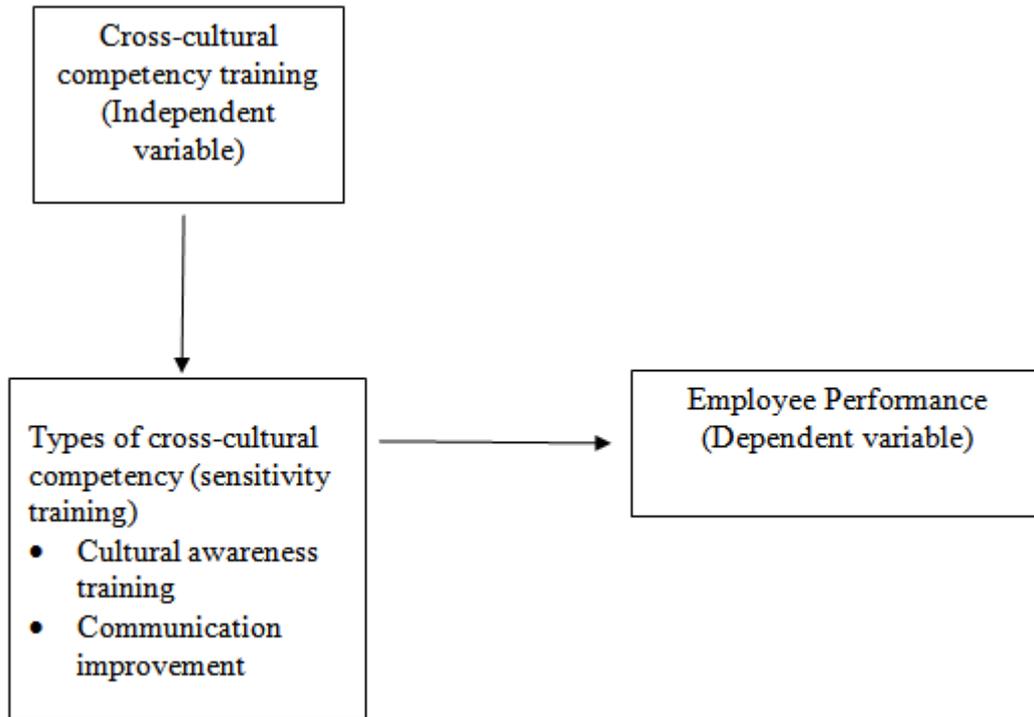
Cross-culture competency training at workplaces is the ability of employees and employers to participate effectively and ethnically in professional and personal intercultural settings (Romani et al., 2018). This involves individuals being aware of their cultural values and the implications of understanding and respecting other people's cultural values. (1)

Cross-cultural competency training is to understand the people from different culture and engage with them in effective way. The cross-cultural competency training has different benefits which makes the employee satisfied if it is happened this will lead him to better understanding and better communication with them so when there is better understanding and good communication this will lead to achieving the full organization objective in the best way. There is a link between cross cultural training and employees' performance in the workplace so if the employee gets better training in how to deal with cross cultural

workplace, increased performance will be witnessed (2).

In this research it is discussed about the impact of cross-cultural competency training and employees' performance.

1.1 Conceptual framework:



1.2 Statement of the problem:

This research reveals the impact of cross-cultural competency training and employees' performance in various organizations. Cross-cultural competency training seems necessary to obtain cross-cultural employees' performance. The employees from different cultures bring with them different behaviors, conflicting working styles, traditions, ways of thinking, understandings, ways of communication (4), all these factors may affect the employee's performance so cross-cultural competency training is needed to achieve the best level of performance and to achieve the better understanding and communication within different workers in the organization that they are from different cutlers.

1.3 Aim and Objectives of the study:

The main aim of this study is to research impact of cross-cultural competency training and employee performance in organizations.

There are three objectives in this study:

- To identify the cross-cultural competency training in Organizations.
- To examine the types of cross-cultural competency (sensitivity) training.

- To offersuggestionsforimprovingthe performance through cross-cultural competency training.

1.4 Scope of the research:

The research studies how the impact of cross-cultural competency training and employee performance in workplaces. The study assesses different levels of employees working in the airline. And different departments and their practices in the company are focused in understanding their level of diversity. The research gets some self-opinions from employees about the cultural practices, cross-cultural training programs, and how it contributes to employee empowerment through overcoming challenges based on cultural differences.

1.5. Related Literature:

According to Phua, D. (2013). cross-cultural competency training resides within the person or is manifest within the context of intercultural interactions is an important conceptual issue with major consequences for management need, Ruben (1989) not only questioned whether cross-cultural competence is best understood as an attitude, body of knowledge or behavioral display, he also queried how it should be distinguished from

related constructs such as adaptation and adjustment. The articles in this issue suggest that significant challenges remain in defining and measuring cross-cultural competence and distinguishing its antecedents, core characteristics, and consequences. (3)

According to Kim, K. (2008) in today's competitive market the employers are looking for the cross-cultural competency training of employees since it is considered as an important skill. With the high dependence on cross-cultural managerial tasks, and the increasing application of multinational groups, organizations, and joint ventures it is difficult to acquire a good understanding of the factors that help employees and employers to have effective performance in cross-cultural circumstances. (5)

1.6 Research Methodology

The present study focused on different employees working in different organization. The proposed sample size is 76 employees the

researcher will use the descriptive of exploratory research. Non-random sampling method was used for collecting the data's and it was collected through convenience sampling techniques. The primary data was collected from respondents through questionnaire. Respondents of study will be employees from different organization. The major advantage of convenience sampling is that it allows data to be collected in a short duration of time because of its simplicity.

1.6.1 Statistical tools used for the study.

The sampling method of this research is simple random sampling, the investigators distributed the questionnaire to different department of different organization for collecting accurate information. The researchers collected the information through interview and questionnaire among 76 sample respondents of different organization. Various statistical tools like Correlation and weighted average methods were administered for deriving inference

1.7. Analysis :

Working in the cross-cultural environment increases performance

Table 1

S. No	Answer	No. of respondent	Percentage	Min	max	Mean Score
1	Strongly Agree	19	25 %	2	5	3.97
2	Agree	39	51.3 %			
3	Neutral	15	19.7 %			
4	Disagree	2	2.6%			
5	Strongly Disagree	1	1.4 %			
Total		76	100%			

Interpretation:

From the above mean score 3.97 it is understood that majority of respondents agree toward working in the cross-cultural environment increase performance, the minimum value is 2 and the maximum value is 5.

Sensitivity training increases satisfaction level

Table 2:

S. No	Answer	No. of respondent	Percentage	Min value	Max Value	Mean score
1	Strongly Agree	10	13.2 %	1	5	3.36
2	Agree	30	39.5 %			
3	Neutral	21	27.6 %			
4	Disagree	7	9.2 %			
5	Strongly Disagree	8	10.5 %			
Total		76	100%			

Interpretation:

From the above table the mean score is 3.36, it is understood that majority of the respondents agree toward the Sensitivity training increases satisfaction level, the maximum value is 5, and minimum value is 1.

Cultural training increases performance

Table 3:

S. No	Answer	No. of respondent	Percentage	Min value	Max Value	Mean Score
1	Strongly Agree	14	18.4 %	1	5	3.58
2	Agree	38	50 %			
3	Neutral	11	14.5 %			
4	Disagree	4	5.3 %			
5	Strongly Disagree	9	11.8 %			
Total		76	100%			

Interpretation:

From the above table the mean score is 3.58, it is understood that majority of the respondents agree toward the Cultural training increases performance, the minimum value is 1, and the maximum value is 5.

Table 4: Sensitivity training is linked with motivation

S. No	Answer	No. of respondent	Percentage	Min value	Max Value	Mean Score
1	Strongly Agree	12	16 %	1	5	3.46
2	Agree	34	45.3 %			
3	Neutral	15	20 %			
4	Disagree	10	12 %			
5	Strongly Disagree	5	6.7 %			
Total		76	100%			

From the above table the mean score is 3.46, it is understood that majority of the respondents agree toward the Sensitivity training is linked with motivation, the maximum value is 5, and the minimum value is 1.

Relationship between Cross cultural training and performance:

Table 5:

Chi square analysis has been applied to study the relationship between training and creativity among the employees:

Null Hypothesis (H₀): "There is no significant relationship between training and creativity".

Alternative Hypothesis (H₁): " There is significant relationship between the training and creativity".

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.202 ^a	1	.653

From above table analysis it is evident that, the P value is =.653 which is more than 0.05 (p>0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted so there is a significant relationship between training and performance.

Correlation Between Working In Cross Cultural Environment And Performance:

Table 6:

Null Hypotheses: there is no significant relationship between working in cross cultural environment and performance.

Alternative Hypothesis: there is significant relationship between working in cross cultural environment and performance.

Correlations

		Working in the cross-cultural environment increases performance	Cultural training increases performance
Working in the cross-cultural environment increases performance	Pearson Correlation	1	.087
	Sig. (2-tailed)		.454
	N	76	76
Cultural training increases performance	Pearson Correlation	.087	1
	Sig. (2-tailed)	.454	
	N	76	76

There is no significant relationship between working in cross cultural environment and performance.

Correlation between cultural training and sensitivity training and performance:

Table 7

Null Hypothesis: there is no significant relationship between cultural training and sensitivity training and performance.

Alternative Hypothesis: there is significant relationship between cultural training and sensitivity training and performance.

Correlations

		Cultural training increases performance	Sensitivity training increases employee morale
Cultural training increases performance	Pearson Correlation	1	.521**
	Sig. (2-tailed)		<.001
	N	76	76
Sensitivity training increases employee morale	Pearson Correlation	.521**	1
	Sig. (2-tailed)	<.001	
	N	76	76

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table, it is shown that there is correlation between cultural training and sensitivity training and performance.

Ranks the factors based on sensitivity training and effects in employees?

Table 8:

S. No	Factors	No. of respondent (1)	No. of respondent (2)	No. of respondent (3)	No. of respondent (4)	No. of respondent (5)	Total weight	Rank
1	Understanding behavior	23	14	9	16	5	167	III
2	Relation with other employees	13	20	22	11	5	188	II
3	Better communication	9	20	20	17	5	202	I
4	Team Building	8	8	13	16	5	152	V
5	Confidence	14	6	6	8	18	166	IV

Interpretation:

The above table illustrate about the factors based on sensitivity training and effects on employees. The factors are understanding behavior, relation with other employees, better communication, team building and confidence. The respondents ranked between 1 to 5 scale. The first factor that effect on employees is better communication. The relation with employees is ranked second factor. understanding behavior is ranked third, the confidence is ranked fourth and Team building is not considered as important as others

II. . RECOMMENDATIONS:

The recommendations are based after the research is:

- It is recommended that the organization take into consideration the responses given by their employees. The employees will have better relationship with their supervisors.

- The company can avail the research as it can give them a different perspective of the matters in the company. So, with the experienced employees they can guide them if they are not correct. Beside this, their morale is high if they are appreciated, on their skills and hard work with the work force of the company.
- The company can make strict laws for the implementation of the training provided.
- The communication hurdle is present at some point, this should be overcome.
- The regular feedback is required by the managers of the employees to deal with any cross-cultural challenges.
- The management can build more reliable and secure relationship with employees, so they are not hesitant in discussing any situation.
- The more satisfied employees are more productive, so the benefits and compensation add to their level of motivation. Company can provide it as much the budgets permits.

III. CONCLUSION:

The research can be concluded with the findings are related to the objectives set by the researcher. For every organization the training has become a necessity and all the organizations are giving prior importance to it. Thus, the research was conducted to find out about the effect of training

The respondents emphasized that there is smooth dealing without any challenges because of the confidence enhanced due to cross-cultural competency training. They have better understanding so they can control the thoughts and will have the ability to respect other's opinion, although the opinion may be useful or not for the other employees. The high level of confidence gives higher level of understanding and interaction with other cultures

Thus, there will be positive effect on the work performance and satisfaction after the sensitivity training. Many employees have suggested about the world tours for training which can be a burden on the organization but as the results shows after the training the diversity increases. The pandemic situation was in the world, so results are studied in less time and with restrictions of meetings, the employee's answers were considered. Overall, the objectives of the research were achieved, and it gives the result that the sensitivity training has its positive effect on the employee for the cross-cultural challenges.

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