

# **An Analysis of Cultural Intelligence on Work Performance Towards It Employees in Chennai**

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## **ABSTRACT**

Cultural intelligence is a significant competence in the Indian setting because of the country's many different cultures. A person's capacity to communicate effectively with persons from other cultures is enhanced by cultural intelligence. It is developed as a crucial aspect of effective performance and interaction within and between diverse cultural situations. It is crucial to study about the connections between job performance and people in order to gain a better understanding of the effectiveness of jobs. Performance on the job has a substantial impact on the profitability of any business. Success or failure of an organization is closely tied to the quality of its workforce. The purpose of the study is to examine the impact of cultural intelligence on employees work performance. The data for the study has been collected from 100 employees of IT sector. The methodologies used for the present study is descriptive statistics, reliability, ANOVA and factor analysis. These findings provide light on the importance of Cultural Intelligence in the workplace. A Cultural intelligence result that contributes to intercultural effectiveness is the ability to function well under pressure. Cultural intelligence is a key factor in employee productivity since those individuals who have high cultural intelligence tend to perform better.

Keywords: Cultural intelligence, Work performance, Job performance, Information Technology sector.

## **INTRODUCTION:**

Improving employee performance is a never-ending process that requires assessment, evaluation, and planning; yet, it is an essential step in achieving company goals. Employee performance relates to a person's job performance, completion of necessary tasks, and conduct in the workplace. Work quantity, quality, and productivity are all elements that determine performance. When leaders monitor employee performance, they can gauge the health of the organization. This data not only highlights what organizations can do now to improve their business, but it also contributes to future growth strategies. Putting an emphasis on employee performance, on the other hand, has advantages that extend beyond the organization. It enables employees to reach their full potential while enhancing overall performance, hence raising morale and enhancing the quality of work performed. Lastly, but most importantly, clients may be dissatisfied if employees underperform. Consequently, poor performance and the inability to accomplish goals can be detrimental to the entire organization. Due to the fact that every job

is distinct, the metrics used to evaluate employee performance will ultimately depend on the type of business the company and its employees conduct. Opportunities for training and advancement have a crucial role in determining employee output in the workplace.

Cultural intelligence (CQ) is a skill that enhances a person's capacity to engage with people from other cultures. It refers to the set of talents and characteristics that enable one to connect effectively in novel cultural environments (MacNab and Worthley, 2012). Managing a multicultural workforce is the defining skill of the twenty-first century. It is the capacity to engage effectively with individuals of other cultures. Cultural awareness increases the likelihood of success in a new culture (Ogbe, 2006). Managers with cultural intelligence are able to perceive, integrate, and respond properly to cultural cues in contexts marked by cultural variety. It is a skill that is cultivated and acquired over time. Managers with cultural intelligence are familiar with the values, beliefs, patterns of behavior, conventions, traditions, and languages of many cultures. The term "cultural intelligence" can be summed up as the power to perceive and quickly adapt to the acts of others that are different from one's own. This ability is essential in order to communicate effectively across cultures. At one's place of employment, one's goal should be to work in concert with one's fellow employees in order to complete a task that pertains to all of them. Because of this, it is absolutely necessary for individuals working for global companies to possess a high level of cultural intelligence and to be willing to embrace a multicultural point of view. People who possess cultural intelligence in the workplace are more likely to develop a great passion for understanding the cultural backgrounds of their coworkers and gaining a deeper understanding of those cultures. As a direct result of the members of the team strengthening their cultural intelligence, the members of the team gain a greater capacity for compassion and sensitive to different ideas and perceptions. It is much simpler to be productive in the workplace when coworkers are able to adapt to each other's cultures and are able to assimilate into each other's ways of life. This makes it possible for employees to assimilate into each other's ways of life. This has the potential to result in the growth of a culture that values harmony. In addition, leaders who have a high cultural intelligence may find that it is simpler to form deep ties among their teams. This is one of the many benefits of having a high level of cultural intelligence. Through the use of team-building exercises, for instance, the members of a team could be prompted to gain an understanding of each other's capabilities and limitations, which would then enable them to work together to find answers to problems that have arisen. Cultural intelligence is one of a number of diverse talents that are required for effective communication in the workplace; nonetheless, it is one of the most significant of these skills. This is especially true in large firms that hire people from a wide range of different cultures and backgrounds, as these organizations typically attract a more diverse workforce. When it comes to effective communication on the work, one must take into consideration how their behavior would be understood in a foreign setting. Because members of a group who are culturally knowledgeable are better able to comprehend one another and interact with one another, there are less instances of members of the group misunderstanding one another. The global economy is changing quickly, so it helps in the workplace to understand how cultural intelligence works. Large companies often do business all over the world, so their employees need to be able to adjust to the cultures of their coworkers. As with emotional intelligence, cultural intelligence is about understanding how

other people's interests, feelings, and emotions fit into their lives. If a business wants to grow, it might try to hire people who are more culturally intelligent because they are more likely to adapt to new situations. In a competitive and globalized economy, this skill helps the company reach its goals. It helps people in the workplace become more interested in and knowledgeable about each other's cultures. Cultural intelligence is an important part of being able to communicate well at work, especially in a large organization with people from many different cultures. Communication at work includes how behavior is seen in a place where you don't know anyone. A team with cultural intelligence can understand each other better and work together better, which means there are fewer misunderstandings.

### **OBJECTIVES OF THE STUDY:**

- To find the factors promoting cultural intelligence of IT employees
- To assess the elements impacting employee work performance
- To analyze the impact of cultural intelligence on work performance among IT employees.

### **REVIEW OF LITERATURE:**

LeThi Minh Loan (2020) says that he made a study on 547 workers in Vietnamese businesses. He came up with four ideas. All of the hypotheses were proven true by the study's results. So, organizational commitment had a positive effect on job performance. Organizational commitment had a positive effect on job satisfaction. When organizational commitment was controlled, job satisfaction had a positive effect on job performance. It is suggested that merely positive relationship between organizational commitment and job performance may not automatically lead an employer to achieve the outcome.

Erna Paramita, Prihatin Lumbanraja, and Yeni Absah (2020) said that Company is committed to improving their employees' performance and job satisfaction in order to reach organizational goals. They found that several factors affect job performance and job satisfaction. In this study, they only looked at two of those things: organizational culture and organizational commitment. The study's conclusion is that organizational commitment has a big effect on job performance, while organizational culture doesn't have much of an effect on job performance. Culture and commitment to the organization both have an effect on job performance.

Jun Yu and Yihong Wu (2021) This study used an online survey to find out how 256 workers from 66 Chinese businesses dealt with WFH during the pandemic. He looked at how five aspects of working from home affected job satisfaction: longevity (time), home workspace suitability (space), job autonomy (criticality), digital social support (novelty) and monitoring mechanisms (disruption). The results show that three configurations promote job satisfaction and that a suitable home workspace is a core condition. In the absence of a suitable workspace, digital social support and an appropriate monitoring mechanism, long-term WFH was found to undermine job satisfaction.

Employee performance, according to Bataineh (2017), is a mix of the efficacy and efficiency with which an employee completes their daily obligations in order to meet the requirements set

by the stakeholders. According to Isaac, Abdullah, Ramayah, and Mutahar (2017), employees highly agree that incorporating the internet into their professions improved the task process, education acquisition, and communication quality. This, in turn, led to gains in both individual and organizational performance. Pawirosumarto, Sarjana, and Gunawan (2017), on the other hand, discovered a link between employee performance and the work environment. This environment encompasses both non-physical and physical variables that are around employees and have a positive and significant impact on employee performance. While Smith and Bititc (2017) emphasize improving performance measurement methods and performance management practices as components of a work environment that increase employee engagement, it is crucial to remember that these are not the only elements at play. Furthermore, Mensah (2018) supports their opinions when they believe talent management is a critical success factor within organizations. In our tremendously dynamic and unstable market climate of the twenty-first century, talent management has become the most core managerial value. Organizational performance, according to Armstrong and Baron (2004), is a cohesive method employed in providing consistent results to organizations by enhancing employee performance and growing their capabilities as teams or individuals. According to Soo et al. (2002), an organization's ability to absorb knowledge and know-how fosters innovation, which improves market and financial performance. The internet has resulted in more adaptable organizational designs and cooperation. These collaborations (Malone & Laubacher, 1998) have significantly shortened employment durations while also regularly matching people to work opportunities. Organizational creativity is a strategy used by businesses to address gaps in their manufacturing, marketing, and management procedures in order to gain a competitive advantage (Parjanen, 2012).

The idea of intelligence has been investigated for many years and, as a result of this research, has been divided into a variety of subfields. Cultural intelligence, in contrast to other types of intelligence, is characterized by the fact that its attention is largely directed toward contexts defined by a diverse cultural makeup. Dyne, Ang, and Koh (2009) As a result, a substantial amount of research has been undertaken on the subject, and businesses all around the world are eager to hear the research's findings. primarily since these studies may eventually become recommendations for global corporations, assisting in defining what types of traits they look for when hiring new personnel and also how they train their present workforce For example, the Cultural Intelligence Scale (CQS) is a tool designed to help businesses find the best qualified candidates for global and/or cross-cultural positions. This tool is designed to be used for recruitment purposes. As a result, it is critical to analyze the technique used in these studies, as well as the issues investigated and the ideas and facts upon which the findings are based. Dyne, Ang, and Koh (2009)

Human resource (HR) departments are encountering new international difficulties as an expanding number of organizations conduct business outside of their home countries and as an increasing number of employees work abroad. Today's global managers must work not only across many time zones, but also across national and cultural borders. The future of multinational corporations is now predicated on their ability to create a workforce capable of operating across international borders, and effective expatriate management is a critical

component of this (Froese & Peltokorpi, 2012). A recent study conducted by Malek, Budhwar, and Reiche (2014) demonstrated that, despite various cost-cutting initiatives and strict budget constraints, international assignments constitute an important component of multinational organizations' global strategy. This position could be related to an earlier notion that "multinational firms spend hundreds of thousands of dollars preparing and transporting individuals overseas for work assignments" (Barrick & Mount, 1998). The purpose of cultural intelligence study is to determine why some people perform better than others when confronted with a range of cultural circumstances (Ng & Early, 2006).

## RESEARCH METHODOLOGY

Descriptive Research Design is adopted in the study. It is concerned with the describing the socio-economic characteristics such as age, gender, education qualification, marital status, monthly income, work experience and nature of family. Both primary and secondary data used for the present study. The primary data was collected from 100 respondents by questionnaire from Chennai. The secondary data has been collected from Books, websites, journals etc. The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). It is used to perform statistical analysis of the data collected through the questionnaire method. The methodologies used for the present study is descriptive statistics and factor analysis. With factor analysis, a smaller number of factors that describe a large number of observed factors were identified. Factor loadings are used to figure out which variables are related to which factors.

## DATA ANALYSIS AND INTERPRETATION:

**Table 1: Frequency Table**

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	21-30	30	60.0	60.0	60.0
	31-40	14	28.0	28.0	88.0
	Above 41	6	12.0	12.0	100.0
	Total	50	100.0	100.0	
Gender	Female	23	46.0	46.0	46.0
	Male	27	54.0	54.0	100.0
	Total	50	100.0	100.0	
Education level	Bachelor's degree	15	30.0	30.0	30.0
	Master's degree	25	50.0	50.0	80.0
	Professional degree	4	8.0	8.0	88.0
	diploma	6	12.0	12.0	100.0
	Total	50	100.0	100.0	
Marital status	Married	34	68.0	68.0	68.0
	Unmarried	16	32.0	32.0	100.0

	Total	50	100.0	100.0	
Income level	below 20000	6	12.0	12.0	12.0
	20001-30000	14	28.0	28.0	40.0
	30001-40000	17	34.0	34.0	74.0
	above 40000	13	26.0	26.0	100.0
	Total	50	100.0	100.0	
Work experience	less than 2 years	11	22.0	22.0	22.0
	2-4	24	48.0	48.0	70.0
	4-6	11	22.0	22.0	92.0
	above 4 years	4	8.0	8.0	100.0
	Total	50	100.0	100.0	
Family type	Joint	20	40.0	40.0	40.0
	Nuclear	30	60.0	60.0	100.0
	Total	50	100.0	100.0	

(Source: SPSS 20)

### Interpretation:

From the above table, it can be understood that, majority of the respondents belong to age group of 21-30 with 60%. Majority of the respondents are male with 54% and that 50% of the respondents have done their master's degree. While, 68% of the respondents are married while 32% of the respondents are unmarried and it shows that 34% of the respondents earn between 30001 to 40000. While 26% of the respondents earn above 40000. Most of the respondents have a work experience of 2-4 year. In this study, many respondents have nuclear family type.

### RELIABILITY ANALYSIS:

The accuracy of this research tool, which was used for this study, has been carefully tested, and its reliability has been measured. A Cronbach's Alpha-Coefficient study was done to figure out how reliable the measurement was. Haron (2010) said that for a group of things to be considered a scale, the generally accepted cut-off point in social science is an alpha value of 0.70 or higher. However, some individuals use 0.75 or 0.80, and others go as low as 0.60. Cronbach's Alpha values largely depend on how many things are on the scale, and each Cronbach Alpha value is less than 0.60. In this case, those are good enough.

**Table 2: Reliability Statistics for Work performance**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.745	.748	18

(Source: SPSS 20)

**Inference:** Statistics on Reliability Table that shows the Cronbach alpha value, which in this case is .745 and shows that the measuring tool is very reliable. Also, it shows that the work performance data have a high level of consistency.

**Table 3: Reliability Statistics for Cultural intelligence**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.807	.806	20

(Source: SPSS 20)

**Inference:** Statistics on Reliability Table that shows the Cronbach alpha value, which in this case is .807 and shows that the measuring tool is very reliable. Also, it shows that the cultural intelligence data have a high level of consistency.

## ANOVA

Hypothesis:

H<sub>0</sub>: There is no significance difference between age group and cultural Intelligence and Work Performance.

H<sub>1</sub>: There is a significance difference between age group and cultural Intelligence and Work Performance.

Table: 4

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
CULTURAL INTELLIGENCE	Between Groups	7.414	3	2.471	3.361	.004
	Within Groups	70.586	96	.735		
	Total	78.000	99			
WORK PERFORMANCE	Between Groups	6.273	3	2.091	2.376	.001
	Within Groups	84.487	96	.880		
	Total	90.760	99			

## Inference:

From the above ANOVA table, we infer that cultural intelligence ( $F = 3.361$ ,  $P = 0.04$ ) and work performance ( $F = 2.376$ ,  $P = 0.01$ ) with respect to age. The employees' age has a

statistically significant effect because their p-value is smaller than 0.05. Therefore, it shows that employees in different age group have different perception towards cultural intelligence and work performance.

**H<sub>1</sub>:** Null hypothesis rejected for Cultural Intelligence and Work Performance.

## FACTOR ANALYSIS:

### (A) WORK PERFORMANCE

**Table 5: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.653
Approx. Chi-Square		287.307
Bartlett's Test of Sphericity	df	153
	Sig.	.000

(Source: SPSS 20)

**Inference:** The test for adequacy factorial analysis can be seen in the table above. Even if mediocre, the KMO's value is acceptable (above 0.5). Bartlett's test rejects the identity matrix hypothesis due to a high significant p-value. On the basis of these two tests, we can infer that factorial analysis is applicable in this case.

**Table 6: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.001	16.671	16.671	3.001	16.671	16.671	2.457	13.651	13.651
2	2.519	13.993	30.664	2.519	13.993	30.664	2.324	12.911	26.562
3	1.700	9.444	40.108	1.700	9.444	40.108	1.714	9.520	36.082
4	1.329	7.384	47.492	1.329	7.384	47.492	1.440	7.998	44.080
5	1.306	7.257	54.749	1.306	7.257	54.749	1.437	7.981	52.060
6	1.235	6.862	61.611	1.235	6.862	61.611	1.428	7.933	69.994
7	1.032	5.733	67.344	1.032	5.733	67.344	1.323	7.351	77.344
8	.871	4.839	72.183						
9	.806	4.476	76.659						



10	.759	4.215	80.874					
11	.670	3.722	84.597					
12	.566	3.147	87.744					
13	.520	2.891	90.634					
14	.487	2.704	93.338					
15	.438	2.434	95.772					
16	.308	1.710	97.482					
17	.262	1.454	98.935					
18	.192	1.065	100.000					

Extraction Method: Principal Component Analysis.

(Source: SPSS 20)

The above table shows seven stages of factors influencing cultural intelligence and work performance of employees working in IT sector in Chennai. Seven factors were derived as their eigenvalues larger than one. When seven factors were extracted, then 77.344 % of the variance shall be explained.

**Table 7**

Rotated Component Matrix <sup>a</sup>							
	Component						
	FACTO R 1	FACTO R 2	FACTO R 3	FACTO R 4	FACTO R 5	FACTO R 6	FACTO R 7
WP1 5	.771						
WP1 8	.747						
WP1 6	.705						
WP1 7	.651						
WP1 4	.521						
WP1 1		.795					
WP4		.737					
WP1 2		.734					
WP7			.740				
WP5			.638				
WP1 3			.516				
WP3				.743			
WP9				.606			

WP2					.859		
WP8						.811	
WP6							.816
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							

(Source: SPSS 20)

### Inference:

The above table demonstrates the rotated factor matrix for the survey. Variables with factor loadings more than .5 were selected in this study because loadings .5 is considered average where a loading .4 is considered less good after carrying out varimax rotation method with Kaiser Normalization. Factor 1 contains 5 items with component coefficients ranging from .7 to .5. The items in factor 1 are WP15, WP18, WP16, WP17 and WP14. Factor 2 included three items with component coefficients ranging from point .79 to .73. The items in factor 2 are WP11, WP4 and WP12. Factor 3 contains three items with component coefficients ranging from .7 to .5. The items in factor 3 are WP7, WP5 and WP13. Factor 4 contains two items with component coefficients ranging from .7 to .6. Factor 5, 6 and 7 consist of one item with factor loadings .859, .811 and .816.

### Grouping factor:

1. The factor "Recognition" explains the 1st component
2. The factor "Flexibility" explains the 2nd component
3. The factor "Employee Engagement" explains the 3rd component
4. The factor "Work environment" explains the 4th component
5. The factor "Job Knowledge" explains the 5th component
6. The factor "organization goals" explains the 6th component
7. The factor "Job Safety" explains the 7th component

### (B) CULTURAL INTELLIGENCE

**Table 8: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.673
Approx. Chi-Square		603.069
Bartlett's Test of Sphericity	df	190
	Sig.	.000

(Source: SPSS 20)

The test for adequacy factorial analysis can be seen in the table above. Even if mediocre, the KMO's value is acceptable (above 0.5). Bartlett's test rejects the identity matrix hypothesis due to a high significant p-value. On the basis of these two tests, we can infer that factorial analysis is applicable.

**Table 9: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.594	22.968	22.968	4.594	22.968	22.968	2.795	13.974	13.974
2	2.454	12.271	35.239	2.454	12.271	35.239	2.517	12.586	26.560
3	2.099	10.497	45.736	2.099	10.497	45.736	1.990	9.948	36.508
4	1.577	7.883	53.619	1.577	7.883	53.619	1.820	9.098	45.606
5	1.268	6.339	59.958	1.268	6.339	59.958	1.760	8.798	54.404
6	1.109	5.547	65.505	1.109	5.547	65.505	1.631	8.156	62.560
7	1.020	5.102	70.606	1.020	5.102	70.606	1.609	8.046	70.606
8	.954	4.772	75.378						
9	.839	4.193	79.572						
10	.619	3.096	82.667						
11	.583	2.917	85.584						
12	.512	2.560	88.144						
13	.489	2.443	90.587						
14	.446	2.230	92.817						
15	.372	1.859	94.675						
16	.311	1.554	96.229						
17	.267	1.337	97.566						
18	.248	1.242	98.808						
19	.219	1.097	99.905						
20	.019	.095	100.000						

Extraction Method: Principal Component Analysis.

(Source: SPSS 20)

The above table shows seven stages of factors influencing cultural intelligence and work performance of employees working in IT sector in Chennai. Seven factors were derived as their

eigenvalues larger than one. When seven factors were extracted, then 70.606 % of the variance shall be explained.

Table 10

Rotated Component Matrix <sup>a</sup>							
	Component						
	FACTO R 1	FACTO R 2	FACTO R 3	FACTO R 4	FACTO R 5	FACTO R 6	FACTO R 7
CI2 0	.889						
CI1 9	.874						
CI1 7	.589						
CI9		.756					
CI1 6		.748					
CI1 1		.565					
CI1 3			.738				
CI1 2			.726				
CI6				.681			
CI3				.658			
CI7				.616			
CI4					.867		
CI2					.731		
CI1 5						.830	
CI1 8						.729	
CI1							.831
Extraction Method: Principal Component Analysis.							
Rotation Method: Varimax with Kaiser Normalization.							

(Source: SPSS 20)

### Inference:

The above table demonstrates the rotated factor matrix for the survey. Variables with factor loadings more than .5 was selected in this study because loadings .5 is considered average where is loading .4 is considered less good after carrying out varimax rotation method with Kaiser Normalization. Factor 1 contains 3 items with component coefficient ranging from .8 to .5. The items in factor 1 are CI20, CI19 and CI17. Factor 2 included of three items with

component coefficient ranging from point .7 to .5. The items in the factor 2 are CI9, CI16 and CI11. Factor 3 contains two items with component coefficient ranging from .73 to .72. The items in factor 3 are CI13 and CI12. Factor 4 contains three items with component coefficient ranging from .68 to .61. Factor 5 contains 2 items with component coefficient ranging from .8 to .7. The items in the factor 5 are CI4 and CI2. Factor 6 comprised of two items with component coefficient ranging from .8 to .7. Factor 7 contains one items with component coefficient .831 and the item in the factor are CI1.

### **Grouping factor:**

1. The factor “Communication” explains the 1st component
2. The factor “Cultural Values” explains the 2nd component
3. The factor “Challenging task” explains the 3rd component
4. The factor “Cultural Knowledge” explains the 4th component
5. The factor “Cross Cultural Interaction” explains the 5th component
6. The factor “Rules for Speaking” explains the 6th component
7. The factor “Work Flexibility” explains the 7th component

### **FINDINGS:**

The result of EFA shows that each instrument of the fourteen constructs revealed that the variance exceeded 70%. However, all four constructions have Cronbach's Alpha values above 0.7, indicating strong dependability. In addition, this research's data was adequate for implementing the EFA using descriptive analysis. The 100 respondents sufficient for EFA as a sample will assist determine the validity of the factor structure and individual items.

The majority of the people who participated in the study were men, as the findings of the research show. And the age range of the responders ranged from 21 to 30, with six of them being in the 41 and older age bracket. Only a small percentage of respondents have completed professional courses or diploma programmes, despite the fact that many of them have earned bachelor's and master's degrees. The 68 percent of the respondents have a marital status, whereas 32 percent of the respondents do not have a marital status. The majority of those who responded fall into the group of having a monthly salary of between 30,000 and 40,000 rupees. The respondents in this study were all members of nuclear families.

Under the factor ‘recognition’, WP15 has been recorded with highest loading of .771 which indicates that the employees are recognized for their work which leads to good work performance. The factor WP11 has the factor loading of .795 portrays that providing flexible time for the employees will enhance their productivity. The factor WP7 has higher factor loading, it implies that considering employees opinion towards the work will promote and improve employee productivity. Under the factor WP2, the factor has been recorded with .859, it implies that employees are aware of their job task and the task they have to perform

The factor WP3 explains that employees appreciate safe working environment which is a sign that their organization care about their well-being. The factor WP8 and WP6 explains that employees are aware of their organization goals and mission, Employees who feel safe in the work are more productive. The factor CI20 has the factor loading of .889, implies that employees understand that communication improves the performance between people from different culture. Under the factor CI9, .756 'culture values', it implies that it refers to belief and practice from which the people operate.

Under the factor CI13 "challenging task", the factor has been loaded with .738, which indicates that cultural clashes can emerge between departments and teams in same organization, so it is considered as a challenging task. The factor CI6 explains that it refers to when employees are culturally sensitive, they make informed decision. The factor CI14 has the factor loading of .867, it refers to employees understand the difference of people from different cultural background to make a good engagement with them. Under the factor CI15 it implies that employees are aware of the rules such as vocabulary and grammar of the language

The factor CI1 has been loaded with .831 it refers when employee share more about their culture with other people it becomes more flexible and adaptable.

### **SUGGESTIONS:**

Effective communication is essential to unlocking enhanced work performance. Before an organization can increase employee performance, it must improve their communication abilities. Employers should participate in regular talks and check-ins with their direct reports in order to create connections and trust.

Continuous employee development is essential for enhancing work performance. As soon as an employee begins working on a task, he or she and his or her employer should collaborate to identify any skills gaps that could hinder performance.

Performance improvement plans are an effective tool for enhancing performance in a targeted manner. When an employee is not fulfilling their performance goals, performance improvement plans must be established.

The training should be given to enable employees to acquire in-depth understanding of cultural diversity in order to develop the expectations of more coworkers from diverse cultures. Invited cross-cultural specialists should be included in the training to provide employees with the cultural understanding they will require in cross-cultural circumstances. The experts should shed light on the verbal and nonverbal actions that are valued in various cultures and those that should be avoided. Employees should be able to apply their cross-cultural knowledge and abilities in real-world circumstances. When employees are able to interact and manage cross-cultural circumstances successfully, they are able to perform better and are more invested in their work.

Before sending employees to out-of-state assignments, firms should provide them with pre-departure language training, which enables them to communicate with natives of that region and aids in their transition.

**CONCLUSION:**

It is abundantly obvious that people who possess cultural intelligence are able to notice distinctions in culture and are able to adapt appropriately in a variety of cultures all over the world. To be culturally savvy is a skill that is useful not only for managers and employees, but for people in general who are involved in situations that require them to interact with people from other cultures. Increasing an employee's capability of cultural intelligence can be accomplished through the development of training programmes by an organization. Because it is essential to the development of interpersonal skills, training programmes should make it a point to acquaint employees with fundamental information about the culture of both the country and the organization they work for. Employees will be better prepared to deal with unknown cross-cultural circumstances as a result of these programmes.

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