

**Impact of Cross-Cultural Competencies on Work Performance - Mediating Role of Cross-Cultural Adjustment****Kishore Babu Addagabottu<sup>1</sup> and Dr. Nagaraju Battu<sup>2</sup>**<sup>1</sup>Part-time Ph.D Research Scholar,

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**Abstract**

The purpose of this study is to examine the mediating role of cross-cultural adjustment in the relationship between cross-cultural competencies and the work performance of managers employed in the textile industries of Tirupur, Tamil Nadu, India. In the context of increasing workforce diversity, managers in Tirupur's textile sector are required to supervise employees drawn from different cultural backgrounds, including Tamil Nadu, North India, and the North-Eastern states of India. This diversity creates both opportunities and managerial challenges, making cross-cultural competence a critical factor for organizational effectiveness. The study adopts a quantitative research design and uses a structured questionnaire to collect primary data from 264 managers. A systematic random sampling technique was employed to select respondents from the target population. The findings reveal that cross-cultural competencies have a significant positive direct effect on managers' work performance. In addition, cross-cultural competencies also exert a significant indirect positive effect on work performance through cross-cultural adjustment, confirming its mediating role. The results suggest that managers who possess stronger cross-cultural skills are better able to adjust to diverse workplace environments, thereby improving their effectiveness and overall performance. The study concludes that strengthening cross-cultural competencies can enhance managerial adjustment and contribute substantially to better work outcomes in Tirupur's multicultural textile industry.

**Introduction**

The textile industry in India is among the oldest industries in the Indian economy as it had existed in many periods. By 2025-26, the Indian textile and apparel sector will have a US to the tune of 190 billion. In the world trade, India plays a trade of almost 4% in the world trade in textiles and apparel. Tirupur is a large textile hub in Tamil Nadu West. It is referred to as Knitwear capital and Dollar city of India. The annual turnover of the industries is 220 billion rupees and also over 120 billion rupees export. The textile industry in the city creates jobs to over six lakh citizens employing approximately 10,000 garment manufacturing industries. As per the Tirupur Exporters and Manufacturers Association (TEAMA), some three lakh north Indian workers are directly engaged in the textile industry in Tirupur and indirectly engaged as well.

The globalization trend and the establishment of a borderless economy have created urgent demands and needs of people in relation to their capability of working not only in businesses locally in various states within India. Therefore to deal with such a large workforce we require a manager with access to or knowledge of information and knowledge about various other cultures that are practiced within a country such as India. This is whereby the necessity or need emerges of the Cross-Cultural Competence (CCC) in the manager dealing with or managing employees with different cultures. In previous studies, it was claimed that CCC was dictated by how people perceived to get access and use information and knowledge of other cultures (Triandis, 1980). The cross-cultural context in Tirupur textile mills that was brought about by the influx of people in the North and North East states has far reaching consequences on the cross-cultural competencies (CCC), cross-cultural adjustment (CCA) and performance in work (WP) of the managers. Such a special combination of cultures introduces some difficulties and prospects to managers working in this environment. The managers in the Tirupur textile mills have to deal with a heterogeneous workforce that includes different linguistic, cultural and social backgrounds. CCC is the skill to communicate and comprehend other people of other cultures and it becomes the most crucial factor in such environment. To reduce the risk of cross-cultural misunderstandings, managers should be culturally sensitive, flexible, and competent in intercultural communication to facilitate cooperation between the members of the team.

Since the cultural diversity created by migration is quite high, the adaptability and survival of a manager in this cross-cultural environment becomes essential. CCA is a process of adjusting to cross-cultural standards, relationship and coping with cultural differences. Those managers who adapt effectively to this environment are more placed to lead and influence their teams effectively. There is a high degree of interaction between CCC and CCA and WP. High CCC managers will find it easier to negotiate through complicated cultural interactions in a subtle way, which results in enhanced communication, teamwork, and conflict resolution. With effective CCA, these managers are able to optimize their efforts, improve cohesiveness within the team and make positive work results. Managers may encounter difficulties in comprehending cultural peculiarities, working with diverse teams and resolving the conflicts, which occur because of cultural differences. Lack of proper CCC may cause misunderstanding and misinterpretation resulting in ineffective communication and coordination. On the other hand, managers who possess excellence in CCC are able to harness the power of a diverse workforce. This allows them to capitalise on the various points of view to become innovative, adjust to their demands in the global market and come up with ingenious solutions to problems that are unique to the industry. But decades after, researchers have come to the conclusion that CCC needs to incorporate additional dimensions (Culhane, 2011; Johnson et al., 2006; Onorat and Bednarz, 2010). Together with the results of other prior research, the definition of intercultural competence applied in this paper is: Cultural competence refers to a set of congruent behaviours, attitudes and policies which combine in a system, agency or among professionals and allows that system, agency or those professionals to operate effectively in contacting people or groups in different cultural situations. Whereas CCC that encompasses (1) cultural intelligence, (2) cultural adaptability and (3) cultural empathy. It is stated that in case the managers possess some level of CCC, can adapt to the new environment, and people and can meet the targets and goals of their assignments. Therefore, CCA is another factor that the manager must take note of, it can be described as an adaptation to a new environment or the extent of psychological adaptation that one undergoes including the comfort of a person and familiarity of a person working and living in an environment that is not their own culture. It has also been pointed out by previous researches that the larger the CCC of the people the easier they adapt to their new surroundings. Part of the past research revealed that CCA is a fundamental result of personal obligations that would improve performance (Subramaniam et al. 2011); Prasadula, N., 2025). WP is the outcome of applying competencies, skills, attitudes, and behaviours to the achievement of outcomes that are engaged in by the employees in activities that are connected to and support goals and strategies of an organization. Overall, past research revealed that there are two crucial aspects of expatriate performance, such as contextual and task performance. Thus, managers who work in the chosen textile firms must enforce on the successful work relations which come as a consequence of adaptation. Based on this, the available personal resources will be in a better position to enhance the performance of well-adjusted managers. Thus the earlier research found out that CCA is highly related to the WP of persons, especially managers. Nonetheless, no one has previously determined the mediating effect of CCA in facilitating CCC and WP of managers in the sampled textile industries in Tirupur. Therefore, the purpose of this research was to test the intermediating effect of CCA between CCC and WP of managers working in Textile mills in Tirupur, India.

**Review of Literature**

**Relationship between Cross-cultural competencies (CCC) and Work performance (WP)**

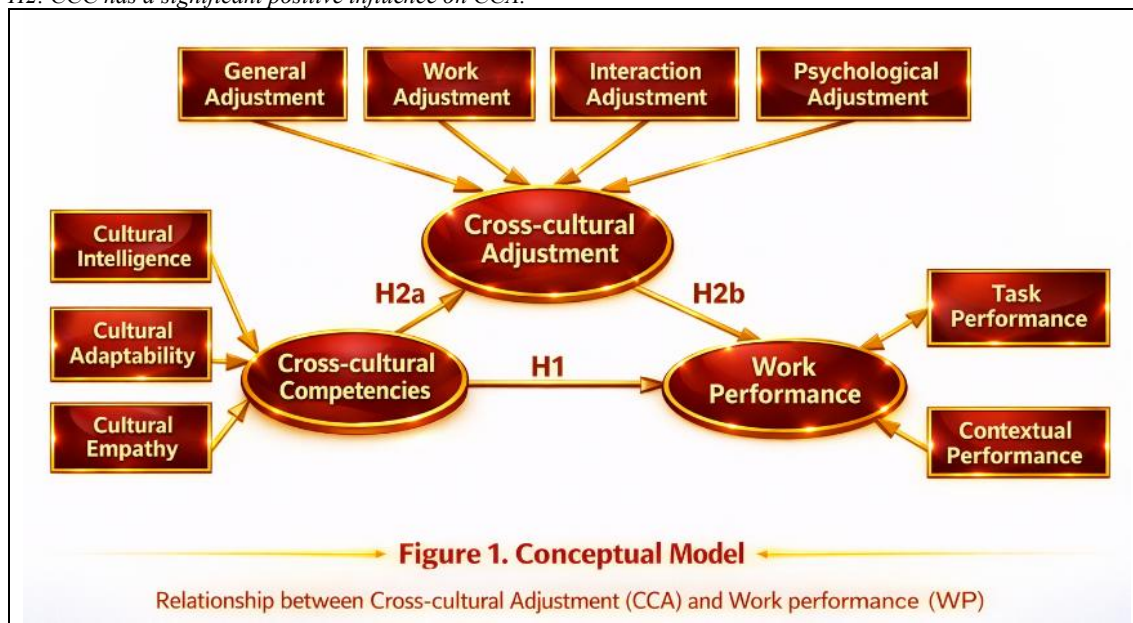
The previously conducted studies determined that CCC was characterized by an ability of a person to successfully deal with others in the international environment (Bartel-Radic and Giannelloni, 2017; Johnson et al., 2013; Wu and Bodigerel-Koehler, 2013). Moreover, it is specified that CCC has a close connection with specific behavioural skills like balanced talents, overall self-efficacy, and non-ethnocentrism to be able to work with people having different cultural backgrounds. In the meantime, it is not disputed that CCC may help individuals to effectively cope with themselves, their relationships, and their business requirements within different cultural contexts (Black and Porter, 1991; Caligiuri et al., 2019). Previous studies established that the presence of the competencies, talents, attitudes, and behaviours to achieve the derived outcomes makes use of the workers in works related to the objectives and strategies of the chosen firm, which makes it the required outcome (Maskova and Kucera, 2022). Overall, the previous studies determined that WP consists of two important variables that include contextual and task performance (Bader et al., 2015). WP is the most essential of the crucial factors that generate behaviour as a result of CCC which forms contributions transparently to the goal of the firm. The hypothesis is therefore as follows on the basis of the above argument:

*H1. CCC has a significant positive influence on WP.*

**Relationship between Cross-cultural competencies (CCC) and Cross-cultural Adjustment (CCA)**

The paper studied by Ang et al., (2006) stipulated that the level of adjustment that the individuals were capable of will guide them to successful completion of their assignment that is guided by the impulse to adapt to a cross cultural setting. Therefore the degree of adjustment might be higher in cases when people might acquire or learn behaviours adapted to a new culture or a cross-cultural setting (Earley and Peterson, 2004; Bhaskar-Shrinivas et al., 2005; Dawis, 2005). The investigation of the article by Wu and Bodigerel-Koehler (2013) revealed that CCC is related to such specific behavioural skills as balanced abilities, overall self-efficacy, and non-ethnocentrism towards task performance among the representatives of different national cultural groups. The social cultural factors are important determinants of cultural intelligence (Ahmadi et al., 2011). Earley and Ang (2003) estimated that people who are more culturally intelligent unleash the ability to adapt to cross-cultural situations efficiently to a task due to multicultural conditions (Van der Zee and Van Oudenhoven, 2001). According to Ahmadi et al. (2011), cultural empathy refers to caring towards other cultures, views, moods, and/ or experiences. Thus people who have cultivated cultural empathy will never apply ethnocentrism towards associating oneself with individuals. When people possess the capacity and knowledge of the host culture, then they can either identify or conform to the common culture without any trouble. The process through which the new cultural talent is added to the existing culture selection of the individual is the cultural adaptability and consists of the ability to practice behaviours and features of a different culture to the own (Bennett, 1993; Koo Moon et al., 2012; Olson and Kroeger, 2001). Therefore, it is the individuals who have greater degrees of cultural adaptability, who definitely adapt to the cross-cultural situation (Bell and Harrison, 1996). According to the argument above, the hypothesis will be the following:

*H2. CCC has a significant positive influence on CCA.*



**Relationship between Cross-cultural Adjustment (CCA) and Work performance (WP)**

The existing studies on the cross-cultural environment demonstrated that WP is the product of applying capabilities, talents, and behaviours to achieve the results, which are part of the works, which employees contribute to the achievement of the goals by the organization (Maskova and Kucera, 2022). Malek et al. (2015) also emphasised that one of the most important factors is WP that develops particular behaviour that directly leads to the accomplishment of organisational objectives. Previous investigations acknowledged the fact that CCA is strongly correlated with WP (Hofstede, 1984; Setti et al., 2020). At this point, the findings of the research presented by Giorgi et al. (2020) indicated that employees, who have been trained in more beneficial adjustment changes, can proceed with positive outcomes. There are other researchers who aim at explaining the relation between CCA and WP in relation to the work adjustment theory. Therefore this theory records that individuals and environments impose needs on the fruitful working relationships which are only an outcome of mere adjustment. As a result, it is discovered that healthy individuals will possess better resources of available personal resources to progress their performance on any work (Kraimer et al., 2001; Lee and Kartika, 2014; Motowidlo, 2003). Based on this, the following hypothesis is proposed by the researcher:

*H3. CCA has a significant positive influence on WP.*

Figure 1 portray the conceptual model of the research.

**Methods and Samples**

The major data of the study is gathered in the form of the Tirupur Exporters Association (TEA) which is an Association of pure exporters who export the cotton knit wear and have their production units in Tirupur. TEA has 1076 Life members and 155 Associate Members. The sampling method, which we have embraced to select the samples of the population, is the Systematic Random Sampling method. The questionnaire has

been sent to all the thirds company among the list of life members of TEA resulting in a target sample of 358 but the response rate was 80.16 with 287 companies responding to the survey. Of the 287 responses obtained, 13 are invalid that leaves 264 as the final sample. This study was carried out with the 264 textile industry managers in Tirupur, who deal with the employees of Tamil Nadu, North India and North-Eastern states in India. The structured research instrument was used to gather the primary data of the research. The research is a quantitative one.

**Demographic Profile of the samples**

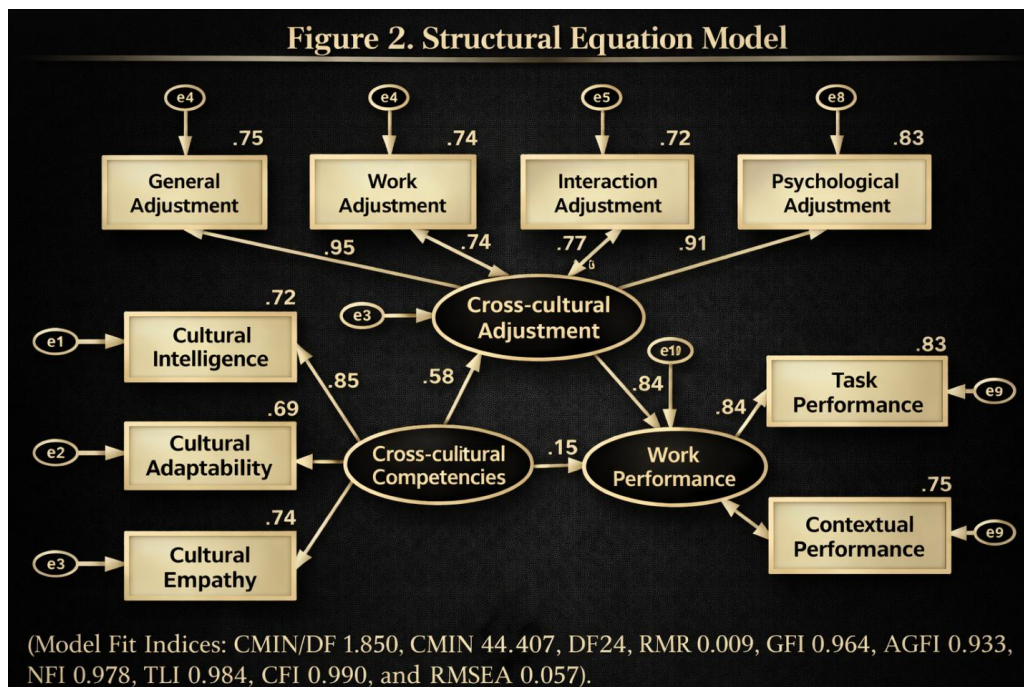
There were 264 samples of which 196 (74.2) of them are males and 68 (25.8) are females. Approximately 16 per cent. of them are aged up to 35 years, over a quarter (26.1) of them are aged between 36-45 years and majority (58.3) of them are aged above 45 years. They have approximately 5-11 years work experience, 29.1% experience, 11-15 years experience and most of them (59.8) have over 15 years work experience in Textile industries.

**Measures**

According to the context of the research, cross-cultural competencies (CCC) scale industrialized by Alfiyatul et al. (2022) is changed and applied. It has three scales that are cultural intelligence (5 items), cultural adaptability (5 items) and cultural empathy (5 items). The Cronbach alpha of the scale is 0.828. The Cross-cultural Adjustment (CCA) scale created by Jan Selmer (2005) was modified with minimal alterations to the research setting. It consists of four dimensions including general adjustment (5 items), work adjustment (5 items), interaction adjustment (5 items) and psychological adjustment (5 items). The Cronbach alpha of the scale is 0.766. The scale was work performance (WP) scale created by Jeevan Jyoti and Sumeet Kour (2017) and had two dimensions task (5 items) and contextual performance (5 items). The Cronbach alpha of the scale is 0.859.

**Results & Discussions**

Structural Equation Modeling (SEM) was used to test hypothetical relationships where mentioned in the conceptual model. Figure 2 indicates the structural equation model of the research. Based on the results it is known that all the factors are loading heavily on the latent variables with the factor loading above 0.5 at 1 percent significant level. The weights of the structural equation model are provided in Table 1



**Table 1. Regression Weights of SEM**

Path	B	$\beta$	S.E.	t	P	Hypothesis Results
CCC→WP	0.178	0.146	0.057	3.108	0.002**	H1 Significant
CCC→CCA	0.657	0.577	0.074	8.889	<0.001**	H2 Significant
CCA→WP	0.904	0.844	0.060	15.050	<0.001***	H3 Significant

Note: CCC→ Cross-cultural competencies, CCA→ Cross-cultural Adjustment, and WP→ Work Performance. \*\* denotes significant at 1% level.

It can be determined based on the results that CCC is exerting significant positive direct effect on the work performance of managers in a cross-cultural setting (b=0.146, t=3.108, p=0.002\*\*) of managers in cross-cultural setting. Moreover, CCC is also exerting important positive direct influence on CCA (b=0.577, t=8.889, p <0.001\*\*), but CCA is also exerting important optimistic direct influence on the managers in cross cultural context (b=0.844, t=15.050, p <0.001%). The two variables, which are CCC and CCA, have a higher degree of influence on WP in the case of CCA, as compared to CCC. It is, therefore, validated that all the three hypothesis of the research are significant at 1% level.

**Table 2. Direct, Indirect, and Total Effects**

Dependent Variable	Direct Effect		Indirect Effect		Total Effect	
	CCC	CCA	CCC	CCA	CCC	CCA
WP	0.146	0.844	0.487	0	0.633	0.844

Note: CCC→ Cross-cultural competencies, CCA→ Cross-cultural Adjustment, and WP→ Work Performance

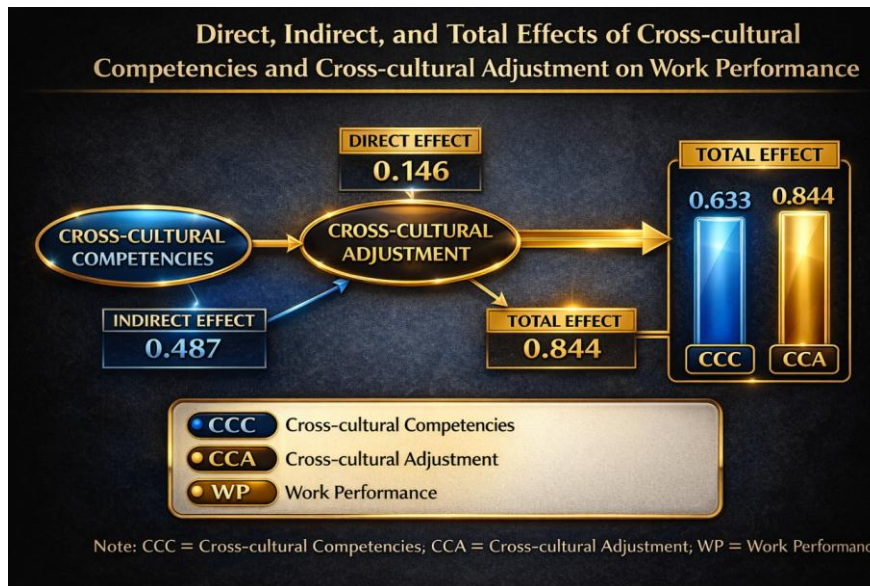


Table 2 shows the summary of direct, indirect and total effects of independent variable and mediating variable on the dependent variable of the study. Based on the outcomes, the CCC are found to have significant direct influence of 0.146, indirect influence of 0.487 and total influence of 0.633 on WP. The partial mediation of CCA is attested by the indirect effect that CCC has on WP. The research conducted a study on the relationship between CCC, CCA and WP in managers operating in the textile industries of Tirupur. The data were gathered using the surveys and interviews with a sample of managers of different textile companies in the region. The obtained information was subjected to quantitative analysis, structural equation modeling. The findings showed that the managers in the textile industries of Tirupur had a significant positive relationship between CCC and WP. Managers who exhibited higher CCC levels are also likely to exhibit stronger WP, such as good decision-making, leadership, and interdepartmental coordination (Bartel-Radic and Giannelloni, 2017; Johnson et al., 2013; Wu and Bodigerel-Koehler, 2013). In addition, the paper also demonstrated the mediation of CCA in this regard. CCA was introduced to partially assume the relationship between CCC and WP in the context of textile industry managers (Ahmadi et al., 2011; Bader et al., 2015; Caligiuri et al., 2019; Wu and Bodigerel-Koehler, 2013). This implies that even though CCC has direct effect on WP, a certain part of the effect is mediated through the effect it has on managers capacity of adapting to the various cultural contexts that exist in the textile industries of Tirupur (Koo Moon et al., 2012).

**Conclusion**

The findings of the research bring out the strength of the relation between CCC and the dependent variable, which is WP in the textile industry of Tirupur among managers. As the pace of upward movement of people in the north and the northeast states of India increases to find employment in the state of Tamil Nadu where the Textile mills are situated at Tirupur, high level of CCC is expected of the managers to position them better in dealing with the issues of cross-cultural encounters. Lastly, a study published to examine the influence of CCC on Wp, mediated by CCA, among the textile industries managers in Tirupur provides one with a good understanding of the relationship between skills, adaptation and performance in a particular industrial environment. This skill leaves them with competence and capacity to be present in communication, learning of how the stakeholders of diverse backgrounds expect them to be and functioning of the cross-functional teams efficiently. The interesting fact of this study is that CCA has been identified as intervener between CCC and WP. The ability of the managers to adapt to the diverse cultural environment in Tirupur is a key factor that will define their ability to convert their cross-cultural competencies into hard deliverables of the company. They are also better equipped to apply their competence in perspective to the context of their work environment resulting in CCA in order to confront challenges, create rapport and to easily collaborate across cultural boundaries. The findings have practical implications about textile industries in Tirupur. Companies can be in a position to influence their talent development policies in such a way that they can highlight their policies not just on how to equip their cross-cultural skills but also on how to make CCA possible. The following dual improvement can be served with the help of the training programs where managers are exposed to the real world scenario, discussed the cultural differences freely, and provided an understanding of how the global textile market operates. However, there are certain limitations of the research but it should be noted. This is the limitation of the research as far as it only considers the textile industries in Tirupur and thus cannot be generalized to the world. It can be different in case of cultural landscapes, industries and geographic regions. Besides, individual differences in the mode of learning and adaptive skills might not have been considered. All in all, the current research illuminates the intricate relationship between CCC and CCA and WP in the textile sectors in Tirupur that is part of the managers. As the textile market continues to expand globally, the flowability of the cross-cultural competencies of the managers through its effective adaptation makes it a vehicle of success factor. It is these attributes that companies should know and build up to allow their managers to excel in various environments, and this will bring long-term competition and growth of textile industries in Tirupur.

**Theoretical and Managerial Implications**

The outcomes of this study hold both hypothetical and practical implications, specifically tailored to managers operating in Tirupur's textile sector. The optimistic correlation among CCC and WP aligns with the broader literature on the importance of intercultural skills in professional settings. In the textile industry, where collaboration across cultures is commonplace due to global supply chains, managers who possess CCC are better equipped to manage diverse teams and navigate international business dynamics. The mediating role of CCA underscores the practical significance of these findings. In Tirupur's textile industries, managers look the challenge of cooperating with diverse stakeholders, from suppliers in various countries to customers with varied cultural backgrounds. The ability to effectively adjust to these cultural differences complements their CCC, allowing them to capitalize on their skills and ultimately enhance their WP. From a managerial standpoint, the results offer actionable insights. Textile companies in Tirupur can invest in targeted training programs that enhance both CCC and CCA among their managerial staff. This could involve cross-cultural awareness workshops, exposure to international business practices, and mentorship programs for newly appointed managers. The results and discussion emphasize the unique dynamics of CCC and adjustment among managers in Tirupur's textile industries. By recognizing the importance of these factors and tailoring strategies to enhance them, textile companies can foster a managerial workforce that excels in diverse cultural contexts, contributing to improved WP and overall organizational success in the competitive global textile market.

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