



THE EFFECT OF CROSS CULTURAL RECRUITMENT ON EMPLOYEE PRODUCTIVITY AND ORGANIZATIONAL PERFORMANCE

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Abstract: Cross cultural means having peoples from different backgrounds and they are ready to interact and communicate with each other, and cross cultural recruitment means any institution, organization, or company is recruiting professionals from different backgrounds, this will result in, building stronger relation, more competitive environment, cultural competency and training, different perspective towards the problem solving, increased creativity, and more respect towards the cultural differences. This paper focus on how cross-cultural recruitment helps in improving employee productivity, here productivity means how much work is done by the employee in the stipulated time period, when there are cultural difference employee sometimes don't find it easy to work with people from different backgrounds and this waste lots of time, energy and efforts which will bring negative result for the organization and it will not be able to achieve its goals and objectives, here organizational performance will also get effected. The researcher after examining various literatures, books, case studies, and research paper concluded what will be the effect of cross-cultural recruitment on employee productivity and organizational performance.

Keywords: Cross- cultural recruitment, Cultural diversity, Employee productivity, Multi-cultural recruitment, Organization performance.

1. Introduction

As the surge in globalization is seen to be increasing throughout the world from past few years, where expansions of companies or organization is increasing at high pace where they are not expanding in new markets only but in different countries also this began the multi-cultural recruitment or diversification of employees a topic of research. In any organization there are peoples from different cultural backgrounds, families, ethnic groups, and to manage them is what cross-cultural management helps the organization to get successful. The cross- cultural management not only define how to deal with peoples from various culture but also tells how you can find new ways of social interaction and make your employees more supportive and understanding towards each other this help in developing a environment where employees feel comfortable and then they work more effectively and efficiently (The Concept Of Cross Cultural Management Commerce). For any organization to go global the first and most important step is to diversify the workforce with this you can have quality personnel and a pool of talent which will help in reaching new markets and enriched workplace culture. Recruiting employees from various cultures also help in increased productivity of employees because it brings in creativity, flexibility, reduced employee turnover, employee engagement and sense of belongingness this will help employee to concentrate more on their work, to have variety of perspective over various problems, increased innovation skills, increased profits, enhanced decision making and problem solving. Having employees or personnel from different cultural in all the area or departments and at all the level of the organization will help to develop a reputation globally this will make good reputation in the market and will help to gain more potential customers and this will definitely lead to increased profits. While recruiting employee from variety of culture, places or country it is necessary to first choose the sources of recruitment, then screening of presented documents, interviewing, and final decision, this process need to be very much definite and rigid so that good employees can be captured in less time and decision made cannot turn out to be regretting. An organization should also possess some techniques to deal with employee with multicultural diversity like training and development, strict rules regulation, strict policies formation, proper rewards, recognition and punishment policies, this will help the organization to get control over the employees and have strict authority over them.

2. Literature Review

The term team work has different perspectives for everyone working in an organization, when employee prefer to work individually then he achieves more tasks then working in teams, individualism will only do good by fulfilling the short term goals, and focus on self serving basis and will not add much to the organization productivity, and to work as a group or team has high autonomy and control this creates problem to those who want to work and add more to the organization and also have different perspectives but are not allowed to participate in decision making or any other activity and has to bide to the authorities, here collectivism will do good to the organization as a whole because employees will get chance to work on long term goals and objectives, but team leader needs to be much flexible who is ready to accept other members views and ideas, and is ready to accept suggestions and is to ready to adapt changes thereof. (Aycan & Gelfand, 2012). As many organization are thinking to go global and many MNCs are trying to reach every corner of the world then the cross-cultural training is must where organization can provide training in the form of lecture- type orientation, or by using techniques like cultural assimilation, sensitivity training, cultural awareness among the employees, or by using experimental study which includes field training, assessment centre etc, or by language training at least the most used language should be known to everyone so that communication can become much easier. (ko & Yang, 2011). To have higher involvement of employee in productivity and increased performance it is necessary to deal with all kinds of demographic differences in an organization and with this many problems or challenges which are hindering to reach the global markets can be shorten. And also when employees start working in groups and teams then they actually start understanding and appreciating each other within the organization this will make a congenial environment for everyone to come forward and work for the welfare of the organization and for the sake of one's own self. (Elsaid, 2012). For any organization to bring in diverse workforce is easy but to maintain it to get the organization reach the heights it is necessary to have unity within the workforce, this requires good relationship among the employees and acknowledging each other work, efforts, perspectives etc, so that employees can feel the sense of belongingness and this will help them to contribute more towards the organization success. (UKACHUKWU, 2013) . The employee performance, motivation and retention play a very important role when you bring in the employees from various cultural and ethnic backgrounds, and for this proper pre – departure training should be conducted before sending employees to any other country or hiring employees from any other country . (Dousin & Sulong, 2021). The motivation and language proficiency can act as the mediating factors for any organization to gain more attention of the employees towards the fulfillment of the goals and objectives of the organization. The cultural diversity and innovation go hand in hand because you get people from various backgrounds having various perspectives with a good pool of talent, skills and creativity, this creativity needs to be assessed and managed properly with the help of cultural assessment, team dynamics and inclusive and operating principles, here it is also important to see whether the behavior of the individual changes with the change in team, and also whether the established team start losing their innovative skill and creativity when they got normalized over time. (Jones, Chace, & Wright, 2022). The cross – cultural HRM practices will also help the organization in order to get employees from various cultures, diversity or country. HRM practices like recruitment, selection, cross –culture training, employee compensation and reward system has a good impact on employee productivity and organization performance. (Ruzagiriza, 2017). The demographic profile like age, gender, ethnicity also effect the employee productivity and organization performance, and how cultural diversity with demographic diversity will effect problems in certain situations and how it will help to bring the accurate solution for the same is what organization needs to understand and apply it simultaneously. (Ayega & Muathe, 2018).

Research Methodology

This section discussed the detailed study of research design where objectives, research design, type of data, sampling method used, and expected outcome are mentioned.

The study's main objectives of this paper are to examine the effect of cross - cultural recruitment on employee productivity and organizational performance and to analyze the cultural differences and issues existing in any organization and its effects on employee productivity. An exploratory research design was employed while conducting this study as various factors influencing organization performance and employee productivity were considered simultaneously. Data used in this study was from secondary sources that as research papers, case studies websites, articles, etc.

3. Theoretical review

3.1 Cross-cultural Dimensions

This section of the paper will help to make us understand about the cultural dimensions stated by Dr. Greet Hofstede's and he presented this research model in 1970's. His model consists of six dimensions:

First is Power distance: This deal with any inequality faced by the employee in an organization then this dimension try to figure out the solution of it. Further it is categorized as small power distance means less inequality, democratic, decentralized, every employee whether desk job or manual job one's gets equal respect, and superior - subordinate relation is very much practical and matter-of-fact, and long power distance means much inequality, autocratic, centralized, employees whether desk job or manual job one', does not get equal respect and superior-subordinate relation is based on emotional background.

Second is Individualism Vs Collectivism: Individualism deal in people from same group and of same family they are always having "I" consciousness kind of behavior and they like freedom and does not liked to be controlled for them privacy is utmost important, and collectivism deal in people who like to give priority to the whole group not a particular individual, they are always having "We" consciousness kind of behavior, for them harmony is the utmost priority.

Third is Masculinity Vs Femininity: Masculinity deal in dominant role of men than women and his achievements is based upon win-win situations and they require material rewards for success and for them to be in good books of society continuous achievement is

important and femininity deal in shy, compromise, corporative and negotiate kind of behavior of a women in a society, they have to look family over work and rewards and recognition is given on the basis of work and equality.

Fourth is Uncertainty avoidance index: This deal in how a person needs to react in any kind of stressful situation and over that when the future is unknown. Further it is categorized as weak uncertainty avoidance where it is necessary to understand that as the future is unknown uncertainty is also known as it is the part of life which needs to be accepted, this will bring positive results to health, mind, body and soul. Strong uncertainty avoidance here uncertainty is treated as a risk and threat towards the life and this needs to be fought on regular basis which will definitely harm health, mind, body, and soul.

Fifth is Time Orientation: Here time is considered as most precious commodity, this is further categorized as short term orientation where everything happening around or happened in the past is all what real or actual happiness is, but they consider that what values, beliefs and morals are taught in the past will be same for the future that is these all things act as a guidelines to judge what is good or bad, and long term orientation is focusing upon some best moments will come in future, they focus on hard work and efforts to be successful and they are adaptable to the changes and for them good or bad depends on the circumstances.

Sixth is Indulgence Vs Restraint: Indulgence includes people who actual wants and are willingly coming forward to enjoy every phase of life they are the happiest person and have control over their lives, they have positive emotions, attitudes and feelings and feel happy to work with others, restraint includes people who don't initiate to come forward and mingle with other peoples they don't have self control and always feel helpless, they always have negative point of view over everything and this is why they don't be happy and healthy.

These dimensions by Hofstede's signify how cultural norms play a role in maintaining interpersonal relationship between employees in any organization.

3.2 Cross-cultural recruitment

Approaches to recruitment play a very important role while recruiting multi-cultural employees, while there are various sources of recruitment and any organization if working only as a parent company and in the parent country then it is easy to recruit by campus recruitment, advertising, walk in interviews, placement agencies etc. but while recruiting from foreign countries then it is necessary to consider these three approach first is ethnocentric approach where employees are recruited from parent country to work in the host country, here top positions officials are from the parent company only and are appointed so that a link is created between parent company and parent nationals and can reach large customer by letting them know the interest of the organization. Second is Polycentric approach, in this organization limits itself to recruit employees from host nation only this will reduce cost and local employees know local people, language, market conditions, political and legal atmosphere very well. Third is Geocentric approach, in this organization recruit employees who is best suited for that particular position irrespective of the nationalities, this approach is used by organization which are working globally. Therefore for cross cultural recruitment it is very much necessary to understand the need and availability of manpower.

3.3 Employee Productivity and Organization Performance

Employee productivity is how much time employees take to finish an assigned task. This needs to be done by assigning proper task to the proper employee at proper time and place this will make employee more engaged because when employee get right task at right place and time he gets motivated to do well and this will bring positive outcome to the organization. To increase employee productivity in multi-cultural environment it is important to provide employees with congenial environment, flexibility in schedules, clear deadline and expectations, proper training and development program, boosting and encouraging employees, timely rewards and recognition, proper cross-cultural training, learning opportunities, welcoming tech enabled innovation, and employees personal growth should also be taken into consideration so that he adds more towards the organization growth.

Organization performance means how the actual result can be measured against the desired result. Performance depends on three factors of the organization, the economic factor, the operational factor, the human resource or manpower factor if these three factor - work in sync then it is said that organization is performing as expected. Organization performance mainly depends on both internal and external factors which decide the growth and survival, and also on individual performance, department performance, group or team performance etc. and for the organization to perform well with multi-cultural employees it is necessary to define the goals and objectives clearly to the employees, then measure the performance of the employee that is to measure the actual performance with the desired performance and if any deviation occurs then it needs to be addressed as soon as possible, then proper employee engagement strategies to be formulated, maintain open communication policy at the workplace, and maintain positive organization culture with this employee retention and satisfaction will increase which will help the organization to achieve its goal and objectives more efficiently and effectively.

3.4 Effects and issues of cross cultural recruitment on organization performance and employees productivity

Effects: For organization multi-cultural recruitment will help in getting a pool of talent, skills, varied perspectives, diverse markets, creativity, innovation, increased retention rate, bring in revenue generation by having access to new markets, faster problem solving and decision making and for employees multi-cultural recruitment will bring in growth and new learning opportunities, cultural sensitivity among each other, mutual respect, opportunity of personal and professional growth, innovation, and creativity, therefore when any organization is thinking to work at the global market it is necessary for them to bring multi-cultural diversity this will not increase the organization presence in the global market but will attract more profit and revenue.

Issues: The very first issue while deploying multi-cultural diversity in an organization is communication because you have people from various culture they use different languages which is not easy to understand and this is what create issues to the whole

organization, then next is respect and acceptance by the employee to each other, alternative life styles of the employees, discrimination, harassment and misunderstanding among employees.

4. Conclusion

The study clearly states how cross – cultural recruitment will help in employee productivity and organization performance, by proper training in language proficiency, assessment centers, field training, cultural assimilation etc. The cross cultural management helps in better decision making because it is influenced by various cultural viewpoints, beliefs and views and this will help organization to get good and useful perspectives of various employees to deal with the problems easily, for the employees to work in this type of culture helps them to develop various interpersonal skills and people’s skills they also become sensitive towards the people around them and customers. Communication also plays a vital role in cross-cultural enriched organization because employees comes from different culture and use different language so to make them familiar with one common language so that they can communicate easily is also a point of concern. Social interaction and community relation also gets enhanced with the help of recruitment done through multicultural recruitment. The demographic profiles of the employees also add to the organization success and as employees are recruited from various sources an organization gets a pool of talent which brings creativity and innovation. Dr, Greet Hofstede’s dimension of cross culture signifies how it is important to maintain cultural diversity in an organization so that employees create good inter personal relation between each other with this they will get support from each other this will also make employees to be engaged and retain which will bring positive result to the organization. Further it is necessary to do cross cultural recruitment because it is beneficial for both the organization and employees but in some instances it also has its own challenges and issues which needs to be timely addressed so that organization can achieve its goals and objectives effectively.

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