

CROSS CULTURAL COMPETENCE AMONG MIDDLE MANAGEMENT EMPLOYEES IN A FOOTWEAR COMPANY IN CHINA

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ABSTRACT

Background: Cultural competence is defined as a set of behaviors, attitudes, and policies that help organizations and staff work effectively with people of different cultures. Many international business failures have been ascribed to a lack of cross-cultural competence on the part of business practitioners.

Objective: This study aimed to assess the cultural competence among middle management employees from Footwear Company in China.

Methods: This study design is a cross sectional survey using data collected from May 1 to May 15, 2017 among 30 employees.

Results: Out of 30 participants, 60% were aged 36 to 45 years old, 56.7% were females and 73.3% were managers. Around 70% had more than 15 years of work experience and 73.3% had an annual salary ranged from 4 to 10 thousands RMB. The work experience was positively correlated with annual income ($r=0.402$, $P=0.028$) and cultural adaptability ($r=0.382$, $P=0.037$). The annual income was also positively correlated with the determination ($r=0.420$, $P=0.021$), engagement ($r=0.399$, $P=0.029$) and overall cultural competence ($r=0.363$, $P=0.049$).

Conclusion: The employees work experience and income were identified as motivated factors and more actions, including employees cultural training should be done in footwear company in China. In addition, the definition of vision and goals of cultural competence and cultural audit could help for a culturally competent organization.

KEYWORDS: Business, China Middle Management, Cross Cultural Competence, Employees, Organization