The Impact of Cross Cultural Leadership on Manager's Performance in Saudi Arabia

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ABSTRACT

The current cross-cultural issue in the developing countries is cantered on the efficiency and effectiveness of the foreign organizations. Thus, organizations in the developing countries are striving hard to collaborate, learn and internalize in host country culture. Manager's adoption has been seen as an efficient mean to increase their competitiveness of foreign companies. Home country culture, managers' experience and training all are considered as the critical elements underlying cross-culture that affects the success of organizations in sustainable competition and continue growth in the local market as well as in the global market. Based on the underlying cross-culture perspective, this paper aims to empirically examine the contribution of the dimensions of cross culture which are home country culture, managers' experience and culture training to the organizational performance through manager's adoption. The theoretical model and hypotheses in this study were tested using empirical data gathered from international organizations that operated in Saudi Arabia, through survey questionnaires were analyzed using the correlation coefficients and multiple linear regression analyses. The results revealed that understanding home country culture and managers' experience as two critical elements of cross-culture have significant effects on the international organizations that operated in Saudi Arabia. The study has bridged the literature gaps in such that it provides empirical evidence of a positive significant correlation between the cross-culture and its critical elements of are the home country culture, managers' experience and the organizational performance through manager's adoption.

1.1 Background of the study

Business leaders nowadays and in the future should have the ability to connect to people and build successful teams in cross-cultural environments which is considered a crucial competency. Nowadays there are many Saudi Arabia n companies conducting business in globalized markets and leadership has to deal with cross-cultural differences effectively and without big complications. Successful leaders working in global organization must understand the importance of creating cross-cultural and the trust and confidence required in their company (Willis, 2008). Leaders and managers should also understand their behavior individually and critically correct what is wrong in their behaviors that are contract with the ultimate goals of their organization (Pend & Shin, 2008). As an international business leadership he should assign a team with mutual understanding and to be a good example for others working in the same company. Those global leaders understand very well that it is part of their role is to show how they build successful cross-cultural relationships themselves in order to be an example for others (Mansor, Chakraborty, Yin, & Mahitapoglu, 2012). They understand to possibly go outside their comfort zone for it, and they show courage by doing it in the right way.

The concept of cross-culture is associated with understanding individuals like managers and head of employees from different cultures in the way they interact with each other and communication within one common business environment. In addition to that, cross-cultural leadership emerged in recent years due to the presence of globalization phenomenon and this concept has developed to understand the impact of globalization on leadership and the impact of new culture on managers' performance.

Nowadays many organizations become global including organizations from developing countries such as Saudi Arabia , and with recent development in the industrial sector in Saudi Arabia , many Saudi Arabia i companies become global and opened international branches around and in the same time bring oversea expertise from the global market to Saudi Arabia .

Dealing with a quite different culture in international organizations requires special leaders who can cope with different environments quickly and work with partners and employees of other cultures without major difficulties. However changing the business culture still becoming a series challenge to many organizations, and it cannot be assumed that a manager who is successful in one country will be successful in

Another (Pend & Shin, 2008)

1.2 Problem Statement

Working with a cross-cultural business environment is not an easy experience especially for managers with poor background on managing people outside their country and in a different culture. Business environment nowadays impose essential issues to leaders who are dealing with challenges that are directly related to cross- cultural differences. If those leaders are able to settle these differences actively then they accelerate success beyond expectations. However, if they cannot settle these differences, they are very

likely facing issues like misunderstanding, unexpected, resistance, complicated behaviour, confusion and conflicts that seriously delay success.

Many big organizations in Saudi Arabia as well as Small and Medium Enterprises are facing big challenges due to the impact of globalization on the behaviour and experience of their managers and when hiring them to do the same jobs outside Saudi Arabia in a cross-culture business environment, they show poor adaptability to the new business environment and may not do the same level of performance as in their home country due to cultural difference and cross-cultural barriers.

Successful leaders want to go beyond just knowing the differences. They want to understand where these differences are coming from, learn from it, and they want their teams to understand and learn from it as well. They know these discussions are never about being 'right' or 'wrong', but always about 'perceptions' and the 'value based assumptions' that are behind these perceptions. They understand it requires extra openness and mutual effort of each team member to get to this level, but they also know it is the key to real team alignment

1.3 Research Objectives

The following are the objectives of this research:-

1. To identify the main factors of cross-culture that affects the performance international organization In Saudi Arabia.

2. To determine the importance of personal qualities and experience that is embedded on the performance of the international organization In Saudi Arabia.

3. To examine the importance of knowing the Saudi Arabia n culture in the organization performance.

4. To evaluate the impact of training on the organization performance.

1.4 Research Questions

Based on the research objectives, the following research questions are developed:-

1. What are the main factors of cross-culture that affect the performance international organization In Saudi Arabia?

2. Are the personal experience and qualities of international management related to the organization performance?

3. What are the impacts of knowing the background of Saudi Arabia n culture on the organization performance?

4. To what extent the training about international culture will influence the performance of organization?

2.1 Literature Review

This chapter is devoted to review the related literature pertaining to the objectives of this research. The chapter namely reviews the literature pertaining to cross cultural leadership and its impact on management performance. In the first section, the review of management performance is presented. However, in the second section and subsections, the review of cross-cultural leadership and its dimensions are presented. In

the third section, a review of the relationship between cross-cultural leadership and the management performance is presented.

2.2 Management Performance

A successful management is the foundation stone of any corporation. Therefore, large numbers of corporations around the world are struggling hard to develop and enhance their management. The main reason of developing organizational management is owed to the fact that the management is the platform of lunching the activities of any corporation and the map that direct those activities. Thus, corporation without a good management will definitely collapse. In this section a review of the concept of performance management, definition, measurement, reason for performance management and the related theories to performance management is reviewed.

2.3 The concept of performances management

The concept of performance management has developed over the past two decades as a strategic, integrated process, which incorporates goal setting, performance appraisal and development into a unified and coherent framework with the specific aim of aligning individual performance goals with the organization's wider objectives (Dessler, Sutherland, & Cole, 2016). Consequently, it is concerned with: (1) how people work, (2) how they are managed and developed to improve their performance, and ultimately (3) how to maximize their contribution to the organization.

It is underpinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capabilities of individuals and wider teams("United Nations common country assessment republic of Saudi Arabia ," 2016)(Armstrong & Baron, 2015). Although competitive pressures have been regarded as the driving force in the increased interest in performance management, organizations have also used these processes to support or drive culture change and to shift the emphasis to individual performance and self-development (Eugenia & Rwanda, 2017). There are a number of principles underlying the concept (Atkinson & Shaw, 2061):

Firstly, it is a strategic process in that it is aligned to the organization's wider objectives and long-term direction.

Secondly, it is integrative in nature, not only aligning organizational objectives with individual objectives but also linking together different aspects of human resource management such as human resource development, employee reward and organizational development, into a coherent approach to people management and development.

Thirdly, it is concerned with performance enhancement in order to achieve both individual and organizational effectiveness. Performance enhancement is underpinned by two further principles: the ideas that employee effort should be goal-directed and that performance improvement must be supported by the development of employees" capability.

2.5 Definition of management performance

The term refers to the performance of the management and it is used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the

management of organizational performance with the management of individual performance (Ferreira & Otley, 2009). It includes the range of activities that ensure firm objectives are constantly achieved both effectively and efficiently (Siddiqi & Zakariya, 2012). In the context of human resources, it represents the ongoing process of communication between managers and subordinates that aims to support the accomplishment of firms' strategic objectives. The process incorporates establishing performance plans, supporting employee motivation, observing and evaluating performance as well as rewarding the performance (Dubois, 2010). The ultimate competitive asset of any organization is its people, thus organizations should develop employee competencies in a manner aligned with the organization's business goals (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). This can be achieved through performance management systems, which act as both behavioral change tool and enabler of improved organizational performance through being instrumental in driving change (Mansor, Chakraborty, Yin, & Mahitapoglu, 2012). This can then be institutionalized through organizational policies, systems, and structures. Performance management therefore aims to emphasize and encourage desired and valued behaviors thus is a key tool of communication and motivation within organizations seeking a competitive edge through strategic change and control (Chiang & Birtch, 2010). Performance management then becomes a system for translating organizational intention and ambition into action and results delivering a strategic goal, such as behavioral change. The system also brings focus to organizational change and development, particularly regarding competencies. When competency profiles support company goals, they become instrumental in developing the human resources necessary to deliver business goals (Bhattacharyya, 2011). As a result, performance management system is an important tool for communicating priorities and for providing feedback to stimulate employees to meet the new expectations.

According to Armstrong and Baron (2005), performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. It supports the rationale that people and not capital provide organizations with a competitive advantage (Reynolds & Ablett, 1998).

2.6 Measuring management performance

Measuring managerial performance represents one of the most important tools in appreciating organizational performance. The activity of managers is measured usually in close relation with the organization results, or in other words, the organization performance (Poister, 2008). In most of the cases, if organizations have low performance, the manager is replaced, considering that he was a bad manager, and his replacement will improve performance. On this issue, many studies have been developed on the both sides of the replacements: the replacement generates performance, and performance generates replacement (Chen & Hambrick, 2012).

The area in, which the multidisciplinary nature of performance management has been most extensively and effectively investigated, is that of performance measurement (Paranjape, Rossiter, & Pantano, 2006). Themes from the fields of strategy, accounting, and operations management have converged to form a field that is developing a momentum of its own. For example, the most widely known approach to performance

measurement, the Balanced Scorecard is now widely used as a strategy development and execution tool but was developed in an operational environment and developed by Bob Kaplan, a professor of accounting (Kaplan, Kaplan, & Norton, 1996).

2.7 Reasons for managing performance

A review of the literature identifies a host of reasons for managing performance falling in to the following categories (Neely et al., 1995; Neely, Gregory, & Platts, 2005; Wood, 2010). First, strategy formulation, determining what the objectives of the organization is and how the organization plans to achieve them. Second, manage the strategy implementation process, by examining whether an intended strategy is being put into practice as planned. Third, challenge assumptions, by focusing not only on the implementation of an intended strategy but also on making sure that its content is still valid. Fourth, check position, by looking at whether the expected performance results are being achieved. Fifth, comply with the non-negotiable parameters, by making sure that the organization is achieving the minimum standards needed, if it is to survive (e.g. legal requirements, environmental parameters, etc.).

Sixth, communicate direction to the rest of the employees, by passing on information about what are the strategic goals individuals are expected to achieve. Seventh, emphasizes to communicate with external stakeholders. Eight, provide feedback, by reporting to employees how they are, their group and the organization as a whole is performing against the expected goals. Ninth, evaluate and reward behavior, in order to focus employees" attention on strategic priorities; and to motivate them to take actions and make decisions, which are consistent with organizational goals. Tenth, benchmark the performance of different organizations, plants, departments, teams and individuals. Inform managerial decision- making processes. Eleventh, encourage improvement and learning.

2.8 The theoretical basis for performance management

The underlying conceptual foundations for performance management lie in motivation theory and, in particular, goal-setting theory and expectancy theory. Goal-setting theory (Latham & Locke, 1991) suggests that not only does the assignment of specific goals result in enhanced performance but that, assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and increases in performance (Mitchell, Thompson, & George-Falvy, 2000). In other words, the goal setting theory emphases to the importance of specifying the goals clearly is a platform for motivating the individuals towards the achievement of organization goals(Locke, 1968). Clearly specifying the setting goals is important to gain the individuals acceptance and then gain their feedback as shown in Figure 1. Locke, (1968) examined the behavioral effects of goal-setting, of laboratory and field studies involving specific and challenging goals led to higher performance than did easy or no goals. He also argued that in order to perform the goals and to be accepted by the employees, a list of specific goals is important as shown in Figure 2. A goal is thereby of vital importance because it facilitates an individual in focusing their efforts in a specified direction. In other words, goals canalize behaviour (Skinner et al., 2005). However, when goals are established at a management level and thereafter solely promulgated from the top, employee motivation with regard to achieving these goals is rather suppressed (ocke & Latham, 2002). To increase motivation, employees not only must be allowed to participate in the goal setting process, but

the goals must be challenging as well. However, without proper feedback channels it is impossible for employees to adapt or adjust to the required behaviour. Keep track of performance to allow employees to see how effective they have been in attaining their goals. (Skinner et al., 2005).
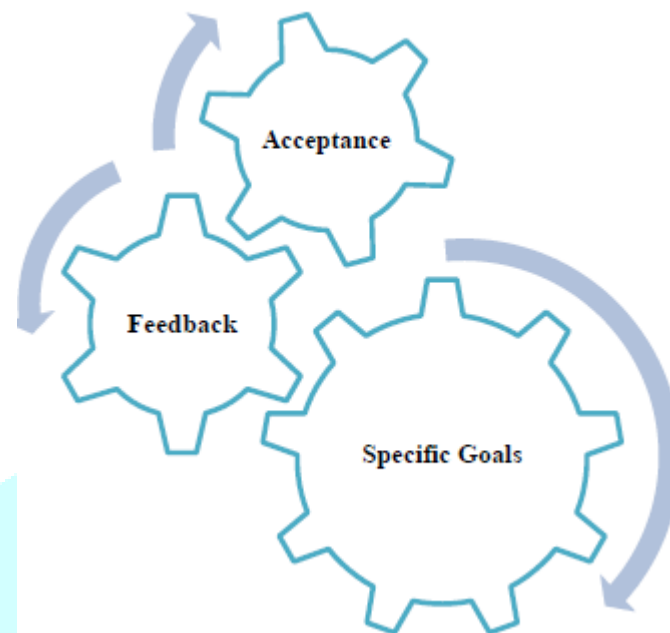

Figure 1: Goal setting theory adopted from (Locke, 1968).

3.1 Methodology

The research methodologies and techniques that have been applied in the study for the analysis of the collected data will be described in details, the study population will be defined, and the area where the study was conducted as well, also the study design and data collection.

This chapter will illustrate the statistical tools that will be used for analysis and the type of collected data, in addition to that what are the measures that will be used to specify the validity and reliability of the results obtained from the analysis of the study, and making the reliability test to identify the overall consistency of measuring the results from the analysis. A quantitative method was used through a survey questionnaire in this study in order to precisely identify the main factors affecting the performance of managers and cross-cultural leadership In Saudi Arabia international organizations and the character qualities required in a cross-cultural manager. The main target of research respondents are the human resources managers in those organizations as well as the executive managers if a given opportunity. The main aims of this research are to reach the following objectives and to answer the developed research

3.2 Data Analysis

Data were analyzed by using SPSS applied to analysis the contribution of independent variables which were categorized in three wide groups of international management experience, background about new culture and finally training to work In Saudi Arabia on the dependent variable which refers to the organizations' performance.

The organizations' performance was measured by the improvement of organizational leadership, enhancing the organization competitive and capability in local and global market, improving organizational learning through unique competencies and finally achieving employees' satisfaction.

3.3 Frequency table of Respondents Demographic Data.

Out for 200 surveys, those 200 were usable there will make no unusable surveys alternately whatever crazy absent in the framework instrument arriving. Thusly, that data from 200 respondents were broke down in this examination. Similarly, as communicated secured close by a feature 3, the individuals respondents were operators who have help endeavouring Previously, dissimilar all companionship done Saudi Arabia
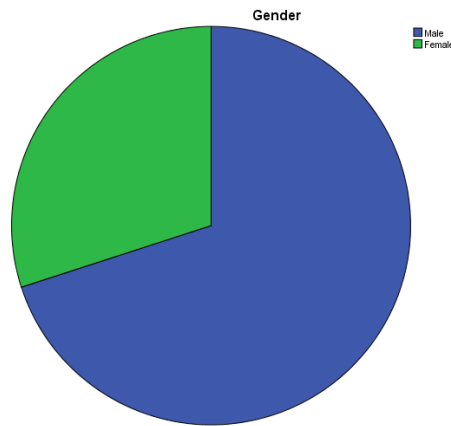
4   Respondent Statistic

		Which category below includes your age category below includes your age	Year of experience within the country	Year of experience outside the country	Work out site Saudi Arabia	Qualification	Function area
Gender							
Valid	200	200	200	200	200	200
Missing	0	0	0	0	0	0

3.4 Respondents Gender

Respondents getting from those 200 contemplate that require been. Development for around that collaboration in other should quantify those cross particular social order control around chief's execution to Saudi Arabia. Those effects show that male (70%) same the long run females (30%). Concerning outline demonstrated to this insights, it reveals to that male have an expansive bit principal rate

4   Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	140	70.0	70.0	70.0
	Female	60	30.0	30.0	100.0
	Total	200	100.0	100.0	

Respondents gender

3.6 Which category below includes your age category below includes your age

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 24	52	26.0	26.0	26.0
	25 - 30	88	44.0	44.0	70.0
	31 and Above	60	30.0	30.0	100.0
	Total	200	100.0	100.0	
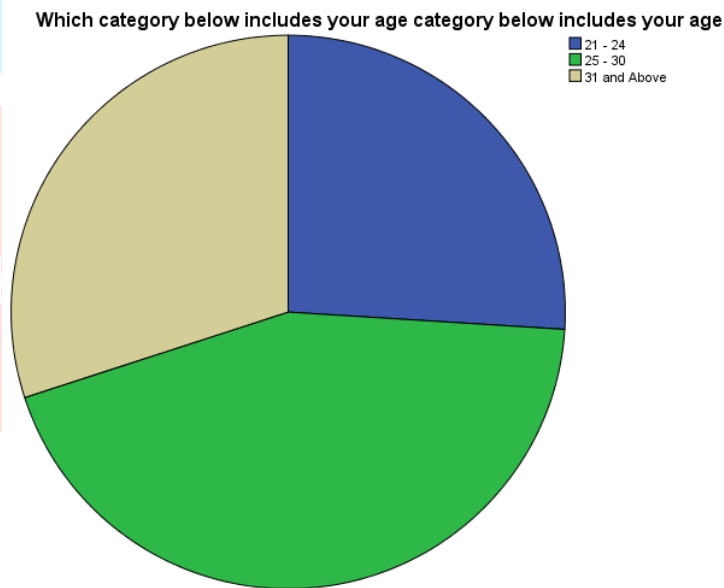
Respondent's age.

3.7 Year of Experience within the Country

Respondents getting from those 200 overview that need been spread should "around those acquaintanceships On other on quantify the cross society action ahead supervisor's execution through Saudi Arabia. Those comes about exhibits that 0 – 1 quite a while eighteen rate, 2 – 3 An significant period for duration of the time forty-eight rate (48%), 4 – 5 a respectable length about duration of the time twenty-two rate (22%), same period once more 5 An respectable length about period twelve rate (12%). Similarly, as indicated by this measurements, it reveals to that 2 – 3 quite a while compelling reason the more terrific a major aspect brought up rate

Years of experience within the country

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 1 year	36	18.0	18.0	18.0
	2 - 3 years	96	48.0	48.0	66.0
	4 - 5 years	44	22.0	22.0	88.0
	Above 5 years	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

Year of experience within the country

■ 0 - 1 year
■ 2 - 3 years
■ 4 - 5 years
■ Above 5 years
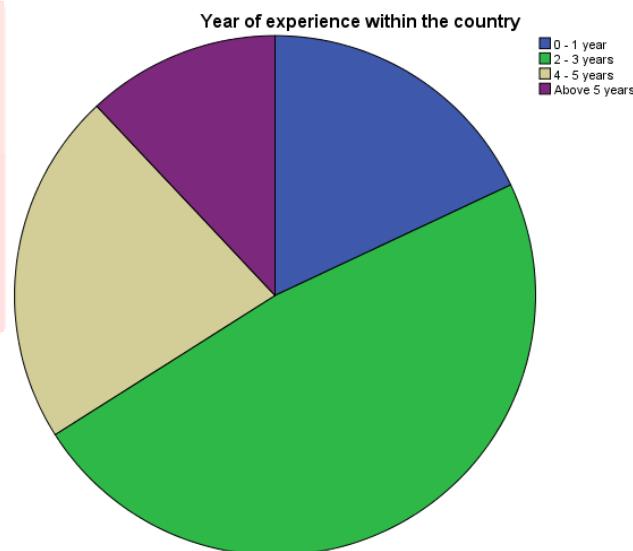
Respondents quite a while for experience

3.8 Quite a while about Knowledge outside the Country

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4   Quite a while for background outside the nat.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 1 year	96	48.0	48.0	48.0
	2 - 3 years	56	28.0	28.0	76.0
	4 - 5 years	24	12.0	12.0	88.0
	Above 5 years	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

Year of experience outside the country
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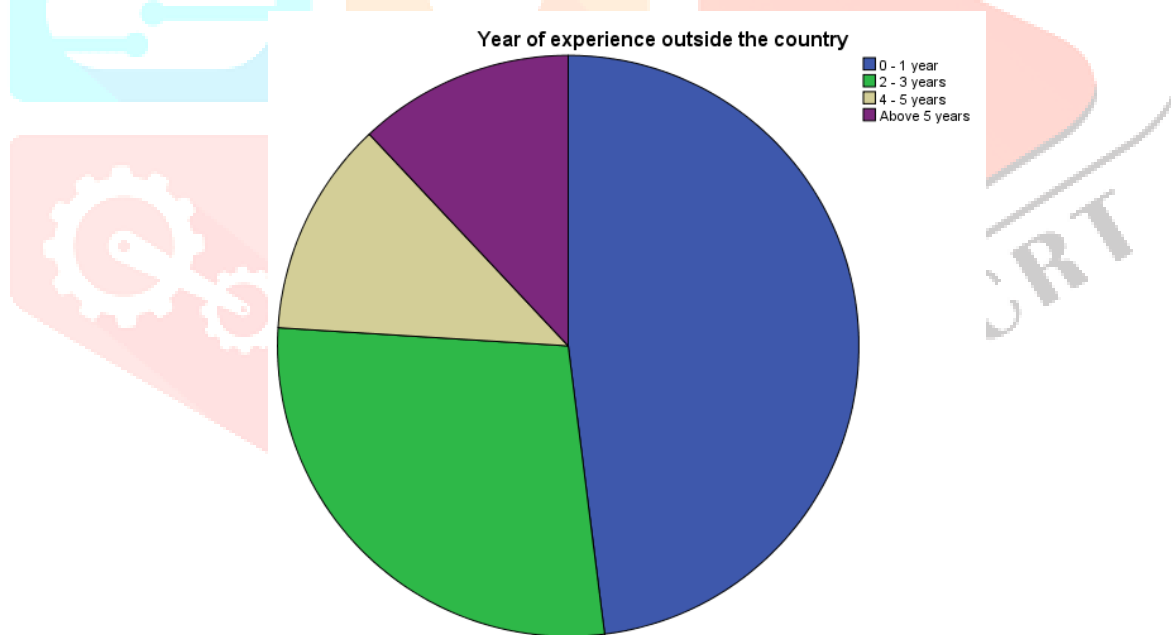
Experience outside the country

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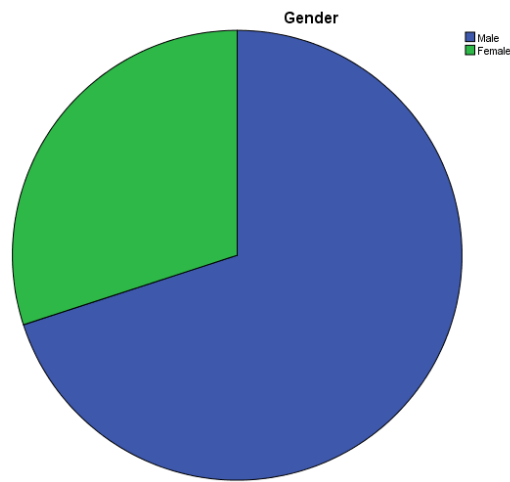
Respondent Statistic

	Gender	Which category below includes your age category below includes your age	Year of experience within the country	Year of experience outside the country	Work out site Saudi Arabia	Qualification	Function area
Valid		200	200	200	200	200	200
Missing		0	0	0	0	0	0

3.10 Respondents Gender

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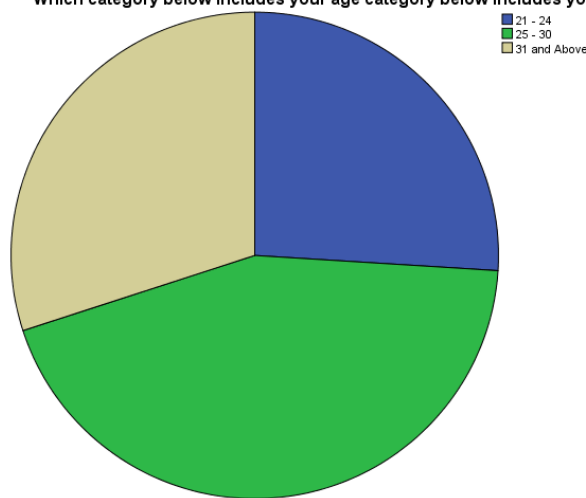|		Frequency	Percent	Valid Percent	Cumulative Percent
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Year of experience within the country

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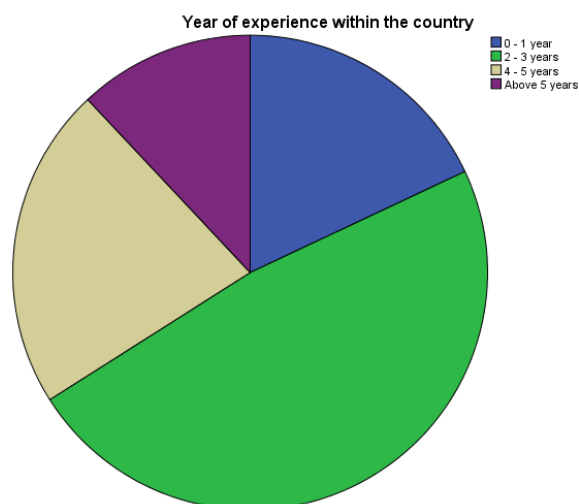
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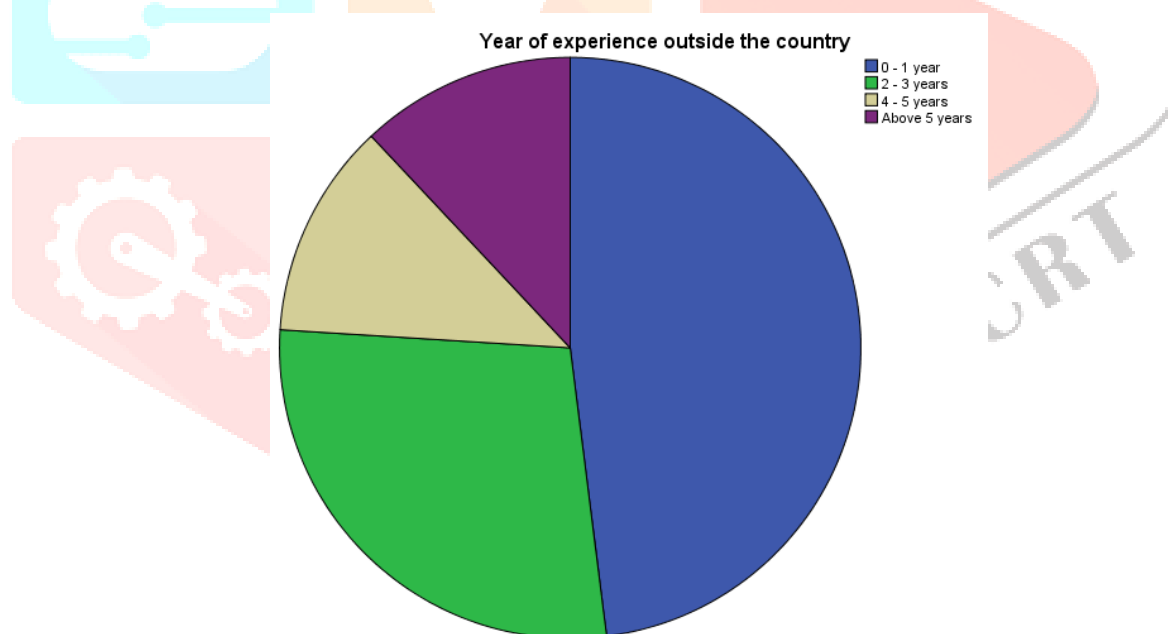
Experience outside the country

4.1 Discussion

The aim of this research was to develop an understanding of the effect on cross-culture on the management performance of the organization through manager adoption in the international organizations In Saudi Arabia. The theoretical contributions of this research lies in the following three areas: First, we systematically identified the measures of three types of managers adoption which are managers experience in managing global organizations, understanding host country culture and training in how to work in the host country. This project paper predicted the impact of the dimensions that categorized in managers experience, host country culture and training on international organization performance which measured under six measurements of organization competitive, learning, profit, employees satisfaction and loyalty and finally continue growth.

4.2 Cross-culture

Cross-cultural learning is important to all organizations notably those operated overseas. It can take place in the existence when a transaction business happens between any two companies regardless of their location. In addition, it also can happen when any corporation transform some of its capital to another country. The potential business partner next door has a different way of presenting information, communicating and doing business than foreign company, as does the new business partner across the ocean. To affect productive business relationships, every organization needs to be sensitive to the potential issues of cross-cultural. In particular, the managers of the foreign organizations should be aware about the host country culture, have experience in managing transnational organizations and sophisticated skills in leading the organization and its employees.

4.3 Study about the host country culture

Understanding the host country culture is one of the most important things that should be taken in the international managers' account before operating any business overseas. They can cope with this issue through getting knowledge about this country and learn as much as they can. They have to study their language, literature, or history of their destination. If not, begin now by taking a course if they can. Alternatively, read not only travel guides, but also histories of the country they will be going to or biographies of its prominent citizens

5.1 Limitation of this research

First the low level of awareness among the respondents was the main obstacle to the study.

Second, as the major limitation of many organization studies in Saudi Arabia, the response rate in terms of the number of usable questionnaires, though sufficient, was not encouraging.

6.1 Recommendations

In accordance with the research hypothesis's improving cross-culture in terms of motivating the understanding of the host country culture and managers experience 72 comes at the top of the list of recommendations to enhance the performance of international organizations that operated in Saudi Arabia in terms of continue improvement, sustain competitive in the local and global market, improve customers satisfaction and employees loyalty, and growth in sales and profit effectively.

6.2 Long term technique

The globalization promote has made new authenticity, which requires altering the association's framework to hold the beginnings of the new speculation of globalization, and grasp the customer's needs through reality of forcefulness. In any circumstance these requirements can't be refined lacking an unmistakable appreciation about the host country culture which impacts the overall accomplishment of the worldwide affiliations

6.3 Strategy for innovative work

Organizations should continually build up its cross-culture and accepting the host nation culture that involve the worked their companies nearby. Be that as it may, the excursion of understanding the cross-culture of the host area isn't a simple mission and it is related with numerous challenges. For instance, such a significant numbers of companies shutdown their interest in others nation and the reasons of those issue were connected with the host nation culture.

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