CONTRIBUTION OF INTERCULTURAL MANAGEMENT ON THE PROFESSIONAL ACHIEVEMENT OF EMPLOYEES

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ABSTRACT

Organizational performance is based above all on optimal Human Resources management. But the cultural diversity of employees remains a delicate subject in human resources management. The alternative for every manager is therefore to know how to handle these resources, and to apply the aspects that allow them to be accomplished by setting up an intercultural management system. This raises the question of how intercultural management impacts organizational performance.

Based on the hypothesis that intercultural management contributes to the professional fulfillment of employees, this study aims to identify the variables of fulfillment that are impacted by intercultural management, using an opinion survey of 100 employees.

KEYWORDS: Human resources management, Employees, Management, Culture, Achievement.

1. INTRODUCTION

Energy is part of the universe in which we live. We do not see it, but we can observe the effects: it is thanks to energy that the earth turns around the ground, that plants grow and that animals grow.

Plants know how to use sunlight directly to live. Animals and humans feed on plants or other animals, and thus manage to recover the energy necessary for their growth and activities.

In addition, energy can pass from one form to another without getting lost.

Solar energy is the main source of energy on earth and is the source of most of the energy sources available on earth. Indeed, the sun is the key element of the earth's climatic machine and therefore it participates in the movements of winds (wind energy) and water (hydroelectric energy). In addition, thanks to solar panels installed on the facades or roofs of buildings (flat collectors).

Faced with the globalization of markets and competition, companies are forced to revise their development strategies. Numerous upheavals and changes have occurred in the labor market over time, including market globalization, increased competition and deregulation[1]. These variations have forced the different companies to look for techniques to improve their situation. In order to do this, many of them have had to rethink and rectify their management systems, as well as adapt them to the existing environment. The efficiency of the management of work teams within an organization allows it to adapt to the context and thus maintain a competitive advantage. But the different principles and points of view of employees often constitute an obstacle to the organization's performance. Cultural diversity is one of the contexts that require a specific management system.

Indeed, management is in charge of the general direction, planning and organization of the company's activities. And recently, intercultural management is one of the strategies for harmonizing the internal functioning of organizations.

As humans are commonly known as the driving force of the company, personnel issues become strategic. The professional achievement of employees is now considered as a source of organizational performance.

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[1] **Roy**, « *La mondialisation de l'Islam* »,1999.

But the question that arises is how does intercultural management impact organizational performance?

Based on the hypothesis that intercultural management contributes to the professional achievement of employees, this research aims, from a survey in the form of an opinion poll among a sample of 100 employees[2] , to identify the achievement variables impacted by intercultural management. In-depth statistical analyses of the results and structural modeling will serve as a basis for testing the association and influence relationships between the different variables of interest in the study.

I- CONCEPTUAL BASES

Management is defined as all the organizational techniques that are implemented for the management of an economic entity [3]. Management is a process that consists of a system of functions: communication, planning, direction, strategy formulation, among others, activities aimed at determining and achieving defined objectives within a human group through the application of resources.

Intercultural management[4] aims to develop models and concepts to analyze the specificities and diversity of cultures as well as the corresponding differences in management styles [5].
The notion of culture is concisely defined as that which makes sense.

According to Hofstede (1982), culture is essentially collective mental programming; it is the part we share with other members of our nation, or groups. Culture gives individuals a sense of belonging to a group in which they share the same ideas and values.

Culture can be understood through five elements[6]:

-Mental states: cultures are different from each other and these differences are reflected in the manipulation of sensory registers, i.e. the particular perception that each culture has of its environment.

-The types of behaviors; the practices, habits or behaviors that individuals have in their daily life allowing to establish the pattern of these cultural differences

-the know-how: the use of technique (the use of tools, trades), and the various methods of communication (language) are the basis for the implementation of particular know-how between the various cultures contributing to differentiate them and to build a heritage specific to each one of them

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[2] Characteristic in appendix
[3] **Bosche**, « *Le management interculturel* », Editions Nathan, Paris ,1993
[4] **Chevrier**, « *Le management interculturel* », Collection : Que sais-je ? 2010.
[5] **Deval et al**. "Le choc des cultures", 2008.
[6] **Bosche**, « *Le management interculturel* », Editions Nathan, Paris ,1993

-The products of the application of these skills are the material representations of culture such as houses, artistic and religious works, among others.

-Institutions and collective organization modes: the authors refer to structures such as production organizations (farms, workshops, factories,) or educational organizations (schools or universities)

Professional accomplishment is often analyzed from the concept of need. The last step of Maslow's pyramid, this need relates to the transcendental nature of the individual, i.e. the capacity of the individual to be what he/she can be. It is the extension of self-esteem through our impact on others. To be a fulfilled person requires the satisfaction of the four prerequisite steps on a daily basis. Societies in which the need for achievement is strong value individuals who have the desire to succeed and the spirit of initiative Achievement is identified by Herzberg's work as the first motivating factor. It is first in order of importance and power. Its effect is therefore undeniable. Considered by many as a higher-level need, achievement would represent a need that is mainly met at work. Professionals' satisfaction with the quality of the relationship they maintain is linked to their own sense of burnout and their sense of personal accomplishment.

Compensation is the primary motivator because it ensures that subsistence needs are met. Financial incentives are effective in mobilizing personnel, as they lead to the detection and rewarding of the involvement, performance and results of the most productive employees. Therefore, compensation becomes an essential and recognized component of the human resources strategy. It is the basis of the employee's motivation, because if the salary does not suit the employee, he will not be motivated to work. This is why bonuses and various increases exist.

Money is not an incentive for effort, but a symbol of success, a measure of success. It is in this sense that the entrepreneur sometimes seeks profit or monetary reward to prove to himself that he has succeeded.

Hierarchical support was a factor in preventing burnout among executives[7]. Considering this literature, hierarchical support and co-worker support should be negatively related to emotional exhaustion, depersonalization and positively related to personal accomplishment. Workplace support is defined as positive social relationships that involve free expression of ideas, friendship and encouragement as well as emotional and instrumental help that people give to each other in the workplace. Personal fulfillment can also be reflected in feelings of competence and self-actualization at work.

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[7] **Leroy et al**., «*Effet médiateur de la satisfaction des besoins psychologiques entre les contraintes, justice organisationnelle et personnalité avec le bien-être subjectif et l'épuisement professionnel* ». Psychologie du Travail et des Organisations, 2014.

Interactional justice (interpersonal and informational) has a beneficial effect on personal fulfillment. A pleasant work environment and social relations are also determinants of personal fulfillment.

II-RESULTS

Based on the results of the opinion survey, the importance of each item in characterizing intercultural management and the degree of personal accomplishment of the employees will be presented in turn. First, descriptive statistics are presented to give an overview of the frequency of responses to the questions. Subsequently, preliminary tests such as exploratory factor analyses and reliability analyses are highlighted to validate the measurement instruments and to have a greater assurance of their reliability.

2.1 Characterization of cultural management

The table below shows the trend in the respondents' answers to the items characterizing cultural management.

The items with an average frequency of less than 3 mean that the majority of employees tend to disagree with the statements made. Thus, our results show that the speed of conflict resolution is not reflected in their intercultural management system.

The items that extracted a mean frequency of 3 or more show that overall, they agree with the characterization

Table 1: Frequency of response modalities on intercultural management

Variables	ITEMS	Mean	Ecart-type
intercultural management	- religion	3.47	0.965
	- standard of etiquette	3.60	1.061
	- nationalism	3.30	1.280
	- personal appearance	3.33	0.986
	- hierarchical distance	3.03	1.057
	- collectivism	3.12	1.345
	- individualism	3.27	1.191
	- speed of conflict resolution	2.53	1.127
	- efficiency	3.14	1.155

Source: Authors, 2022

To carry out relevant analyses, reliable measuring instruments are needed first and foremost, which is why it was important to carry out preliminary tests. This is marked by two procedures dealing individually with the main variables of the theme: factor analysis and reliability analysis. The objective is to see which items are really suitable and should be retained to test the research hypothesis.

Table 2: KMO index and Bartlett test on intercultural management

Kaiser-Meyer-Olkin index for the measurement of sampling quality.		,524
Bartlett's sphericity test	Chi-square approx.	82,856
	ddl	36
	Meaning	,000

Source: Authors, 2022

With an approximate chi-square of 82.856 and a degree of freedom of 36, the p-value (0.000) is significant because it is less than 0.5. The data are therefore factorable.

Table 3: Total explained variance of intercultural management

	Initial eigen values			Sums extracted from the load square		
Composante	Total	% of variance	% Cumulative	Total	% of variance	% Cumulative
1	6,086	67,619	67,619	6,086	67,619	67,619

Source: Authors, 2022

Based on the 9 items including: religion, etiquette norm, nationalism, personal appearance, hierarchical distance, collectivism, individualism, speed of conflict resolution, efficiency introduced in the PCA, the initial data are represented at 67.619% which are represented on a single factor. Nevertheless, these results are relevant, as they are well over 65%. The single factor obtained explains the model by 67.619%. As for the item extraction values, they are represented below

Table 4: Matrix of components on intercultural management

	Composante
	1
Religion	,504
standard label	,816
nationalism	,512
personal appearance	,503
hierarchical distance	,521

collectivism	,777
individualism	,611
Speed of conflict resolution	,536
Efficiency	,543

Extraction method: Principal component analysis.
Source: Authors, 2022

Table 5: Representation qualities of items on intercultural management

	Initials	Extraction
Religion	1,000	,669
standard label	1,000	,723
nationalism	1,000	,575
personal appearance	1,000	,726
hierarchical distance	1,000	,804
collectivism	1,000	,728
individualism	1,000	,734
Speed of conflict resolution	1,000	,506
Efficiency	1,000	,631

Extraction method: Principal component analysis.
Source: Authors, 2022

No component was extracted from the matrix, so the intercultural management items are grouped under a single dimension. The extraction values of the items are higher than 0.5, justifying once again their relevance. It is this single dimension that will be treated in the rest of the analyses. Thus, the selected dimension of intercultural management is represented in this table.

Table 6: Reliability statistics for cultural management items

Alpha of Cronbach	Number of elements
,501	9

Source: Authors, 2022

With a Cronbach's alpha of 0.501. However, the ideal is greater than or equal to 0.7, but we can accept this value because it is approximately equal to 0.5 which is an acceptable threshold. This dimension of intercultural management, which includes the 9 items, is reliable for conducting the analyses.

2.2 Level of well-being and professional accomplishment

As with the first variable, the following table shows the trend in the respondents' answers regarding their professional achievements.

Table 7: Response Modalities on Professional Achievement

Variables	ITEMS	Means	Ecart-type
Professional Achievement	- salary	3.18	1.149
	- production bonuses	2.77	1.240
	- various benefits	3.12	0.999
	- social relationship	3.40	1.291
	- hierarchical support	3.65	1.247
	- atmosphere	3.17	1.380
	- sense of competence	3.17	1.224
	- interactional justice	3.23	1.155
	- responsibility	3.16	1.184

Source: Authors, 2022

The item production bonus with a mean frequency clearly below 3 means that employees do not agree with the statement that production bonuses are their professional achievements.

Table 8: KMO Index and Bartlett Achievement Test

Kaiser-Meyer-Olkin index for the measurement of sampling quality.		,503
Bartlett's sphericity test	Chi-square approx.	154,570
	Ddl	36
	Meaning	,000

Source: Authors, 2022

With an approximate chi-square of 154.570 and a degree of freedom of 36, the p-value (0.000) is significant, as it is less than 0.5. The data are therefore factorable.

Table 9: Total Variance Explained on Personal Achievement

	Initial eigenvalues			Sums extracted from the load square		
Composante	Total	% of variance	% cumulative	Total	% of variance	% cumulative
1	6,926	76,960	76,960	6,926	76,960	76,960

Extraction method: Principal component analysis.
Source: Authors, 2022

Based on the 9 items including: salary, production bonuses, various benefits, social relationship, hierarchical support, atmosphere, feeling of competence, interactional justice, responsibility introduced in the PCA, the initial data are represented at 76.960% which are represented on a single factor. Nevertheless, these results are relevant, as they are well above 65%. The single factor obtained explains the model by 76.960%. As for the extraction values of the items, they are represented below

Table 10: Component Matrix on Personal Achievement

	Component
	1
Salary	,502
Production bonuses	,767
Various benefits	,707
Social relationship	,625
Hierarchical support	,569
Atmosphere	,536
Sense of competence	,542
Interactional justice	,628
Responsibilities	,508

Source: Authors, 2022

Table 11: Representational qualities of professional achievement items

	Initials	Extraction
salary	1,000	,851
Production bonuses	1,000	,796
Various benefits	1,000	,799
Social relationship	1,000	,815
Hierarchical support	1,000	,856
atmosphere	1,000	,655

Sense of competence	1,000	,659
Interactional justice	1,000	,772
responsibilities	1,000	,724

Extraction method: Principal component analysis.

Source: Authors, 2022

No component was extracted from the matrix, so the intercultural management items are grouped under a single dimension. The extraction values of the items are higher than 0.5, justifying once again their relevance. It is this single dimension that will be treated in the following analyses.

Therefore, for this reliability analysis, the selected dimension of intercultural management is represented in this table.

Table 12: Reliability Statistics on Professional Achievement

Alpha of Cronbach	Number of elements
,546	9

Source: Authors, 2022

With a Cronbach's alpha of 0.546. However, the ideal is greater than or equal to 0.7, but we can accept this value because it is approximately equal to 0.5 which is an acceptable threshold. This dimension of personal accomplishment, which includes the 9 items: salary, production bonuses, various benefits, social relations, hierarchical support, atmosphere, feeling of competence, interactional justice, and responsibility, is reliable for conducting the analyses.

III- DISCUSSION

Since our hypothesis suggests that intercultural management contributes to professional achievement, it is necessary to verify the correlation between the variables, i.e. the impact of intercultural management on the items measuring professional achievement.

It should be remembered that our analyses will be based on the variables outlined in the theories:
Intercultural management is based on 3 variables:

   -Cultural diversity whose items are: religion, etiquette, nationalism, personal appearance
   -intercultural dimension whose items are: hierarchical distance, collectivism, individualism
   -Conflict management with the following items: speed of conflict resolution, efficiency

And personal fulfillment is also based on 3 variables:

   - Remuneration, whose items are: salary, production bonuses, and various benefits.

- Working conditions, whose items are: social relations, hierarchical support and atmosphere
- Value whose items are: feeling of competence, interactional justice, responsibility.

3.1 Influence of intercultural management on remuneration, particularly the various benefits

Table 13: ANOVA on intercultural management and compensation

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	12,233	4	3,058	3,602	,011[b]
	Residual	46,700	55	,849		
	Total	58,933	59			
2	Regression	14,164	7	2,023	2,350	,037[c]
	Residual	44,769	52	,861		
	Total	58,933	59			
3	Regression	22,021	9	2,447	3,314	,003[d]
	Residual	36,912	50	,738		
	Total	58,933	59			

a. Dependent variable: various benefits

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The three models are significant because p-values: 0.011; 0.037; 0.003 less than 0.05. The null hypothesis is rejected. Therefore, it is possible to affirm that the various benefits depend on intercultural management.

Table 14: Summary of intercultural management and compensation models

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig. Variation F
1	,456[a]	,208	,150	,921	,208	3,602	,011

| 2 | ,490[b] | ,240 | ,138 | ,928 | ,033 | ,748 | ,529 |
| 3 | ,611[c] | ,374 | ,261 | ,859 | ,133 | 5,322 | ,008 |

a. Dependent variable: various benefits

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

Source: Authors, 2022

As previously stated, the 3 Models are significant, and their explanatory powers are 20.8%, 24%, 37.4%; this means that all the variables introduced in these Models explain 20.8%, 24%, 37.4% of the variation in hierarchical support. An improvement of 20.8%, 3.3% and 13.3% was observed when intercultural management was introduced.

These variations are statistically significant (p-values= 0.011; 0.029; 0.008 which are less than 0.05).

The explanatory variable intercultural management in the organization, namely cultural diversity, intercultural dimension and conflict management, has an influence on the various benefits received by employees.

3.2 Influence of intercultural management on working conditions, especially social relations

Table 15: ANOVA on intercultural management and social relations

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	19,725	4	4,931	3,447	,014[b]
	Residual	78,675	55	1,430		
	Total	98,400	59			
2	Regression	21,440	7	3,063	2,069	,006[c]
	Residual	76,960	52	1,480		
	Total	98,400	59			
3	Regression	39,972	9	4,441	3,801	,001[d]
	Residual	58,428	50	1,169		
	Total	98,400	59			

a. Dependent variable: social relationship

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance,

individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The 3 Models are significant because p-values: 0.014; 0.006; 0.001 are lower than 0.05. The null hypothesis is rejected. Therefore, it is possible to affirm that the social relationship depends on the intercultural management, in particular, the cultural diversity, the intercultural dimension and the conflict management.

Table 16: Summary of Intercultural Management and Social Relationship Models

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig.Variation F
1	,448[a]	,200	,142	1,196	,200	3,447	,014
2	,467[b]	,218	,113	1,217	,017	,386	,006
3	,637[c]	,406	,299	1,081	,188	7,929	,001

a. Dependent variable: social relationship

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

As previously stated, the 3 Models are significant, and their explanatory powers are 20%, 21.8%, 40.6%; this means that all the variables introduced in these Models explain 20%, 21.8%, 40.6% of the variation in hierarchical support. These variations are statistically significant (p-values= 0.014; 0.006; 0.001 which are less than 0.05). The explanatory variable intercultural management in the organization, in particular cultural diversity, the intercultural dimension and conflict management, has an influence on the social relationship of employees

3.3 Influence of intercultural management on working conditions, especially on hierarchical support

Table 17: ANOVA on intercultural management and hierarchical support

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	17,511	4	4,378	3,244	,018[b]
	Residual	74,223	55	1,350		
	Total	91,733	59			
2	Regression	32,940	7	4,706	4,162	,001[c]
	Residual	58,794	52	1,131		
	Total	91,733	59			
3	Regression	39,934	9	4,437	4,283	,000[d]
	Residual	51,800	50	1,036		
	Total	91,733	59			

a. Dependent variable: hierarchical support

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The 3 Models are significant because p-values: 0.018; 0.001; 0.000 are lower than 0.05. The null hypothesis is rejected. Therefore, it is possible to affirm that hierarchical support depends on intercultural management, in particular, cultural diversity, intercultural dimension and conflict management.

Table 18: Summary of Intercultural Management and Line Management Models

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig. Variation F
1	,437[a]	,191	,132	1,162	,191	3,244	,018
2	,599[b]	,359	,273	1,063	,168	4,549	,007
3	,660[c]	,435	,334	1,018	,076	3,375	,042

a. Predictors: (Constant), personal appearance, nationalism, religion, standard etiquette

b. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance,

individualism, collectivism

c. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

As previously stated, the 3 Models are significant, and their explanatory powers are 19.1%, 35.9%, 43.5%; this means that all the variables introduced in these Models explain 19.1%, 35.9%, 43.5% of the variation in hierarchical support. These variations are statistically significant (p-values= 0.018; 0.007; 0.042 which are less than 0.05). The explanatory variable intercultural management, namely cultural diversity, the intercultural dimension and conflict management, has an influence on hierarchical support.

3.4 Influence of intercultural management on the working conditions, especially the atmosphere

Table 19: ANOVA on intercultural management and atmosphere

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Régression	17,357	4	4,339	2,513	,040[b]
	Residual	94,976	55	1,727		
	Total	112,333	59			
2	Régression	25,496	7	3,642	2,181	,030[c]
	Residual	86,837	52	1,670		
	Total	112,333	59			
3	Régression	33,407	9	3,712	2,351	,027[d]
	Residual	78,926	50	1,579		
	Total	112,333	59			

a. Dependent variable: atmosphere

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The 3 Models introducing the explanatory variables are significant because the respective p-values: 0.04; 0.03; 0.027< 0.05. Therefore, the null hypothesis is rejected. Therefore, it can be stated that the atmosphere in the organization depends partly on the intercultural management in the company.

Table 20: Summary of Intercultural Management Models and Atmosphere

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig. Variation F
1	,393ᵃ	,155	,093	1,314	,155	2,513	,049
2	,476ᵇ	,227	,123	1,292	,072	1,625	,005
3	,545ᶜ	,297	,171	1,256	,070	2,506	,002

a. Predictors: (Constant), personal appearance, nationalism, religion, standard etiquette

b. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

As it was said before, the 3 Models that involve the explanatory variables are significant and its explanatory power has evolved from 15.5%, 22.7% to 29.7%, which means that all the variables introduced in the Model explain 15.5%, 22.7% to 29.7% of the variation of the responsibility. Furthermore, it was found that this Model improves by 15.5%, 7.2% and 7% when introducing the intercultural management.

These variations are statistically significant (p-values = 0.049; 0.005, 0.002 < 0.05). The explanatory variable "intercultural management" has an influence on the atmosphere in the organization

3.5 Influence of intercultural management on value, especially the feeling of competence

Table 21: ANOVA on intercultural management and sense of competence

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	31,612	4	7,903	7,663	,000ᵇ
	Residual	56,722	55	1,031		
	Total	88,333	59			
2	Regression	35,233	7	5,033	4,929	,000ᶜ
	Residual	53,100	52	1,021		
	Total	88,333	59			
3	Regression	51,299	9	5,700	7,695	,000ᵈ
	Residual	37,034	50	,741		

	Total	88,333	59				

a. Dependent variable: feeling competent

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The 3 Models introducing the explanatory variables are significant because their respective p-values: 0.000; 0.000; 0.000 <0.05. Therefore, the null hypothesis is rejected. Therefore, it can be stated that the employees' feeling of competence depends partly on the intercultural management in the company.

Table 22: Summary of Intercultural Management Models and Sense of Competence

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig. Variation F
1	,598[a]	,358	,311	1,016	,358	7,663	,000
2	,632[b]	,399	,318	1,011	,041	1,182	,036
3	,762[c]	,581	,505	,861	,182	10,845	,000

a. Predictors: (Constant), personal appearance, nationalism, religion, standard etiquette

b. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

As it was said before, the 3 Models that involve the explanatory variables are significant and its explanatory power has evolved from 35.8%, 39.9% to 58.1%, which means that all the variables introduced in the Model explain 35.8%, 39.9% to 58.1% of the variation of the responsibility. On the other hand, it was found that this Model improves by 35.8%, 41% and 18.2% by introducing the intercultural management. These variations are statistically significant (p-values = 0.000; 0.036, 0.000 < 0.05). The explanatory variable "intercultural management" has an influence on the employees' feeling of competence

3.6 Influence of intercultural management on value including responsibility

Table 23: ANOVA on intercultural management on responsibility

Model		Sum of squares	ddl	Medium square	F	Sig.
1	Regression	19,905	4	4,976	4,356	,004[b]
	Residual	62,828	55	1,142		
	Total	82,733	59			
2	Regression	32,576	7	4,654	4,825	,000[c]
	Residual	50,157	52	,965		
	Total	82,733	59			
3	Regression	39,137	9	4,349	4,987	,000[d]
	Residual	43,596	50	,872		
	Total	82,733	59			

a. Dependent variable: responsibilities

b. Predictors: (Constant), personal appearance, nationalism, religion, norm etiquette

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

d. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

The 3 Models introducing the explanatory variables are significant because the respective p-values: 0.004; 0.000; 0.000 <0.05. Therefore, the null hypothesis is rejected. Therefore, it can be stated that the responsibility of employees depends partly on the intercultural management in the company.

Table 24: Summary of Intercultural Management and Responsibility Models

Model	R	R-two	R-two adjusted	Standard error of estimation	Modify statistics		
					Variation of R-two	Variation of F	Sig. Variation F
1	,491[a]	,241	,185	1,069	,241	4,356	,004
2	,627[b]	,394	,312	,982	,153	4,379	,008
3	,688[c]	,473	,378	,934	,079	3,762	,030

a. Predictors: (Constant), personal appearance, nationalism, religion, standard etiquette

b. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism

c. Predictors: (Constant), personal appearance, nationalism, religion, norm label, hierarchical distance, individualism, collectivism, speed of conflict resolution, efficiency

Source: Authors, 2022

As it was said before, the 3 Models that involve the explanatory variables are significant and its explanatory power has evolved from 24.1%, 39.4% to 47.3%, which means that all the variables introduced in the Model explain 24.1%, 39.4% to 47.3% of the variation of the responsibility. On the other hand, it was found that this Model improves by 24.1%, 15.3% and 7.9% by introducing the intercultural management. These variations are statistically significant (p-values = 0.004; 0.008, 0.030 < 0.05). The explanatory variable "intercultural management" exerts an influence on responsibility.

In summary, from the ANOVA test and summary of the Models of these two major variables, it could be deduced that first, for compensation, only the various benefits are influenced by intercultural management. Then, for the working conditions, all the items: the social relationship and the hierarchical support, the atmosphere are influenced by the intercultural management. Finally, for the value, the feeling of competence and responsibility are influenced by intercultural management

So even though the 3 items including salary, production bonus for compensation, and interactional justice, are not influenced by intercultural management. It can be stated that intercultural management contributes to the professional achievements of the employees.

CONCLUSION

In order to evaluate the contribution of intercultural management on employees' professional achievement, this study was based on the analysis of the results of opinion polls among a sample of 100 employees. The different statistical techniques of analysis starting from factorial analysis and correlation analysis allow to affirm that intercultural management has an impact on professional accomplishment by acting on remuneration, working conditions and the feeling of competence.

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APPENDIX

Table 25: Sample Characteristics Table

Variables	Modality	Fréquence (%)
GENDER	-Men	66.66
	-Female	33.33
AGE	--Under 30 to 40 years old	58.33
	-41 to 50 years old	25
	-More than 50 years old	16.66
DEGREE	-BEPC	8.33
	-BAC	13.33
	-BAC+2 BTS	20
	-BAC+3	25
	-BAC+4/5- Doctorate	33.33
FORMER POST	-Less than 1 year to 6 years	50
	-Less than 7-15 years	16.66
	-More than 15 years	33.33
PREVIOUS COMPANY	-Less than 1 year to 6 years	16.66
	-7-15 years old	33.33
	-More than 15 years old	50
CSP	-Head of department	8.33
	-Head of department	16.66
	-Manager	58.33
	-Other	16.66

Source: Authors, 2022