
Cross-Cultural Paradigm on Employees' Working Performance

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Abstract

This paper aims to assess the effect on employees to overcome the difficulties faced by them in cross cultural diversities. A number of employees who are given an opportunity to work across the globe are often defiant of this opportunity based on certain traditional notions. The paper tries to find out the co-relation of these traditional thoughts and factors motivating the individuals to take up a certain career opportunity.

Introduction

An organisational structure is based on numerous complex processes. From communication to manufacturing, every single department needs excellent detailing in order to work effectively. In the wake of globalisation it has often been noticed that organisations plan to expand and invite hard working professionals to join them, execute projects and contribute in the overall success of the company. This paper tries to analyse the impact of cross cultural diversities on such individuals residing in different countries in order to enhance their career.

Research Methodology:

Sample size:

A total of 150 participants have been interviewed by questionnaire method in this study.

Scope of study:

The research has been carried out in the Los Angeles and San Francisco.

Data Collection:

The authors have used questionnaire to interview the respondents of the study. The questions produced in these questionnaires were based on Likert scale and the questionnaire was designed to find out the main reasons for the respondents' like or dislike towards their job. The data available was then processed as below:

Data Analysis:

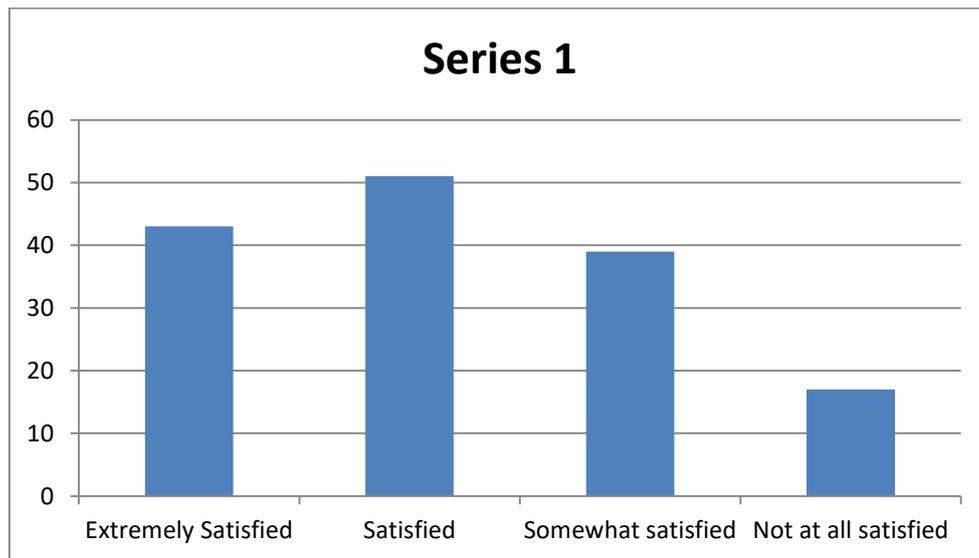
The following questions have been used:

Q.1) How satisfied are you with the remuneration being provided to you?

Analysis:

The above questioned was used to indicate the monetary rewards and benefits being given to the employees in the tenure of their employment. Fair and decent remuneration holds and explicit place in the minds of employees especially working across geographical boundaries. The underlying statement in many cases is that the remuneration or monetary benefit provided to a certain individual is not fair and sufficient.

Following is the data available from the study:



The above graph shows that 43 respondents are extremely satisfied, 51 are satisfied, 39 are somewhat satisfied and 17 respondents are not at all satisfied with the remuneration being provided to them. During the study, it was also noted that the respondents who are not at all satisfied are either unwilling to do the said job or are just working under pressure being the sole bread earners of the family. Lack of proper salary or compensation can lead to serious reduction in productivity and can hamper the confidence of employees greatly. The willingness to perform a task with full efficiency diminishes if a proper monetary benefit is not extended to employees. Individuals residing in different countries are already living outside their comfort zone and hence should be (at times) given a little extra consideration to help them settle down easily.

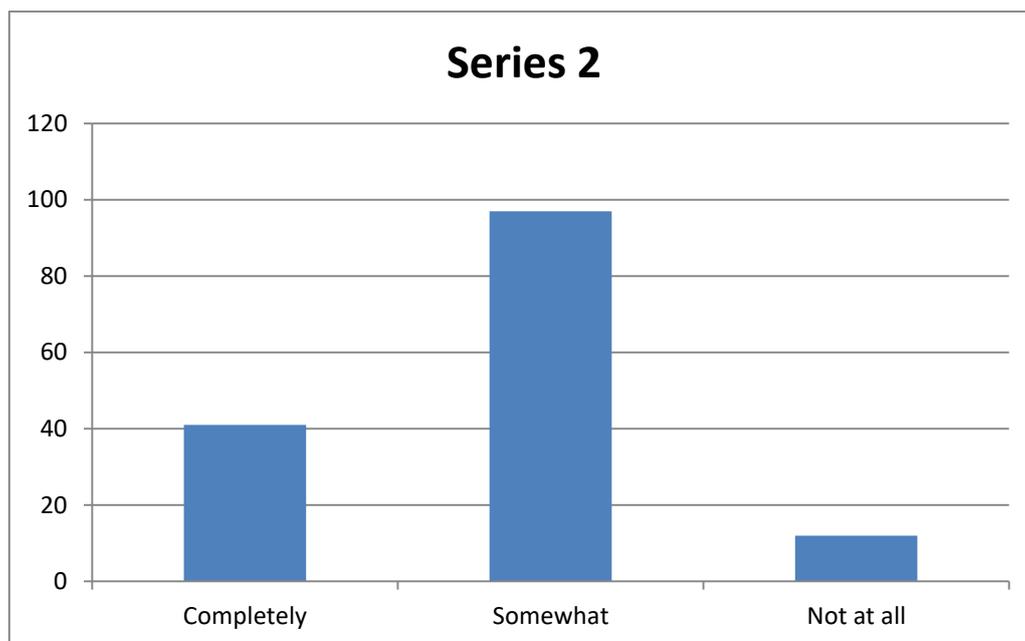
There are a number of theories about compensation management which refer to the golden opportunity provided by company managers to its employees. For compensation managers it is important to take care of company's wellbeing as the precondition for every socially responsible behavior is that company can make healthy profits. If a pressure for raising wages strikes directly to the heart of competitive advantage threatening to erode it, result can be negative trend and even the loss of jobs. Here, the stage is open for some other ways of compensating employees. Even if it isn't a part of compensation formally, job security with higher percentage of full-time and permanent contracts compared with competitors can make a company far more better in employee retention than others. What also needs to be

understood is that compensation is not just an expense but powerful behavior control mechanism and if company managers don't see signs of dissatisfaction among their workers resulting in bad service, lower productivity then the pay level decisions have to be respected. With signs of dissatisfaction, ability to earn profits will also go down so compensation decision makers need to balance between those two seemingly opposite goals adjusting the pay levels to reach the perfect balance between internal and external alignment. Also, practitioners should always be aware that pay increases improve performance in a short-term only, that more money sometimes makes people want even more and they should ask themselves a question – what really motivates people to achieve?

Q2) How far are you able to cope with the linguistic barriers at workplace?

Analysis:

The questionnaire yielded the following results:



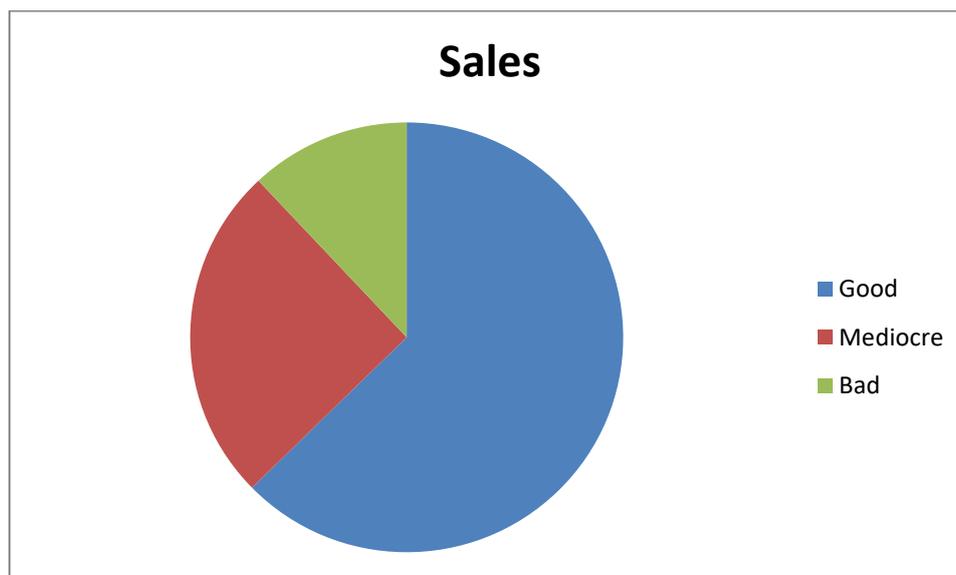
The above graph shows that 41 respondents have been able to completely cope with the linguistic barriers, 97 respondents have been able to somewhat do so and 12 respondents have faced serious trouble coping up with the linguistic barriers at workplace. It is often noticed that a person hailing from a foreign land is criticised on the basis of language and poor communication is used as an option to eradicate competition. Facing linguistic difficulties have been prevailing since decades; right from exchange students to employees working abroad. This in turn becomes a hurdle may cannot overcome and discontinue working at a certain place. The problem of improper communication can be handled by the

organisation by creating a set of rules and standard procedures which should lay emphasis on easing out the situation for individuals working in a foreign land.

Q3) How well are the conflict management techniques in your organisation handled?

Analysis:

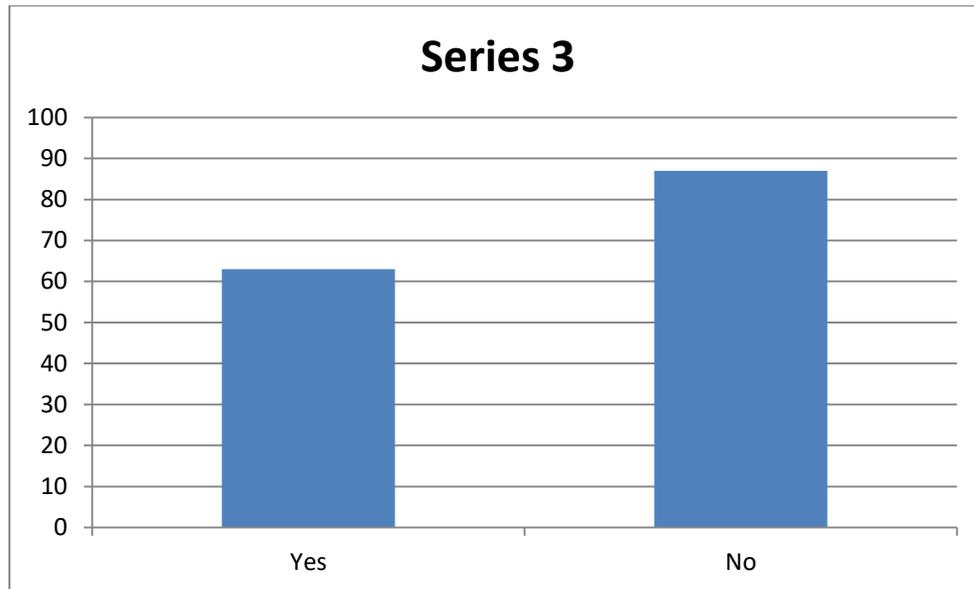
The questionnaire yielded the following results:



The above diagram shows that 94 respondents have mentioned that the conflict management strategies in their organisation are highly effective, whereas 38 respondents feel they are mediocre and have scope for improvement and 18 respondents feel that the strategies are poorly maintained and need serious attention. Special attention must be paid to conflict management strategies when cross cultural diversities engage into conflict. This becomes a very sensitive issue as both the parties in the conflict may or may not be aware of the cultural, religious or traditional beliefs and may result into serious pseudo conflicts. This in turn may lead to inter-organisational conflicts and the gap shall keep widening. In recent times, a large emphasis has been laid on introducing ‘conflict management’ as a subject to impart knowledge about the complexities of handling a conflict and the best ways to avoid or cope with them.

Q 4) Have you noticed or come across gender bias in your organisation?

Analysis:



The above diagram illustrates that the possibility of gender bias in an organisation is almost 50%. 87 respondents have not come across any gender bias in their organisation whereas 63 respondents have mentioned about noticing somewhat gender bias around them. This point does not specifically favours any one gender in the society. It is usually assumed that gender bias is concerned only with women and factors such as fair wage, equal treatment, etc. start surfacing our minds. A number of respondents in this study have also pointed out the harsh reality of the fact that certain female co-workers take undue advantage of being a women and that widely affects the environment at the workplace. Gender bias can happen in almost any organisation, knowingly or unknowingly, but it is the responsibility of the managers and the upper level management to keep such issues at bay.

Conclusion

The above research was done as a foundation to judge the underlying problems of cross cultural dimensional problems that arise in the workplace between individuals and the means and methods employed by organisations to overcome them. It has been noted that a number of individuals who enjoy the cross cultural work atmosphere tend to have a higher productivity than those who are working only as a source of earning. This leads to a major need of motivating employees to reach the scale of being able to adjust to their current circumstances with completely focused efforts for the betterment of both, the employee and the organisation. Handling cross cultural issues is a majorly complex task involving high level of judgment and policy upgradation from time to time in order to ensure safety of employees and their interests.

Scope of future study

This study can be further taken ahead on the following parameters:

- Leadership
- Motivation (traditional theories and modern techniques)
- Importance of training

References:

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