

**A Study on Impact of Cross Cultural Training in Effective Management with special reference to Accel Frontline Ltd., Chennai.**

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**Abstract**

Cross Cultural training aids the employee and family to better approach and deal with the relocation, ensuring that the negative consequences of culture shock are greatly reduced. Cross-cultural training, in essence, helps the expatriate to understand the culture of the target destination and provides them with coping strategies to support them when feeling vulnerable. Although the content of a cross-cultural training course will vary according to who is receiving it. In this study, the researcher examines the factors influencing cross-cultural training and the impact of cross cultural training in effective management in Accel Frontline Ltd., Chennai. However, not all companies are willing to invest in the costly and time-consuming training protocols offered by several firms, as they do not see it as necessary for the success of the expatriation process. Descriptive research study has been used for this study. The researcher selected 120 respondents as the sample size. Simple random sampling technique for this study has been adopted. The researcher used well structured questionnaires as the primary data, which contained open ended and closed ended questions. The researcher also used secondary data for the study was collected from books, company websites, magazines and other sources. The statistical tools applied by the researcher for the analysis of the data are Percentage analysis, Chi – square test, and ANOVA. The study covers only the employees in Accel Frontline Ltd., Chennai.

**Keywords:** Cross-cultural training, Expatriate, Destination, Strategies, Management

**1. Introduction**

Cross-cultural training, in essence, helps the expatriate understand the culture of the target destination and provides them with coping strategies to support them when feeling vulnerable. Although the content of a cross-cultural training course will vary according to who is receiving it (i.e. employee, spouse or children) they all benefit the participant by highlighting the cross-cultural differences they will face in their new office and/or lifestyle. The manager or executive will receive coaching in areas such as business culture, etiquette, interpersonal communication, conflict resolution, management and other key areas that will help them communicate and work effectively with their new team. A family or spouse will receive guidance of cultural issues relating to their new environment such as schooling, lifestyle, local culture, etc. Again, this aims at familiarizing the family with their new destination.

The business aspect has a high regard for cross-cultural competence especially when the company operates at a global level where business is conducted not only within the domestic arena but also with other countries worldwide. Apart from joining international businesses, many people would venture working in other countries to find better employment opportunities. With this situation, they will be immersed in a team of broadly diverse cultural backgrounds. An individual working in a foreign country must learn how to get along with fellow employees of another cultural orientation or ethnic setting. Interpersonal skills are very important and will work very well when coupled with cross-cultural skills.

**2. Statement of the problem**

Companies are investing in different training schemes to help expatriates, and in some cases their families, with the adjustment process in regards to integrating to the host country environment, and minimizing the chance of failure. The training schemes

can be divided into a pre-departure training component, the pre-departure training usually contains most of the required cultural sensitivity training, with many companies skipping the post-departure phase altogether. However, not all companies are willing to invest in the costly and time-consuming training protocols offered by several firms, as they do not see it as necessary for the success of the expatriation process. There have been a lot of studies into the drivers of expatriate success, and the challenges that have caused the premature departure or failure of different expatriation scenarios. Hence, this study helps to know the impact of cross cultural training in effective management in Accel Frontline Ltd., Chennai.

### 3. Objectives of the Study

- To examine factors influencing cross-cultural training
- To establish the influence of cross-cultural dynamics on performance.
- To analyze critically the impact of cross cultural training in effective management in Accel Frontline Ltd., Chennai
- To suggest measures for upliftment of cross cultural training process.

### 4. Limitations of the study

The present study is subject to the following limitations.

- The study is restricted to Accel Frontline Ltd., Chennai. Due to time constraints
- Opinion of the employees may constitute biases of the respondents.
- This is applicable only to specific period and to generalization cannot be made for more future periods.

### 5. Research Methodology

Descriptive study was undertaken and questionnaire was used to collect the Primary data from 120 samples through Simple random sampling method. Samples constitute respondents from Accel Frontline Ltd., Chennai. Percentage analysis, Chi – square test, and ANOVA were used for analysis.

### 6. Literature Review

A Study on “The Effectiveness of a Cross-Cultural Training Programme on Expatriate Adjustment” was conducted by **Vani Schutte**. This study investigates the relationship between cross-cultural training and expatriate adjustment. Primary data have been collected in this study. Sample of 50 respondents using have been contacted by qualitative and quantitative research method. The statistical techniques like Chi-square and ANOVA have been used for the analysis. He finds that Cultural distance displayed a significant negative influence on socio cultural adjustment and psychological well-being.

A study on “A Report on the Impact of Cross-cultural Training on IT Professionals in India” was conducted by **Anjali Krishna**. The objective of the study is to make a case so as to build on various methods followed by IT professionals from different firms and justify how these methods can be implemented to manage apparent cultural issues that exist in global software development project. The study used convenience sampling and the survey was conducted among 150 respondents. The descriptive statistics include the mean and frequency. The inferential statistics include Correlation Coefficient analysis. He suggests that Trainings should be given very often not just before the travel so that they can manage time and attend trainings without rush.

A study on “Cross-Cultural Training and Support Practices of International Assignees” was conducted by **B. Sebastian Reiche, Yih-teen Lee and Javier Quintanilla**. The objective of the study is focus on cross-cultural training as a key facet of organizational support and reviews the different forms of cross-cultural training. Primary data have been collected from 250 respondents. The statistical techniques like percentage analysis, chi-square analysis, ranking analysis and correlation technique are used for the purpose

of data analysis. He identifies limitations in the existing literature on cross-cultural training and organizational support, and provides recommendations for future research.

A Study on “Expatriation and Cross Cultural Training” was conducted by **Laura Kangas**. The aim of this research was to find out how expatriation and cross cultural training are implemented in practice. Primary data have been collected in this study. A sample of 65 respondents based on convenience sampling technique. The statistical techniques like Chi-square and ANOVA have been used for the analysis. He finds that a lot of material and it was quite difficult to decide what to include.

A study on “Cross Cultural Training and Global Competencies – A Study of Indian MNC” was conducted by **Aashish Sangwan**. The objective of the study is to know about different organizational cultures and behavior of human resources in these organizations. Both primary and secondary data have been collected in this study. The sample of 50 respondents was determined using simple random sampling. Percentage analysis and chi-square test are used to analyze the data. He finds that Majority of Indian companies had written repatriation policies.

## 7. Analysis

**Table 7.1 Distribution of the respondents based on Age**

Age	No of respondents	Percentage
Below 25 years	64	53.3
Between 25 to 35 years	43	35.8
Between 36 to 45 years	8	6.7
Above 46 years	5	4.2
<b>Total</b>	<b>120</b>	<b>100.0</b>

(Source: Primary data)

### INTERPRETATION

From the above table 7.1 it is seen that out of 120 respondents, 64 majority (53.3%) of the respondent belongs to the age group of below 25 years, 43 (35.8%) of the respondents belong to the age group between 25 to 35 years, 8 (6.7%) of the respondents belong to the age group between 36-45 years and remaining 5 (4.2%) of the respondent belong to the age group of above 46 years.

**Table 7.2 DISTRIBUTION OF RESPONDENTS ARE BASED ON GENDER**

Gender	No of respondents	Percentage
Male	72	60.0
Female	48	40.0
<b>Total</b>	<b>120</b>	<b>100.0</b>

(Source: Primary data)

### INTERPRETATION

From the above table 7.2 it is seen that out of 120 respondents, 72 Majority (60%) respondents are male and remaining 48 (40%) respondents are female.

**TABLE 7.3 DISTRIBUTION OF RESPONDENTS ARE BASED ON EDUCATIONAL QUALIFICATION**

<b>Educational Qualification</b>	<b>No of respondents</b>	<b>Percentage</b>
Below 10th	48	40.0
HSC	60	50.0
Post Graduate	12	10.0
<b>Total</b>	<b>120</b>	<b>100.0</b>

(Source: Primary data)

**INTERPRETATION**

From the above table it is seen that out of 120 respondents, 48 (40%) of the respondents are educated upto 10<sup>th</sup> standard, 60 (50%) of the respondents are educated upto HSC and remaining 12% of the respondents are post graduate holders.

**Table 7.4 Relationship between the respondent’s age and promotion**

**Chi square**

<b>Age</b>	<b>Cross Cultural Training</b>			<b>Total</b>
	<b>High</b>	<b>Moderate</b>	<b>Low</b>	
Below 25 years	32	14	18	64
Between 25 to 35 years	33	4	6	43
Between 36 to 45 years	5	3	0	8
Above 46 years	2	3	0	5
<b>Total</b>	<b>72</b>	<b>24</b>	<b>24</b>	<b>120</b>

Calculated x<sup>2</sup> Value: 16.714

Degree of freedom: 6

Table Value: Five per cent level: 12.592

Since the calculated x<sup>2</sup> value (16.714) is greater than the table value (12.592) at five percent level of significance.  $H_0$  is rejected. Hence it is concluded that there exist a significant association between age of the respondents and their cross cultural training.

**Table 7.5 Relationship between the respondent’s age and promotion**

**Chi square**

<b>Gender</b>	<b>Cross Cultural Training</b>			<b>Total</b>
	<b>High</b>	<b>Moderate</b>	<b>Low</b>	
Male	36	24	12	72
Female	36	0	12	48
<b>Total</b>	<b>72</b>	<b>24</b>	<b>24</b>	<b>120</b>

Calculated x<sup>2</sup> Value: 20.000

Degree of freedom: 2

Table Value: Five per cent level: 5.991

Since the calculated  $\chi^2$  value (20.000) is greater than the table value (5.991) at five percent level of significance.  $H_0$  is rejected. Hence it is concluded that there exist a significant association between gender of the respondents and their cross cultural training.

**Table 7.6 Anova table showing the difference in Mean Scores between Cross Cultural Training & Working Experience**

**ANOVA**

<b>Working Experience</b>	<b>Sum Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	15.200	2	7.600	22.230	0.000
Within Groups	40.000	117	.342		
<b>Total</b>	<b>55.200</b>	<b>119</b>			

**INTERPRETATION**

The above table shows that the P value (0.000) is less than 0.05 so there is no significant difference in the mean scores of the respondents based on cross cultural training with respect to working experience of the respondents. It is inferred that working experience does not influence the cross cultural training of the respondent.

**Table 7.7 Anova table showing the difference in Mean Scores between Cross Cultural Training & Working Experience**

<b>Working Experience</b>	<b>Sum Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Between Groups	15.200	2	7.600	22.230	0.000
Within Groups	40.000	117	.342		
<b>Total</b>	<b>55.200</b>	<b>119</b>			

**INTERPRETATION**

The above table shows that the P value (0.000) is less than 0.05 so there is no significant difference in the mean scores of the respondents based on cross cultural training with respect to working experience of the respondents. It is inferred that working experience does not influence the cross cultural training of the respondent.

**8. Findings**

- Majority 64 (53.3%) of the respondent belongs to the age group of below 25 years.
- Majority 72 (60%) respondents are male.
- Majority 84 (70%) respondents are unmarried.
- Majority 60 (50%) of the respondents are educated upto HSC.
- There exist a significant association between age of the respondents and their cross cultural training.
- There exist a significant association between gender of the respondents and their cross cultural training.

- The P value (0.000) is less than 0.05 so there is no significant difference in the mean scores of the respondents based on cross cultural training with respect to working experience of the respondents.
- The P value (0.079) is greater than 0.05 so there is a significant difference in the mean scores of the respondents based on Cross Cultural Training with respect to Opinion about working condition of the respondents.

## **9. Suggestions**

Even an issue as simple as small talk can be very different in another culture. The best companies know employees build the intercultural skills they need. This training allows their employees to negotiate attend meetings, make presentations and create successful business deals with people from different cultures in Accel Frontline Ltd., and brings in outside intercultural trainers to work with their employees when they prepare to relocate abroad, the dimensions of national culture theory, postulated are considered to have thrown much light on cross cultural communication. In understanding a national culture, different elements inherent therein need to be analyzed. Most of the multinational corporation provides cross cultural training to their expatriates and employees emphasizing mainly on leadership skills, flexibility and technical skills. Majority of Indian companies had written repatriation policies. The reasons analyzed for turning down assignments were family concerns, spouse's career and quality of life at the location. Every business organization has to develop intercultural competence among their managers and cross-cultural training in organizational set up to overcome the barriers to cross-cultural communication.

## **10. Conclusion**

The importance of cross-cultural training is clear. Feedback from those who have undertaken cross-cultural training overwhelmingly indicates that it is of great benefit. If global companies are to truly maximize their potential abroad, cross-cultural training must become a mandatory element of expatriate relocation assignments. To ignore this would mean a continuation of failures, loss of potential growth abroad and a staff base that lacks international cultural competencies.

It is imperative that employees who are to be expatriated are well informed regarding the challenges they might face in a foreign land. Coping with a foreign culture both organizational and national needs well-planned preparation. A well structured crosscultural training will help the employees to prepare for coping with the changes in the working styles, beliefs and values they are expected to face. A large degree of uncertainty which an employee might face while moving to a foreign land and culture can be reduced through organizational support in terms of training. The huge cost that an organization might face due to expatriate failure is of high concern. Preparing the employees for a foreign assignment is mutually beneficial to the organization and the employee. For the employees, a well delivered training can help in managing with the new situations, while for the organization this helps in getting the best of the employee in terms of work output through maintaining the employee morale and motivation. With the growing influence of foreign markets and increasing growth prospects for multinational business models, it is of high importance that companies prepare their employees to be fit for global assignments.

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