

Hr Perspective on Cross-Cultural Employee Participation

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Abstract: A cross-cultural setting is the focus of this research, which intends to investigate employee engagement. Companies are required to have an understanding of the cross-cultural differences that exist among their workforce. The importance of cross-cultural employee engagement in encouraging creativity, productivity, and overall performance is being more recognized by businesses in the context of a corporate world that is becoming increasingly globalized. A healthy organizational structure may be created by gaining an understanding of the many cultures that exist in the world from a global viewpoint. This understanding also helps strengthen intercultural abilities. It is necessary for the workers to be aware of both the benefits and the drawbacks associated with cross-cultural work. The engagement of employees guarantees that the cross-cultural differences are acknowledged and preserved in each and every business by means of appropriate training and functional competence.

Keywords: Employee Participation, Cross Culture, Multiculture, Skills.

1. Introduction

According to Tereza and Fleury (1999), cross-cultural differences manifest themselves in the form of differences across people in terms of race, culture, gender, age, and physical variables. When people with a variety of identities collaborate inside a social system, cultural distinctions are likely to emerge as a result of this kind of interaction. There is a tremendous amount of significance that culture has in both the personal and professional lives of people. It is always necessary to have excellent management in order to have successful employee engagement in cross-cultural situations. A flexible approach for addressing the challenges and dangers associated with cross-cultural interactions might be cultural understanding.

Employees are better able to use their potentials and contribute to the achievement of corporate objectives when they work in an atmosphere that is multicultural. The level of employee involvement in decision-making processes in cross-cultural situations was investigated by Gabel et al. (2003), who also investigated the repercussions of such employment. Managing and guiding the attitudes of workers who come from a variety of cultural backgrounds is the responsibility of this assignment. Due to the presence of cultural differences, it is necessary to effectively manage the coordination of the expectations of the workers, as stated by Helvacioğlu and Ozutku (2010).

Within the context of both the local and the global environment, the cultural environment is one of the key variables that determines how the organization operates. Research conducted by Jiang and Zhang (2015) looked at the phenomenon of incivility in the workplace. Specifically, they explored the moderating impact of cross-cultural training on the connection between incivility and employee performance. In order for the personnel to effectively execute their functional competence, they undertake effective training. Training at work is centered on the accomplishments of the company. In addition to this, it controls and evaluates the cultural variances that exist among the workforce (Rosen, 2000).

A lot of cross-cultural data shows that people need to feel autonomous and connected to others, which are important parts of participation and voice (Deci et al., 2017). The engagement study that is already out there is mostly about Western countries and their friends. To find out if a set of studies is generalizable and true across

businesses and countries, more tests need to be done with a varied group (Gantman et al., 2018). A smaller structure and more group involvement might help an organization do better by lowering strife within the group (De Wit et al., 2012; Greer et al., 2018).

Cultural differences are a word that is used to describe the distinctions that exist between individuals (Mannix and Neale, 2005; Jackson et al., 2003). According to Yesil (2007), any combination of employees who come from distinct cultural backgrounds and different demographic backgrounds might result in either a good or negative contribution. It is necessary to transform the cultural differences into a competitive advantage as soon as possible. There are a number of things that affect how much participation activities cost. Some people say it's because the incentives of principals (like employers) and agents (like employees) in organizations aren't always aligned (Bandiera et al., 2021). There are already democratically structured businesses that allow different kinds of workplace participation at the organizational level, like worker cooperatives and employee-owned businesses (Battilana, 2018; Weber et al., 2020).

Managing Cross Cultural Environment

Managing cross-cultural relationships, in other words, includes guiding personnel in the direction of the business's overall organization aim. In 2007, Bjorkman and colleagues conducted research to study the ways in which institutional theory impacts human resource management practices, particularly employee engagement in cross-cultural environments. This study analyzes the ways in which these behaviors are altered by multinational businesses and focuses on those firms. Within the context of the establishment of multicultural teams, all of the administrative and organizational actions that are associated with the engagement of employees are included. According to Adler (1999), firms that are culturally synergistic are more likely to demonstrate innovative managerial and organizational forms.

The assignment of managers, specialists, and workforce members to work in an organization located in the host nation is what is meant by the term "management of cross culture." Kirkman and Shapiro (2001) conducted research to determine the extent to which cultural values influence work satisfaction and organizational commitment, with a specific focus on employee engagement. The study employs self-managing work teams as its core emphasis in order to accomplish its goals. In their 2018 study, Kim and Kim studied the ways in which cultural diversity influences employee participation, as well as the ways in which various leadership styles may mitigate the effects of cultural diversity.

The firm has to provide a setting that allows for the most effective management of the talents and capabilities possessed by employees who come from different cultures. This distinction has to be handled in a manner that is consistent with the achievement of the corporate purpose. An atmosphere that is unproductive exists inside organizations that disregard cross-cultural concerns. The firms that take into account cross-cultural issues are handled well, and it has been discovered that they are very successful. O'Reilly et al. (2010) conducted research to determine the impact that the demographics of workgroups, which include cross-cultural features, have on social integration and turnover, which in turn has an impact on employee participation. For personnel working in a cross-cultural workplace, having the appropriate abilities to regulate their attitudes and behaviors is essential. Communication that is both effective and efficient will be an enhanced key to solving the problems that arise from misconceptions in cross-cultural organizations.

Khandakar et al. (2018) discovered a link between having a say in decisions, how well those decisions are carried out, and the success of a company. Weber et al.'s 2020 meta-analysis says that how involved workers think they are in making decisions at work is linked to a number of good psychological effects, including job happiness, work drive, and prosocial behavior at work, among others. So, we think that workers' desire to participate at work is linked to similar psychological and performance results. Participation in the workplace is an idea that is used in many fields. For instance, social and organizational psychologists have studied how worker voice and the way teams are set up can boost the productivity and happiness of each individual worker (Wu and Paluck, 2021).

Objectives of the Study

- ❖ To investigate the Opinion on Cross Cultural Organization
- ❖ To examine the Challenges in Cross Culture
- ❖ To determine the Effective Employee Participation in Cross Cultural environment
- ❖ To evaluate the reliability and validity of the Cross-Cultural Employee Participation
- ❖ To provide valuable suggestions in improving the Cross-Cultural Employee Participation

Hypotheses of the Study

For the purpose of the research, hypotheses were examined, and the results are as follows:

HYPOTHESIS I: There is no significant difference between Marital Status and Dimensions behind Cross-Cultural Employee Participation

HYPOTHESIS II: There is no significant difference between the Age towards Dimensions behind Cross-Cultural Employee Participation

HYPOTHESIS III: There is no significant difference between the Educational Qualification towards Dimensions behind Cross-Cultural Employee Participation

HYPOTHESIS IV: There is no significant difference between the Experience in the current organization towards Dimensions behind Cross-Cultural Employee Participation

Problem Statement

The attitudes and behaviors of each person are different from one another. Culture, on the other hand, includes a description of the qualities of personnel. When individuals from different cultures work together in a business, there are certain to be differences and problems with understanding and management. "Cultural Adequacy" is the term used to describe effective management in cross-cultural settings. According to Aksu (2008), providing enough cultural adequacy is one of the most important components in motivating workers and effectively managing multicultural environments. Therefore, in order to assume a healthy and productive cross-cultural background, the workers need to comprehend their peer group and adapt themselves. It is necessary to provide the staff with direction and management that is both effective and efficient (Budin & Wafa, 2015).

The workers are guided to participate effectively in their company by the culture of the organization. It is necessary to place a suitable emphasis on these traits and work to improve them in order to effectively manage their behavior and morale via employee engagement. The purpose of this research is to evaluate the cross-cultural background of employees as well as their engagement in the corporation. In addition, it offers suggestions for best practices for employee engagement in cross-cultural activities.

Research Questions

In light of the findings of the research and the evaluation of the relevant literature, the following questions have been formulated.

RQ1: What are the difficulties that arise with managing across cultural boundaries?

RQ2: What is meant by the term "effective employee participation"?

2. Research Methodology

The city of Bangalore, which is located in the Indian state of Karnataka, is the primary subject of this research. For the purpose of the research, a sample of five hundred individuals working in the information technology industry from the aforementioned state are questioned using a questionnaire. This is an empirical research that was conducted. Data that is considered secondary is obtained from a wide variety of reliable sources, including books, newspapers, journals, and websites, among other places. Data from primary sources are gathered using a process known as simple random sampling.

Sampling Technique

On the basis of the probability sampling approach, the selection of the sample was carried out using the simple random sampling method. There were a total of 500 questionnaires that were distributed. There were a total of 439 (87.8 percent) questionnaires that were gathered from them. Incomplete questionnaires accounted for 42 (8.4%) of the total, while 27 (5.4%) of the questionnaires were not filed back. The total number of respondents in this survey was 439, making up the sample size.

Research Design

For the purpose of this study, a descriptive research approach was used.

Tools and Techniques

Descriptive analysis, the t-test, analysis of variance, the KMO and Bartlett's test, and factor analysis with Kaiser normalization are some of the statistical methods that are used for this experiment. When determining the dependability of the data, Cronbach's Alpha is a statistic that is computed. Through the use of AMOS and Confirmatory Factor Analysis (CFA), the validity of the instrument is established.

HYPOTHESIS I

Null Hypothesis: There is no significant difference between Marital Status and Dimensions behind Cross-Cultural Employee Participation

Table:1. t test for Marital Status and Dimensions behind Cross-Cultural Employee Participation

Dimensions behind Cross-Cultural Employee Participation		t-test for Equality of Means		
		t ^a	df ^b	Sig. ^c (2-tailed)
CCO	Equal variances assumed	0.875	437	0.000**
CCC	Equal variances assumed	1.207	437	0.028*
EEP	Equal variances assumed	0.735	437	0.003**

Source: Statistically analysed data

Note: ^a t-Statistic, ^b Degrees of Freedom, ^c Significance

CCO refers to Opinion on Cross Cultural Organization

CCC refers to Challenges in Cross Culture

EEP refers to Effective Employee Participation

The results shown in table 1 indicate that there is a statistically significant difference, at the 0.001 level, between the workers working in Bangalore in terms of their marital status in relation to their opinions on cross-cultural organizations, the difficulties associated with cross-cultural employment, and the degree to which they effectively participate in their job. At the 0.001 level of significance, the variables such as Opinion on Cross Cultural Organization and Effective Employee Participation are shown to be significant; hence, the hypothesis is rejected. There is a substantial difference between the two cultures at the 0.005 level, and as a result, the hypothesis in question is rejected.

HYPOTHESIS II

Null Hypothesis: There is no significant difference between the Age towards Dimensions behind Cross-Cultural Employee Participation

Table:2 One-way analysis for Age and Dimensions behind Cross-Cultural Employee Participation

		Sum of Squares	df ^a	Mean Square	F ^b	Sig. ^c
CCO	Between Groups	415.391	3	138.464	5.945	0.001**
	Within Groups	10132.313	435	23.293		Significant
	Total	10547.704	438			
CCC	Between Groups	122.109	3	40.703	1.686	0.016*
	Within Groups	10499.841	435	24.138		Significant
	Total	10621.950	438			
EEP	Between Groups	458.237	3	152.746	6.587	0.000**
	Within Groups	10087.754	435	23.190		Significant
	Total	10545.991	438			

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bF-Statistic, ^cSignificance

CCO refers to Opinion on Cross Cultural Organization

CCC refers to Challenges in Cross Culture

EEP refers to Effective Employee Participation

According to the data shown in table:2, there is a discernible disparity between the ages of employees in terms of their participation in cross-cultural activities. The degree of importance for the opinion on cross-cultural organizations and effective employee participation is 0.001, which is the lowest possible value. The degree of significance for the Challenges in Cross-Cultural Interactions is measured at 0.005. Additionally, there is no discernible difference in the ages of employees in terms of the factors that contribute to cross-cultural employee participation.

HYPOTHESIS III

Null Hypothesis: There is no significant difference between the Educational Qualification towards Dimensions behind Cross-Cultural Employee Participation

Table:3. One-way analysis for Educational Qualification and Dimensions behind Cross-Cultural Employee Participation

		Sum of Squares	df ^a	Mean Square	F ^b	Sig. ^c
CCO	Between Groups	115.492	3	38.497	1.605	0.000** Significant
	Within Groups	10432.211	435	23.982		
	Total	10547.704	438			
CCC	Between Groups	45.710	3	15.237	0.627	0.000* Significant
	Within Groups	10576.239	435	24.313		
	Total	10621.950	438			
EEP	Between Groups	181.410	3	60.470	2.538	0.009** Significant
	Within Groups	10364.581	435	23.827		
	Total	10545.991	438			

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bF-Statistic, ^cSignificance

CCO refers to Opinion on Cross Cultural Organization

CCC refers to Challenges in Cross Culture

EEP refers to Effective Employee Participation

The data shown in table 3 demonstrates that there is a substantial disparity in the employees' educational qualifications in terms of their participation in cross-cultural activities. With regard to Opinion on Cross-Cultural Organization, Challenges in Cross-Cultural Organization, and Effective Employee Participation, the significance threshold is at 0.001 percentage points. Additionally, there is no discernible difference in the Educational Qualifications in relation to the Dimensions that underlie the Cross-Cultural Employee Participation.

HYPOTHESIS IV

Null Hypothesis: There is no significant difference between the Experience in the current organization towards Dimensions behind Cross-Cultural Employee Participation

Table:4 One-way analysis for Experience in the current organization and Dimensions behind Cross-Cultural Employee Participation

		Sum of Squares	df ^a	Mean Square	F ^b	Sig. ^c
CCO	Between Groups	951.529	4	237.882	10.759	0.000** Significant
	Within Groups	9596.175	434	22.111		
	Total	10547.704	438			
CCC	Between Groups	363.454	4	90.863	3.844	0.004** Significant
	Within Groups	10258.496	434	23.637		
	Total	10621.950	438			
EEP	Between Groups	866.550	4	216.637	9.713	0.000** Significant
	Within Groups	9679.441	434	22.303		
	Total	10545.991	438			

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bF-Statistic, ^cSignificance

CCO refers to Opinion on Cross Cultural Organization

CCC refers to Challenges in Cross Culture

EEP refers to Effective Employee Participation

There is a substantial difference between the experiences of employees working in the present company and those working in other organizations with regard to cross-cultural employee participation, as shown in table 4. With regard to Opinion on Cross-Cultural Organization, Challenges in Cross-Cultural Organization, and Effective Employee Participation, the significance threshold is at 0.001 percentage points. In addition, there is no discernible difference in the experiences of employees working in the present company with regard to the factors that influence cross-cultural employee participation or participation.

Table:5 KMO and Bartlett's Test for Opinion on Cross Cultural Organization

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.875
Bartlett's Test of Sphericity	Approx. Chi-Square	1705.281

	df ^a	66
	Sig. ^b	0.000** Significant

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bSignificance

According to the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, the percentage of the variation in the variables of 'Opinion on Cross Cultural Organization' that might be attributed to underlying causes is shown. When the KMO number is high (0.875), it suggests that factor analysis is a completely appropriate match. The sphericity test developed by Bartlett is a test that determines whether or not the variables are connected to one another. The fact that the P value is lower than 0.01, which is the significance threshold, indicates that the factor analysis is appropriate and significant at the 1% significance level.

Table:6. Rotation Sums of Opinion on Cross Cultural Organization

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.899	15.829	15.829
2	1.765	14.709	30.538
3	1.641	13.675	44.213
4	1.594	13.286	57.500
5	1.564	13.030	70.530
6			
7			

Extraction Method: Principal Component Analysis

Components 1, 2, 3, 4, and 5 together explain a total of 70.530 percent of the variance, as shown in the Total Variance table:6. The first five components all have an eigen value that is greater than 1, as shown by the table. Within the total of seven elements that make up the instrument, this is a 29.5% reduction.

Figure:1 Scree Plot for Opinion on Cross Cultural Organization

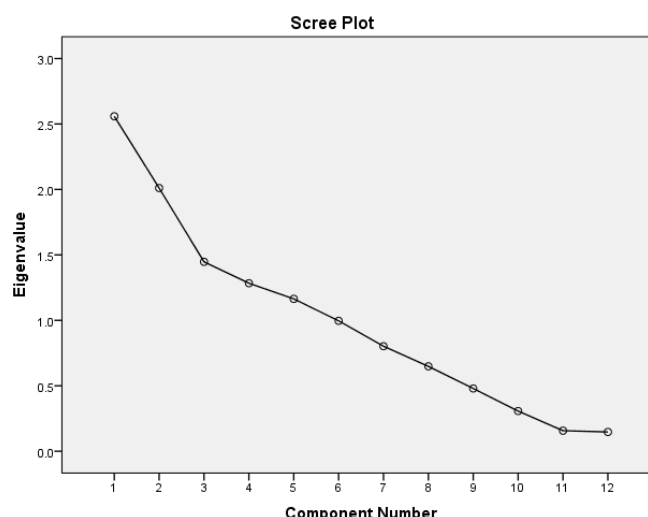


Figure 1 is a representation of the scree plot for the opinion on cross-cultural organization. It is most probable that the component that is located above the first break will be removed. When it comes to the extraction of components 5 and 6, a smaller break is seen.

Table:7. Principal Component Analysis of Opinion on Cross Cultural Organization

Particulars	Items	Component				
		1	2	3	4	5
Collaborative team	CCO5	0.881				

Participative environment	CCO10	0.744				
Organizational standards are maintained	CCO7	0.571				
Effective performance management	CCO12		0.868			
Completing task on time	CCO3		0.644			
Career advancement opportunity	CCO9		0.534			
Employees are committed towards job	CCO6			0.801		
Understanding the role and responsibility	CCO1			0.669		
Satisfied training	CCO2				0.875	
Trust on organization	CCO11				0.799	
Organizational policies are clear	CCO8					0.804
Effective communication	CCO4					0.673

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 7 iterations

The elimination of weak and cross loadings may be seen in Table:7, which is presented with a solution that involves two factors. A total of twelve things related to the various components are proposed in the table that is shown above. There are three items on component 1, three items on component 2, two items on component 3, two items on component 4, and two items on component 5. The loadings that are placed on the elements that are included inside the various components are substantial.

"Collaborative team, Participative environment, and Organizational standards are maintained" is the first factor, which is a mixture of these three factors. Opinion on Cross-Cultural Organization is associated with the variables that have positive factor loadings in the first factor. Efficient performance management, timely completion of tasks, and opportunities for career progression are the three components that make up the second factor. Opinion on Cross-Cultural Organization is associated with the variables that have positive factor loadings in factor two.

"Employees are committed towards the job, and Understand the role and responsibility," is the third factor, which is a mixture of the two factors. Opinion on Cross-Cultural Organization is associated with the variables that have positive factor loadings in factor three. "Satisfied training and Trust on organization" are the two components that make up the fourth factor on the list. Opinion on Cross-Cultural Organization factor four is comprised of variables that have positive factor loadings behind it. Effective communication and clear organizational policies are the two components that make up the fifth factor. Opinion on Cross-Cultural Organization is the fifth factor, and the variables of this factor have positive factor loadings.

Table:8. KMO and Bartlett's Test for Challenges in Cross Culture

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.851
Bartlett's Test of Sphericity	Approx. Chi-Square	3148.986
	df ^a	28
	Sig. ^b	0.000** Significant

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bSignificance

According to the Kaiser-Meyer-Olkin Measure of Sampling Adequacy, the percentage of the variation in the variables of the 'Challenges in Cross Culture' that might be attributed to underlying causes is indicated. The fact that the KMO value is very high (0.851) suggests that factor analysis is an excellent match. The sphericity test developed by Bartlett is a test that determines whether or not the variables are connected to one another. The fact that the P value is lower than 0.01, which is the significance threshold, indicates that the factor analysis is appropriate and significant at the 1% significance level.

Table:9. Rotation Sums of Challenges in Cross Culture

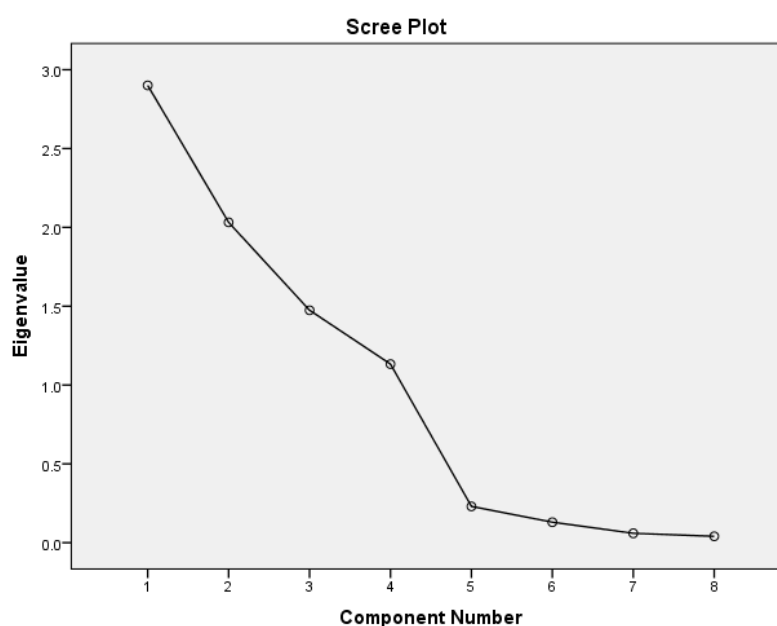
Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.986	24.823	24.823
2	1.931	24.139	48.962
3	1.870	23.376	72.338
4	1.753	21.909	94.247

5			
6			
7			
8			

Extraction Method: Principal Component Analysis

The Total variation table:9 reveals that the first four components have an eigen value that is greater than 1, and that the combination of components 1 and 2 accounts for a total of 94.247 percent of the variation within the data. This is a reduction of 0.6 percent from the total of eight components that make up the instrument.

Figure:2. Scree Plot for Challenges in Cross Culture



The scree plan for the book "Challenges in Cross Culture" is shown in figure:2. It is most probable that the component that is located above the first break will be removed. When it comes to the extraction of components 4 and 5, a minor break is seen.

Table:10. Principal Component Analysis of Challenges in Cross Culture

Particulars	Items	Component			
		1	2	3	4
Lack of skills	CCC6	0.958			
Ego and power struggles	CCC2	0.955			
Conflicts based on identity	CCC3		0.966		
Ineffective communication	CCC7		0.963		
Diversity in language	CCC5			0.977	
Fear and distrust	CCC1			0.934	
Disputes in social groups	CCC4				0.926
Cultural conflicts	CCC8				0.905

Extraction Method: Principal Component Analysis**Rotation Method:** Varimax with Kaiser Normalization.^a

a. Rotation converged in 5 iterations

It is possible to see the elimination of weak and cross loadings in Table:10, which is supplied with a four-factor solution. According to the chart that was just shown, there are a total of eight things that are proposed for the various components. There are two items on component 1, two items on component 2, four items on component

3, and five items on component 4. It is clear that the loadings on the objects included inside the various components are substantial.

"Lack of skills, as well as ego and power struggles," is the first factor that contributes to the problem. When it comes to the first factor, the factors that are behind the Challenges in Cross Culture factor loadings are positive. There is a combination of "Conflicts based on identity and Ineffective communication" that constitutes the second factor. There are positive factor loadings underlying the variables that make up factor two, which is referred to as Challenges in Cross Culture.

"Diversity in language, as well as fear and distrust," is the third factor that contributes to the combination. The factors that are positive factor loadings behind Challenges in Cross Culture are included in the third factor to be considered. "Disputes in social groups and cultural conflicts" are the two components that make up the fourth factor respectively. The factors that are positive factor loadings underlying the Challenges in Cross-Cultural Interactions are found in factor four.

Table:11. KMO and Bartlett's Test for Effective Employee Participation

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.859
Bartlett's Test of Sphericity	Approx. Chi-Square	1243.970
	df ^a	45
	Sig. ^b	0.000** Significant

Source: Statistically analysed data

Note: ^aDegrees of Freedom, ^bSignificance

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy presents the percentage of the variation in the variables of 'Effective Employee Participation' that may be attributed to factors that are not directly related to the variables themselves. Due to the high values of KMO (0.859), it can be concluded that factor analysis is an excellent approach. The sphericity test developed by Bartlett is a test that determines whether or not the variables are connected to one another. The fact that the P value is lower than 0.01, which is the significance threshold, indicates that the factor analysis is appropriate and significant at the 1% significance level.

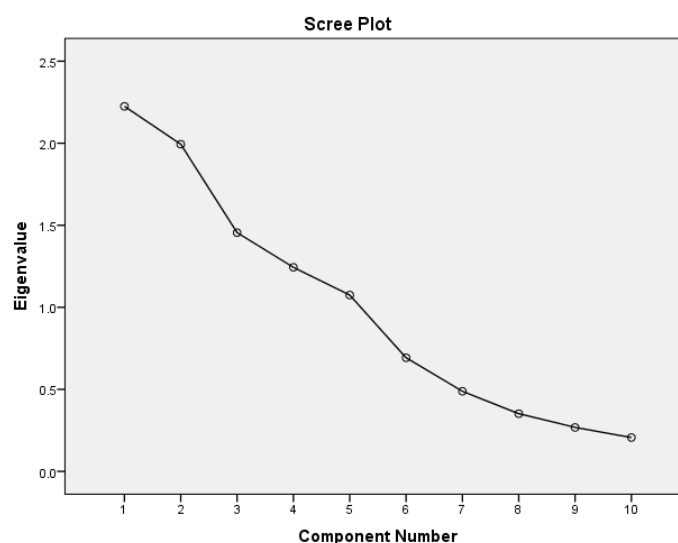
Table:12. Rotation Sums of Effective Employee Participation

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	1.891	18.908	18.908
2	1.646	16.464	35.371
3	1.628	16.276	51.647
4	1.566	15.664	67.311
5	1.261	12.614	79.925
6			
7			
8			
9			
10			

Extraction Method: Principal Component Analysis

As can be seen in the table under "Total Variance:12," the first five components have an eigen value that is greater than 1, and the collective explanation of components 1, 2, 3, 4, and 5 accounts for 79.925 percent of the variance. Twenty percent of the total 10 elements on the instrument have been removed from consideration.

Figure:3. Scree Plot for Effective Employee Participation



The scree plot for effective employee participation is shown in figure 3, which indicates the situation. It is most probable that the component that is located above the first break will be removed. A smaller split develops for the purpose of extracting components 2 and 3, respectively.

Table:13. Principal Component Analysis of Effective Employee Participation

Particular	Items	Component				
		1	2	3	4	5
Adapting different cultures	EEP1	0.840				
Developing good skills	EEP2	0.821				
Valuing individuals	EEP8		0.861			
Setting common goals	EEP5		0.775			
Effective Decision Making	EEP6			0.921		
Proper co-ordination	EEP9			0.625		
Develop empathy and respect	EEP7				0.880	
Improved training	EEP10				0.811	
Effective communication	EEP4					0.925
Comfortable working environment	EEP3					0.526

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 9 iterations

Table:13, which is presented with a five-factor solution, demonstrates the elimination of weak and cross loadings. According to the chart that was just shown, there are a total of ten things that are proposed for the various components. There are two items on component 1, two items on component 2, two items on component 3, two items on component 4, and two items on component 5. It is clear that the loadings on the objects included inside the various components are substantial.

Adapting to other cultures and developing solid skills are the two components that make up the first contributing factor. When it comes to the first factor, the factors that are responsible for Effective Employee Participation have positive factor loadings.

"Valuing individuals and setting common goals" is the second factor, which is a mixture of three factors. Both of the variables in factor two have positive factor loadings, which are the driving force behind effective employee participation.

In the third factor, "Effective Decision Making and Proper Coordination" are combined into a single combination. In the third factor, the factors that are responsible for effective employee participation have positive factor loadings associated with them.

Improved training and the development of empathy and respect are the two components that make up the fourth factor. When it comes to factor four, the factors that are responsible for Effective Employee Participation have positive factor loadings.

'Effective communication and comfortable working environment' are the two components that make up the fifth factor together. The factors that are responsible for the factor loadings that are positive behind Effective Employee Participation are found in factor five.

Table:14. Measurement Model of Opinion on Cross Cultural Organization Instrument

Item(s) of CCO	Factor Item	CFA Loading	Cronbach α (Item wise)	Composite Reliability (CR)
Understanding the role and responsibility	CCO1	0.940	0.978	0.884
Satisfied training	CCO2	0.970	0.944	0.941
Completing task on time	CCO3	0.890	0.864	0.792
Effective communication	CCO4	0.730	0.949	0.533
Collaborative team	CCO5	0.850	0.837	0.722
Employees are committed towards job	CCO6	0.810	0.941	0.656
Organizational standards are maintained	CCO7	0.900	0.891	0.810
Organizational policies are clear	CCO8	0.920	0.904	0.846
Career advancement opportunity	CCO9	0.980	0.874	0.960
Participative environment	CCO10	0.860	0.882	0.740
Trust on organization	CCO11	0.810	0.900	0.658
Effective performance management	CCO12	0.840	0.912	0.706

Source: Statistically Analyzed Data

The values of reliability and validity evaluation conducted on the Opinion on Cross Cultural Organization questionnaire are listed item by item in Table 14. Regarding the dependability values of Having a clear understanding of the position and responsibilities ($\alpha = 0.978$), being satisfied with the training ($\alpha = 0.944$), completing the assignment on time ($\alpha = 0.864$), having effective communication ($\alpha = 0.949$), and having a team that works together ($\alpha = 0.837$) are all key. According to the analysis, it has been determined that employees have a high level of commitment towards their job ($\alpha = 0.941$), that organizational standards are maintained ($\alpha = 0.891$), that organizational policies are clear ($\alpha = 0.904$), that there is an opportunity for career advancement ($\alpha = 0.874$), that the environment is participatory ($\alpha = 0.882$), that there is trust in the organization ($\alpha = 0.900$), and that effective performance management ($\alpha = 0.912$) is implemented.

In this step, the loadings for the Confirmatory Factor Analysis are computed. We demonstrated that there is an internal consistency between the components of the questionnaire that were connected to the Opinion on Cross Cultural Organization by using the ALPHA technique in SPSS. The questionnaire had a total of twelve items. A purification procedure that is based on the coefficient alpha, which is a measure of the dependability of measuring equipment, is applied to the instrument in order to do the analysis.

Figure:4. Measurement Model of Opinion on Cross Cultural Organization Instrument

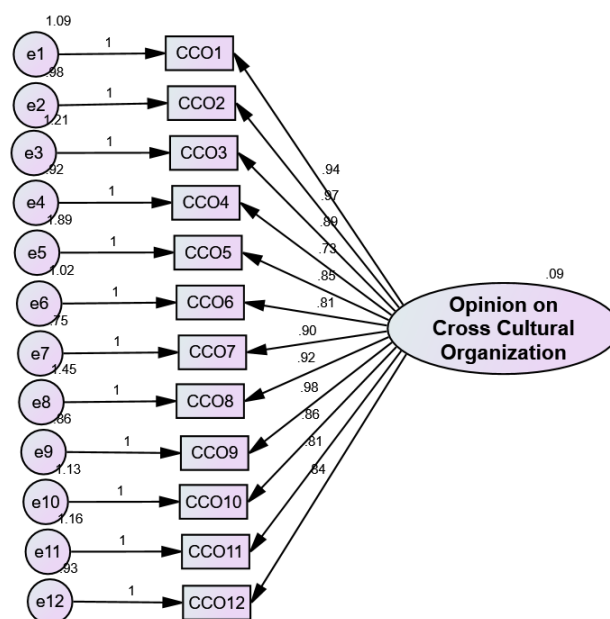


Table:15. Measurement Model of Challenges in Cross Culture Instrument

Item(s) of CCC	Factor Item	CFA Loading	Cronbach α (Item wise)	Composite Reliability (CR)
Fear and distrust	CCC1	0.790	0.952	0.624
Ego and power struggles	CCC2	0.840	0.926	0.706
Conflicts based on identity	CCC3	0.820	0.908	0.672
Disputes in social groups	CCC4	0.900	0.994	0.810
Diversity in language	CCC5	0.920	0.985	0.846
Lack of skills	CCC6	0.730	0.941	0.533
Ineffective communication	CCC7	0.860	0.902	0.740
Cultural conflicts	CCC8	0.930	0.949	0.865

Source: Statistically Analyzed Data

In Table:15, the values of reliability and validity evaluation associated with the Challenges in Cross Culture questionnaire are listed item by item. The reliability values of Fear and distrust ($\alpha = 0.952$), Ego and power struggles ($\alpha = 0.926$), Conflicts based on identity ($\alpha = 0.908$), Disputes in social groups ($\alpha = 0.994$), Diversity in language ($\alpha = 0.985$), Lack of skills ($\alpha = 0.941$), Ineffective communication ($\alpha = 0.902$), and Cultural conflicts ($\alpha = 0.949$) are retrieved from the analysis

In this step, the loadings for the Confirmatory Factor Analysis are computed. It was shown via the use of the ALPHA technique in SPSS that there is an internal consistency between the eight questions that were included in the questionnaire that were connected to the difficulties of cross-cultural communication. A purification procedure that is based on the coefficient alpha, which is a measure of the dependability of measuring equipment, is applied to the instrument in order to do the analysis.

Figure:5. Measurement Model of Challenges in Cross Culture Instrument

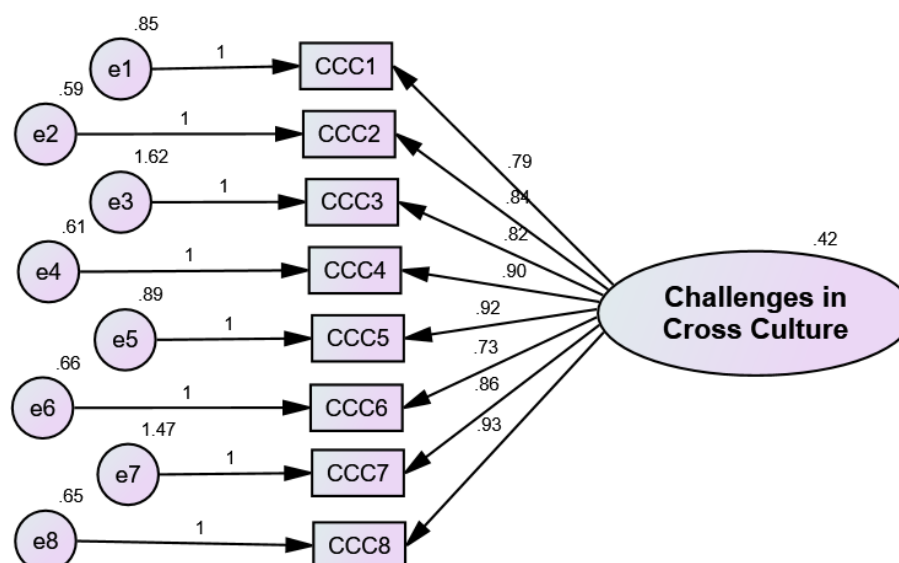


Table:16. Measurement Model of Effective Employee Participation

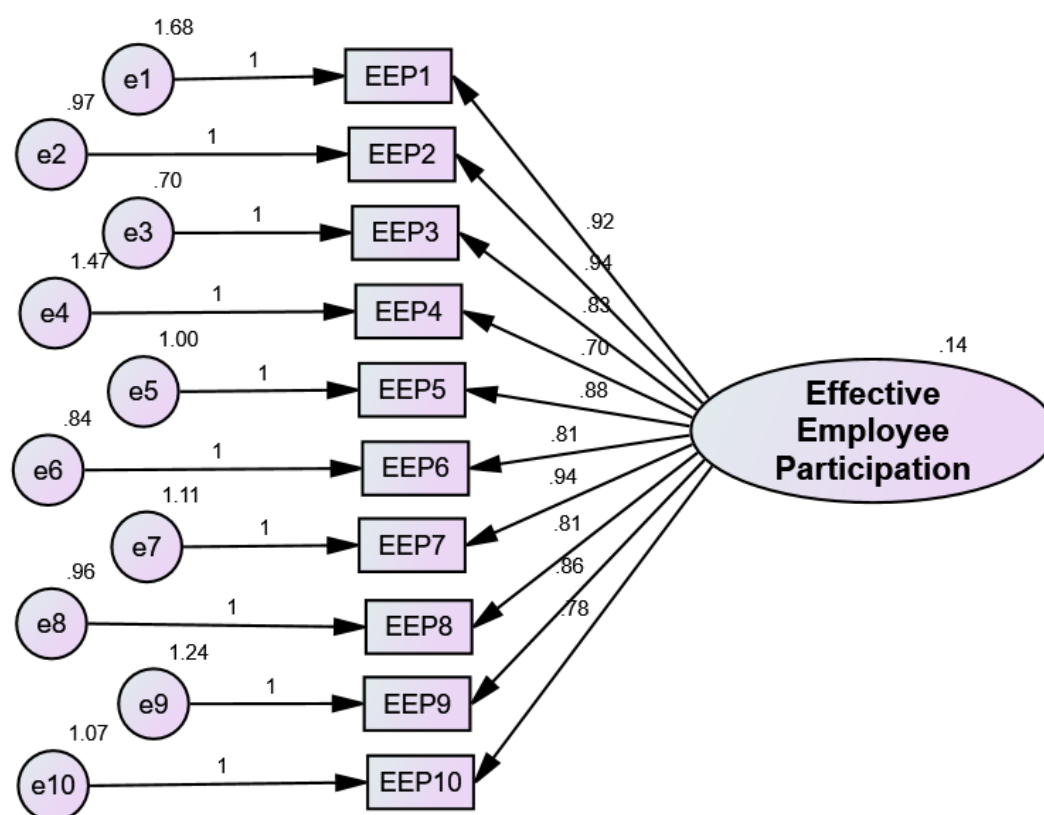
Item(s) of CCC	Factor Item	CFA Loading	Cronbach α (Item wise)	Composite Reliability (CR)
Adapting different cultures	EEP1	0.920	0.867	0.846
Developing good skills	EEP2	0.940	0.863	0.884
Comfortable working environment	EEP3	0.830	0.804	0.689
Effective communication	EEP4	0.700	0.918	0.490
Setting common goals	EEP5	0.880	0.844	0.774
Effective Decision Making	EEP6	0.810	0.794	0.656
Develop empathy and respect	EEP7	0.940	0.923	0.884
Valuing individuals	EEP8	0.810	0.846	0.656
Proper co-ordination	EEP9	0.860	0.897	0.740
Improved training	EEP10	0.780	0.865	0.608

Source: Statistically Analyzed Data

Table 16 displays the results of an evaluation of the reliability and validity of the Effective Employee Participation questionnaire item by item. Regarding the dependability values of Adapting to different cultures ($\alpha = 0.867$), developing good skills ($\alpha = 0.863$), having a comfortable working environment ($\alpha = 0.804$), having effective communication ($\alpha = 0.918$), having common goals ($\alpha = 0.844$), having effective decision making ($\alpha = 0.794$), developing empathy and respect ($\alpha = 0.923$), valuing individuals ($\alpha = 0.846$), having proper coordination ($\alpha = 0.897$), and having improved training ($\alpha = 0.865$) are all retrieved from the analysis.

In this step, the loadings for the Confirmatory Factor Analysis are computed. Using the ALPHA technique in SPSS, it was shown that there is an internal consistency between the ten elements that make up the questionnaire that is connected to the Effective Employee Participation. A purification procedure that is based on the coefficient alpha, which is a measure of the dependability of measuring equipment, is applied to the instrument in order to do the analysis.

Figure:6. Measurement Model of Effective Employee Participation



3. Conclusion

In order to build a more effective management plan, it is necessary for workers who come from a variety of cultural backgrounds to be conscious of the inherent variations in their cultural backgrounds. In order for the company to be successful, the workers need to acknowledge a high level of understanding of cross-cultural differences and accept such differences. In order to thrive in a multicultural setting, one must possess cultural intelligence. In order to overcome the competition in cross-cultural situations, the management tools that are necessary in any organization need to be constructed. Creating an effective organizational culture may be accomplished by the use of universal leadership styles, organizational communication, and synergistic culture. The procedure of hiring new employees might be reviewed and improved to make it more competent. Enhancing the problem-solving abilities of workers is necessary in order to succeed in overcoming the problems that are encountered in cross-cultural contexts. The quality of management is one of the key aspects that may be improved in order to promote employee involvement in cross-cultural environments. According to Dadfar (1991), human-focused competition is still another motivation that gives a superior key for well-organized management in cross-cultural workforces.

It's important for HR to have a view on cross-cultural employee involvement in order to deal with the challenges of a worldwide workforce. As companies become more aware of the benefits of diversity, human resources workers play a key role in creating an atmosphere where people from all countries feel welcome and are encouraged to participate. This study showed the pros and cons of having employees from different cultures work together, highlighting how important it is for HR practices to be sensitive to different cultures. By recognizing and handling culture differences, HR can help avoid problems, improve communication, and make the workplace a better place for different teams to work.

Strategic HR actions, like putting in place cross-cultural training programs, are becoming very important for helping workers from different backgrounds understand each other and work together. Not only do these programs help employees get along with each other, but they also pave the way for an organization's culture that works well with the strengths of a diverse group of workers

Conflicts that arise among cross-cultural workers may be mitigated via the implementation of appropriate training and the development of skills. Those workers who are creative and participatory are seen as having a high level of perception for the reduction of ethnic prejudice. (Gwendolyn et al. 2005; McCuiston et al. 2004) It is expected that integrated strategies would be relevant to operations carried out by international corporations. According to DiStefano and Maznevski (2000) and Maldonado et al. (2002), it is necessary to maintain an efficient management of employee differences

4. References

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