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## Development of the Cross-cultural Training on Organizational Commitment and Work Adjustment in Environmental Services Industry: The Impact of Relatedness

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### Abstract

The promotion of “global village” due to the advance of information has the interaction among nations become more frequent. Along with globally borderless era, a lot of environmental services industry work hard to develop overseas markets and expand the environmental services corporations. When environmental services industry gradually develop toward internationalization, demands for personnel with management ability of overseas environmental services industry are increasing. Expatriates are strictly selected by the parent company, presenting proper performance at work, agreeing with the organizational goals, adapting to working environment with distinct culture, and successfully achieving the tasks. For environmental services industry, it is absolutely necessary to understand different cultural characteristics to further apply managerial adjustment measures. The effect of cross-cultural training on expatriates’ organizational commitment and work adjustment in environmental services industry is discussed in this study. Expatriates in environmental services industry are proceeded questionnaire survey, and the statistical analyses are summarized the following results. 1. Cross-cultural training reveals significantly positive effects on organizational commitment. 2. Organizational commitment shows remarkably positive effects on work adjustment. 3. Cross-cultural training presents notably positive effects on work adjustment. Suggestions are eventually proposed, expecting to construct effective cross-cultural training for the reference of practice and to reduce the cost waste caused by the failure of expatriates.

**Keywords:** environmental services industry, cross-cultural training, organizational commitment, work adjustment

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### INTRODUCTION

Due to the internationalization of economic, political, and social activities, an environmental services industry has to develop towards internationalization and globalization to maintain the sustainable competitiveness. The establishment of transnational branches or international joint venture has environmental services industry gradually expand globally that the intensive and deep cross-cultural interaction is intangibly enhanced. Current society presents fiercely competitive, and the same situation appears in the environmental services world. In consideration of the global competition, transnational environmental services corporations have become a trend and are worth of emphasis. Expatriate related problems are also emphasized along with the path of internationalization and the ecology of global competition. When an environmental services industry

gradually develops toward internationalization, the needs for personnel capable of managing overseas environmental services industry are increasing. Overseas expatriates of an environmental services industry are strictly selected by the parent company from those who have proper performance in the organization, agree with organizational objectives, could adjust to the working environment with different culture, and successfully achieve the company tasks. For an environmental services industry, understanding the characteristics of different culture to further adopt management adjustment is an essential measure.

In the beginning of internationalization, an environmental services industry should ensure the sufficient, high-mobility, and excellent human resources for the internationalization strategy to establish the system structure of overseas subsidiaries and take charge in the operation. An expatriate, as the

bridge between two places and the representative of the parent company, manages, monitors, controls, or technically supports local environmental services corporations that the job performance is related to the success of the overseas environmental services industry. The arrangement of position, working environment, pay and welfare, and promotion would affect the job performance of an overseas expatriate. In consideration of the frequency and importance of cross-cultural interaction, most environmental services industry would provide expatriates with cross-cultural training before overseas job transfer to assist in the adjustment to local culture and fully involve in the work situation. Cross-cultural training is also regarded as a primary basis to enhance an expatriate's cross-cultural interaction. The effect of cross-cultural training on organizational commitment and work adjustment in environmental services industry is therefore studied.

## LITERATURE REVIEW

### Cross-cultural Training

Li and Zizzi (2017) considered that cross-cultural training aimed to help people overcome unexpected affairs in a new cultural environment. Cross-cultural training could effectively assist an individual in adjusting to new environment, reducing culture shock, and effectively executing overseas tasks (Abdullah et al. 2015). For an international manager, cross-cultural training could help understand the value of different culture, enhance cultural sensitivity, promote cultural perception, enhance the cooperation among teams with different culture, and enhance the communication and coordination abilities among different culture (Reddington et al. 2015). Goldstein and Keller (2015) indicated that effective cultural training allowed an expatriate rapidly adjusting to new culture, and cross-cultural training aimed to assist an expatriate in better understanding cultural differences and applying the knowledge to the cross-cultural environment. Sorrells (2015) suggested that the training should be work and task oriented, when there were low cultural interaction with the host country and low cultural difference between the home country and the host country, and the training methods would be less strict. However, Mayring (2015) mentioned that, when the cultural interaction with the host country was high and the cultural difference between the home country and the host country was large, the training should be stricter, and training for cross-cultural skills and the ability to execute new work should be preceded.

### Organizational Commitment

Mao and Qian (2015) regarded organizational commitment as individual specific organization commitment and involvement strength. Berry and Sam (2016) pointed out organizational commitment as individual concerns about the organization and attitudes towards loyalty; ones with high organizational commitment were more willing to devote to the organization. Stilianos et al. (2017) considered organizational commitment as the transaction between an organization and an individual under mutual incentives as well as the positive feeling about the organization. An organization with high commitment would enhance employees' trust and dependence on the organization, reduce turnover rate and late arrival, reinforce the objective and value set by the organization, and effectively enhance job involvement (Hiratsuka et al. 2016). Fiori et al. (2005) regarded organizational commitment as individual intention to contribute to the organization and be loyal to the organization. The commitment of continuous working referred to an individual not leaving the organization after considering the investment in and the sacrifice for the organization. It was indicated that a member agreeing more with the organization would strengthen the value of the organization, promote the organizational commitment, and enhance the emotional link with the organization and the support with the organizational value (Przytuła et al. 2015, Zhu 2018, Yağcı and Uluöz 2018, Guzmán et al. 2018).

### Work Adjustment

Rui and Wang (2015) referred work adjustment as the capability and needs of an employee properly matching the working environment. In other words, an employee voluntarily matched the work restrictions or needs, actively learned and cultivated the capability and interests, overcame difficulties at work, and acquired achievement and satisfaction at work for self-fulfillment (Ferranto 2015). Szkudlarek and Sumpter (2015) regarded work adjustment as the interaction between an individual and the working environment. In other words, an individual would achieve the adjustment when the needs and objectives were satisfied and consistent with the environmental requirement. Krishnan and Kirubamoorthy (2017) paid attention to individual employment and adjustment that the basic concept was the consistency between an individual and the environment. Consistency was regarded as the interaction of an individual satisfying the working environment and the working environment satisfying the individual. Such a process was called "work

adjustment". It was considered that work adjustment was the balance appeared after the interaction between three factors and the environment (Sharma and Juyal 2017).

### Research Hypothesis

Seo and Yun (2015) indicated that organizational commitment would affect the motivation to participate in training, the knowledge level of participants in the training plan, and the transfer of training process. Regardless whether the enhancement of organizational commitment was an objective of the training activity, the effect of organizational commitment on the training process was confirmed (Forbush and Foucault-Welles 2016). Lo (1888) found out the significant correlations between training methods (orientation training, on-the-job training, promotion training) and organizational commitment of salespeople. Mäkelä and Kinnunen (2016) pointed out the positive effect of employees' cultural training of a merged environmental services industry on the organizational commitment. Li (2018) revealed the remarkably positive relations between cross-cultural training and organizational commitment of international marketers. Li and Zizzi (2017) mentioned that the effect of cross-cultural training effectiveness on organizational commitment could be further derived from training. Training offered by an environmental services industry could help the employees enhance work-related skills and knowledge to promote job performance through individual work attitudes and behavior change. An employee's work attitudes and behavior change would, to some degree, affect organizational commitment (Reddington et al. 2015). The following hypothesis is therefore proposed in this study.

**H1:** Cross-cultural training presents significantly positive effects on organizational commitment.

Chen et al. (2018) pointed out the close relationship between an organization and the members; an organization could be the economic source of the members and provide psychological rewards so that an individual could present job adjustment and development. On the other hand, Milbourne and Wilkinson (2015) mentioned that an organization could continuously operate through the members' organizational commitment, i.e. involvement in the organizational work. Organizational members with high organizational commitment would voluntarily cooperate with the work restrictions or requirements, actively learn and cultivate the abilities and interests, overcome difficulties in work, and well adjust to the

work so as to reduce organizational operation and training costs and enhance work efficiency. Rujipak and Limprasert (2016) pointed out the direct or indirect effects of employees' organizational commitment on the work adjustment, including job satisfaction and job performance, where organizational commitment appeared positive correlations with job satisfaction and job performance (Przytuła et al. 2015). Accordingly, the following hypothesis is proposed in this study.

**H2:** Organizational commitment shows remarkably positive effects on work adjustment.

Yu et al. (2018) indicated that expatriates' adjustment would affect the environmental services coporation performance of the company, while cross-cultural training could help the job adjustment. In the ex post facto study on the cross-cultural training effectiveness of the US expatriates, Presbitero (2016) discovered that cross-cultural training could actually reduce culture shock, decrease time for adjusting to new culture, and appear effects on work adjustment. Varma et al. (2016) defined cross-cultural training as communication training, local culture comprehension training, and work skill training, and divided work adjustment into job satisfaction, work role behavior, and job performance. Seo et al. (2016) found out remarkable effects of communication training and local culture comprehension training on job satisfaction, notable effects of communication training, local culture comprehension training, and work skill training on work role, and significant effects of communication training and work skill training on job performance (Ferranto 2015). The following hypothesis is therefore proposed in this study.

**H3:** Cross-cultural training reveals notably positive effects on work adjustment.

## RESEARCH METHOD DESIGN

### Operational Definition and Measurement of Variable

#### *Cross-cultural training*

Referring to Li (2018), three dimensions are proposed for cross-cultural training in this study.

1. Cultural training: including the history, tradition, politics, economy, society, living conditions, and value of the stationed country, aiming to have overseas expatriates present basic knowledge of the host country and learn to respect local culture.

2. Language training: containing English and local language. Learning local language could help overseas expatriates communicate with local people and further understand the host country to acquire the political, economic, and market information of the host country.
3. Practical training: referring to assisting overseas expatriates and the family in integrating into local life, e.g. making friends, banking, shopping, laundry, and transportation, so that overseas expatriates could successfully adjust to new environment.

**Organizational commitment**

Referring to Chen et al. (2018), three dimensions are covered for the concept of organizational commitment.

1. Value commitment: belief in organizational objectives and value.
2. Effort commitment: willingness to make effort for pursuing organizational profits.
3. Retention commitment: strong desire to maintain the identity of an organizational member.

**Work adjustment**

Referring to Yu et al. (2018), job performance, role behavior, and job satisfaction are three important indicators for work adjustment.

1. Job satisfaction: individual satisfaction acquired from work, i.e. the consistency of individual objectives with rewards and opportunities offered in the workplace.
2. Role behavior: suitable job behavior, i.e. the consistency of individual work personality with expected behavior in the workplace.
3. Job performance: quality and quantity of work outcome, i.e. the consistency of individual work capability with skills required in the workplace.

**Research Object**

Aiming at environmental services industry, expatriates of environmental services industry in Guangdong Province are distributed 360 copies of questionnaire. Total 273 valid copies are retrieved, with the retrieval rate 76%.

**Test of Reliability and Validity Analysis**

The reliability of the research dimensions in this study achieves 0.7, revealing high reliability of the

**Table 1.** Confirmatory factor analysis

research dimension	overall model fit	analysis result
cross-cultural training	X2=0(P<0.001); DF=0; GFI=1.00; CFI=1.00	Excellent overall model fit
organizational commitment	X2=0(P<0.001); DF=0; GFI=1.00; CFI=1.00	Excellent overall model fit
work adjustment	X2=0(P<0.001); DF=0 ; GFI=1.00; CFI=1.00	Excellent overall model fit

**Table 2.** Correlation analysis

research dimension	$\alpha$	cross-cultural training	organizational commitment	work adjustment
cross-cultural training	0.82			
organizational commitment	0.83	0.28**		
work adjustment	0.90	0.32**	0.25**	

**Table 3.** Overall linear structural model analysis

overall model fit	X2/Df	1.466
	GFI	0.963
	AGFI	0.922
	RMR	0.005

Note: \* stands for p<0.05, \*\* for p<0.01, and \*\*\* for p<0.001

dimensions. Confirmatory factor analysis is applied to analyze the construct validity of the scales in this study. **Table 1** shows good convergent validity and construct validity of the scales in this study.

**ANALYSIS RESULT**

**Correlation Analysis**

From **Table 2**, cross-cultural training, organizational commitment, and work adjustment present remarkable correlations, revealing the possibility of multicollinearity among the research dimensions. Nested model analysis could be used for solving such a problem. Moreover, the notable correlations among research dimensions also reveal the consistency with the hypotheses.

**Overall Model Discussion**

From **Table 3**, the overall model fit standards  $\chi^2/Df=1.466$ , smaller than the standard 3, and  $RMR=0.005$  show that both  $\chi^2/DF$  and  $RMR$  are proper. Furthermore, chi-square value is sensitive to sample size that it is not suitable for directly judging the fit. However, the overall model fit standards  $GFI=0.963$  and  $AGFI=0.922$  are higher than the standard 0.9 (The closer  $GFI$  and  $AGFI$  to 1 revealing the better model fit) that the model presents better fit indicators.

**Table 4.** Nested model analysis

model	$\chi^2$	$\Delta\chi^2$	GFI	CFI	RMSEA
theoretical model	233.16		0.963	0.972	0.08
Model 1: Hypothesis test	237.48	4.32*	0.963	0.972	0.08
Model 2: Hypothesis test	240.72	3.24*	0.963	0.972	0.08
Model 3: Hypothesis test	246.38	5.66*	0.963	0.972	0.08

**Table 5.** Hypothesis test

research hypothesis	correlation	empirical result	P	result
H1	+	0.343	0.00	supported
H2	+	0.327	0.00	supported
H3	+	0.359	0.00	supported

### Research Hypothesis Discussion

With nested model, chi-square difference test is used for the research hypotheses, as each nested model appears the difference of a degree of freedom. In this case, when the difference between the chi-square value of the nested model and the chi-square value of the theoretical model reaches the significance, the path coefficient being set 0 is remarkable. The research results reveal the significance of the model. The nested model analysis results are shown in **Table 4** and the hypothesis test results are displayed in **Table 5**.

### CONCLUSION

The research results show that the practice of well-designed cross-cultural training could enhance employees' organizational commitment and further influence the work adjustment in environmental services industry. Employees in environmental services industry often face challenges from different cultural background that timely assistance with cross-cultural training could benefit the employees' job prospect as well as work attitudes and work adjustment to promote the environmental services corporations' performance under the internationalization challenge. When the cross-cultural training provided by a hotel could have the employees effectively learn relevant knowledge,

skills, and ability related to the work, the employees with better satisfaction with the cross-cultural training would complete the tasks assigned by the hotel, better accept the organizational objectives and value, and present strong desire to be the organizational members. An employee in environmental services industry therefore would agree with the organization, engage in more concerns to the organization, be more willing to contribute to the organization, and agree with the organizational objectives.

### RECOMMENDATIONS

By concluding the research results and findings, the following practical suggestions are proposed in this study.

1. Value commitment is a key factor in employee behavior that a hotel manager could enhance the employees' cognition of organizational value through the design of cross-cultural training for the professional knowledge and interpersonal relationship. Besides, a hotel manager should not tie the employees with money lure to avoid unnecessary adverse effect.
2. In the preparation of human resource department and relevant training units, employees' training needs should be investigated to properly reflect individual needs for knowledge and skills and actual difficulties in the task execution to the relevant units.
3. An environmental services industry often practice training for training, without definite training plans and ignoring training needs evaluation. The training therefore is superficial, with bad effectiveness. A hotel therefore should confirm the employees' training needs, set the cross-cultural training objective for exact implementation, and evaluate the training effectiveness afterwards.

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