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# The Cross-Cultural Adaptability Investigation into the Relationship between Continuance Commitment and Job Performance

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*Abstract:*
*The research aims at studying cross-culture adaptability into relationship between continuance commitment and job performance. Data for study were collected from 50 employees who were from different countries (China, Pakistan, Iran, Bangladesh, U.S.A, Belgium, Ghana, Nigeria, Tanzania, Kenya and Rwanda) at the University of Science and Technology of China. Correlation analysis was used to establish the relationship of variables in two hypotheses; H1 and H2. Multiple regression analysis was also adopted to test the relationship between independent variables (Cross-cultural adaptability, continuance commitment and intrinsic motivation) and dependent variable (Job performance) in H3:H4: and H5:*

*Keywords: Cross-Cultural Adaptability, Continuance Commitment, Job Performance*

## 1. Introduction

Nowadays, the world is becoming a global village; people have been brought closer together with technological achievements of this modern time. It means that people from different parts of the world and with different cultural background are working and communicating together. This fact is in a way interesting, but dealing with people from different cultures requires knowing cultural diversities; for instance, the way we deal with them; what we say and what we should avoid saying; how to communicate and to be aware of the cultural taboos because what is accepted in one culture might not be accepted in another (Kawar, 2012).

The concept of culture has been stated in different ways. Dolan and Lingham (2012) states that, culture can be defined as a set of values and commonly held beliefs that determine which behaviors are acceptable and expected for a given group. And thus countries, religious and ethnic groups, and organizations all have cultures. This definition is on the same line with Schein's (2004) definition that states, culture as abstraction, yet the forces that are created in the social organizational situations that derive from culture are powerful.

### 1.1. Cross Culture

Cross-cultural could easily be understood literally, from different cultures. It refers to the phenomenon born by market globalization; companies go out of their countries to other countries to do business, bring their culture with the companies to another culture, which means cross-culture (McClelland, 1973). International firms are good example of cross-culture; they do business internationally, every time they enter into new country, cross-culture happens with it. There is a wide gap between the way of conceptualize and operationalize culture in cross-cultural studies, it might be due to the difficulties caused by definitions and measurements of such complex and multidimensional construct (Kitayama, 2002; Schaffer and Riordan, 2003; Taras, Rowney, and Streel, 2009). Culture is conceptualized with different faces that encourage peoples' behavior through exposed values from their interaction with their external environment (D'Andrade, 1981; Geertz 1973; Hannerz, 1992). According to Earley, 2006; Shenkar, 2001, cultural differences is seen as a predominantly measured using national variances, with associated prescriptive and predictive capabilities (Allik and Realo, 2009; Hofsted, 1991; House et al., 2004; Oller-Malaterre, Valcour, Den Dulk and Kossek, 2013).

In order for the international companies to undergo cross-cultural management, the managers should clearly understand the differences and similarities of their own and destination's culture so that they can overcome the conflicts generated from culture differences; during the process of management, the managers need to learn and promote the way of management according to the new knowledge they learn from cross-culture management experiences (Jing, 2010).

Wang, (2009) stipulates that, cross-cultural management is not a new concept; it is originated in the ancient international trade and business exchanges. As early as ancient times, the ancient Egyptians, Phoenicians, and Greeks began oversees trade, and knew how to business with people with different culture backgrounds. To the Renaissance, the Danish, British, and other European merchants had established a worldwide commercial group; when they were dealing with people from other culture backgrounds, they would be sensitive with their language, beliefs and habits to avoid the conflicts so that

they could achieve smooth transactions. Coffey, Trew and Trigunarsyar (2012) explain the four-cross-cultural management; involvement, consistency, adaptability and mission depicted on dimensional organizational culture model. This study considered only adaptability cultural management.

*1.2. Cross-Cultural Adaptability*

Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability and mission that have been shown in the literature to have an influence on organizational performance (Denison, 1990; Denison & Mishra, 1995). This study investigated only one trait "adaptability" in the relationship between continuance commitment and organizational performance.

According to Ward (2006), adaptation refers to the process of altering one's behavior fit within a new environment and circumstances or positive response to social pressure. Cross-cultural Adaptability is an effective outcome because it represents response to social pressure (Black, Ferzandi, Gregersen and Shafer, 2006). When individual moves out of home cultural settings have to be adjusted in unfamiliar settings to perform better. It is stipulated by Burke, Pierce and Salas (2006) that, cross-cultural adaptability is to be achieved on three levels; individual, team and organization. Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaption can often be odds. Adaptable organizations are driven by their employees, take risks and learn from their mistakes, and have capability and experience at creating changes (Nadler, 1998). The employees are seen to undergo continuously changing the system so that they are improving the organization's collective ability to provide value for their customers (Stalk, 1998).

Adaptability predicts employee commitment more than any other organizational culture traits. Employees are more committed to organizations that adapt changing circumstances. Organizations should encourage innovation and team work among employees that will enable employees to adapt in an environment of change, thereby improving their commitment (Ikyanyon & Nongo, 2012). The researcher of this study decided to use individual adaptability because it presents the solid base for team and organizational adaptability and is directly affected by willingness of individuals to interact with other employees. According to Kelley and Meyers, (1995b) an individual who is culturally adaptable recovering easily when situations go bad, enjoy the opportunity of being exposed to the different behavior of other cultures and maintain personal identity when exposed to different cultural values. As argued by Cateora and Ghauri (2006) that, adaptation does not necessary mean that companies or organizations have to give up their ways and completely change to conform to local customers. Instead, the key adaptation is to remain oneself, and simultaneously develop an understanding and willingness to accommodate to the cultural differences, which might cause anxiety, frustration and misunderstanding of the host's intentions. Browaeys and Price (2008) further emphasized the importance of understanding the characteristics of the host country's culture; "if awareness of cultural differences is consciously raised, then the ability to analyze the effectiveness of employing business policies in differing cultural environment is considerable improved".

*1.3. Continuance Commitment*

Continuance commitment is among the three-component model of organizational commitment developed by Allen and Meyer (1990), Meyer and Allen (1991, 1997), Herscovitch and Meyer (2001). Other two identified dimensions of organizational commitment are affective and normative. Allen and Meyer (1990) as cited by Erez, Holtom, Lee, Mitchell, and Sablynski (2001) explain that the three-dimensional model (affective, continuance and normative) is the most current and widely used. Jaros, Jermier, Koehler and Sincich, (1993), differentiated normative commitment from affective and continuance commitment. There is similarity between normative commitment and moral commitment. Normative commitment is a sense of obligation or duty towards the organization. Normative commitment differs from continuance commitment because it is not dependent on the investments that employees have put into organization in the form of time and effort. It is also stated by Becker, Randall and Reigel (1995) that, the three dimensions of organizational commitment are not mutually exclusive. Individuals can establish any one, or a combination of all of three dimensions of commitment. These three dimensions of organizational commitment differ from each other based on their underlying motives and outcomes; that is why the researcher of this study decided to consider only one dimension "*continuance commitment*" in relation to job performance.

Continuance commitment is defined by Allen and Meyer (1997) as "awareness of the cost associated with leaving the organization". This type of commitment is calculated in nature because of individual's perception or weighing of costs and risks associated with leaving the current organization. Meyer and Allen (1991) further stipulate that, "employees whose primary link to the organization is based on the continuance commitment remain because they need to do so". The lack of alternatives element states the more specific an employee's skills become to a particular organization the less likely they will leave (Scholl, 1981). Wiener (1982) argues that anything that increases perceived costs can be considered as an antecedent; the felling to remain in the organization may result from an individual prior to his entry into the organization.

Continuance commitment in a particular way is an instrumental attachment to the organizations, where the individual's association with the organization is based on an assessment of economic benefits gained (Beck & Wilson, 2000). The concept is based on Becker's Side-Bet Theory (1960) and described as the need component or the gains versus losses of working in an organization. The Side-Bet Theory states that when individuals remain in the employment of an organization for long period, they accumulate investments which become costly to lose when an individual leaf an organization.

### 1.4. Job Performance

Business dictionary defines job performance as a work performance in terms of quantity and quality expected from each employee. Commitment of employees can be an important instrument for improving job performance in an organization. In most of organizations the high rate of stress leads to lower satisfaction and in turn produces very low organizational commitment (Elangovan, 2001). According to Byars and Rue, (2000) job performance refers to the kind of outcomes after a job finished. It represents the levels of achievement of each job. Chang, Huang, Tsao and Wang (1997) and Hsu, (2005) stipulate that, job performance is an employee's overall work outcomes including efficacy, efficiency and effectiveness. It is the willing to perform, capacity to perform and opportunity to perform the three factors to influence job performance (Blumberg and Pringle, 1982). It is also stipulated by Linn and LePine, (1998) that official regulations can be an evaluation basis for job performance. Moreover, some previous studies have recognized that organizational commitment can be independent variable with job satisfaction as dependent variable (Bateman & Strasser, 1984).

### 1.5. Intrinsic Motivation, Affective Motivation and Performance

Van Knippenberg (2000) stipulates that, motivation is among the factors for helping employees to perform proficiently. Researchers have distinguished between intrinsic motivation and extrinsic motivation (Frey & Jegen, 2001; Melancon, & Noble, 2010; Pierce, Cameron, Banko & So, 2003); according to Amabile, Hill, Hennessey & Trighe, (1994), Intrinsic motivation is understood as the inspiration which emanates from the inherent nature of the job whilst extrinsic motivation is the incentive to do a job driven by external factors. Intrinsic motivation originates within the individual who learns for the joy, satisfaction and sense of accomplishment (Yokoch, 2003). This study specifically focused on intrinsic motivation as Asad and Dainty (2005) found that employees are largely motivated by intrinsic factors and that it is these factors which contribute to their retention.

According to Forgas (2001), theoretical contributions on affective motivation have suggested that affective is a subjective awareness that may determine whether individual stimuli perform an action. Previous research suggests that releasing affective motivation may either lead to beneficial or detrimental outcomes (Baron, Tang & Hmieleski, 2011; Baron, Henry and Hmieleski, 2012; Cardon, Sudek and Mittenes, 2009). It is suggested by these authors that the nature of extreme affective motivation can be beneficial in meeting more challenging goals, providing innovative ways to solve problems and producing high levels of commitment to organizational goals. According to Lawrence and Tsai (2011); Ramau, Rose and Wei (2012) motivation helps in cultural adaption due to the reason that higher motivational have an intrinsic interest in other cultures and expect to be successful in cultural diverse situations.

### 1.6. Cross-Cultural Adaptability and Job Performance

There is an argument by Bliese and Ployhart (2006) that, cross-cultural adaptability consists of ability, skills, disposition, willingness to change or to fit along with different tasks, social and environment features. Cross-Cultural Adaptability in working place reduces stress and strain which in turn may improve job performance (Kraimer, Jaworski and Wayne 2001; Kumar, Ramalu and Rose, 2010; Ramalu, Wei and Rose, 2011). According to Paulsson, Ivergard and Hunt, 2005; Karaevli and Hall (2006) Motivation helps in Cross-Cultural Adaptability because employees with higher motivational have an intrinsic interest in other cultures and expected to be successful in culturally diverse situations. Adaptability depicts the ability of organization in translating the demands of the business environment into action (Coffey, Trew and Trigunarsyah, 2012).

## 2. Empirical Literature Review

Research on cross-cultural adaptability has probably been of the most explored fields of study as the new millennium began (Hammer *et al*, 2003). Bhawuk and Brislin (1992) explain that, "to be effective in another culture, people must be interested in other cultures, must be sensitive enough to notice culture differences, and willing to modify behavior as an indication of respect for people of other culture".

There are few major studies that have concerned cross-cultures into relationship between continuance commitment and job performance.  Organizations should introduce norms and values facilitate success in performance (Karrer-Rueedi, 1997; Kotter and Heskett, 1992). The studies by Lee and Sukoco (2010) and Sri Ramalu, Che Rose, Uli and Kumar (2010), Ang et al (2007) and Ang *et al* (2004) that all targeted to research about the cross-cultural management particularly cultural intelligence in relation to job performance found that there is a significant positive relationship between culture intelligence and job performance. Meeting the role of expectations (continuance commitment) is an important element in the assessment of individual's job performance (Katz & Kahn, 1978). In the international assignments, individuals often receive poor job performance evaluation from supervisors when they have different culture background, do not understand cultural differences in role expectations and do not conform to role expectations (Stone-Romero, Stone, & Salas, 2003). Their findings are in the same line with Barrick and Mount's (1991) that researched on domestic extraversion personality is more reliable in predicting performance specifically in the sales contexts that require interaction with others. Barrick and Mount found that individuals high on cultural intelligence have the capabilities to gather and manipulate information, draw inferences and enact on cognitive, emotive or behavioral actions in response to cultural cues of the host country (Early & Ang, 2003). According to Bhaskar et al (2005), organizations need to take necessary action to improve cross-cultural adjustment so that a higher level of performance achieved. Cohen (2003). Kotter and Heskett (1992) conducted a study concerning cross-cultural adaptability

using 207 firms, over a five-year period to examine the relationship of strong culture and performance and found only a modest correlation. Moreover, companies with cultures suited to their market environment performed better. According to the study by Gotwan *et al*(1992) that demonstrated using data, from management surveys of 11 US insurance firms in 1981, both a strong culture regardless of content and substantive value placed on adaptability are associated with better performance for two to subsequent years on two criteria measures of assets and premium growth rates from 1982 to 1987.Beer et al (1984), Meyer and Allen (1997), Ricketta (2002), Namutebi (2006) and Murlis (2007) all have written about employee benefits and effect on continuance commitment in the past decade. Luthans, McCaul and Dodd (1985), explain that organizational commitment will significantly and positively affect to job performance.

### 2.1. Research Hypothesis
In order for the researcher to investigate the cross-cultural into relationship between continuance commitment and job performance, the following presumed relationship will be tested;
 ➤ H1: There is a significant relationship between cross-cultural adaptability and continuance commitment.
 ➤ H2: There is a significant relationship between intrinsic motivation and affective commitment.
 ➤ H3: Continuance commitment will have a relationship and affect job performance.
 ➤ H4: Cross cultural adaptability will positively affect and significantly to job performance.
 ➤ H5: There is a significant relationship between intrinsic motivation and job performance.

## 3. Methods

### 3.1. The Research Area
        The study was carried out at the University of Science and Technology of China. In this University people from different countries with different cultures are found. Some of these people have been employed and others come to get education as international students. This situation enabled the research to get valid data about the topic.

### 3.2. Target population, Sample Size and Data Collection
        The target population in this study was made up of the employees with different cultures from different countries (*China, Pakistan, Iran, Bangladesh, U.S.A, Belgium, Ghana, Nigeria, Tanzania, Kenya and Rwanda*) in the University of Science and Technology of China. Sample size was made up with 50 participants who were the employees from mentioned countries. Data were collected by using the well-structured questionnaires with *close-ended* and *open-ended* questions.

### 3.3. Measures
        For the purpose of measuring organizational culture particularly Cross-Cultural Adaptability (Denison, 2000), the organizational culture survey instrument items on a five Likert scale with anchors strong disagree =1; to strong agree=2 was used. This instrument was based on only one among the four cultural traits (involvement, consistency, adaptability and mission). The concerned culture trait was "adaptability".
        In the case of continuance and affective commitment, a form of organizational commitment was measured with items developed by Meyer and Allen (1984).  According to McGee and Ford (1987) the Meyer and Allen scale consists of two subscales, one measuring the sacrifices that individual must make to leave an organization, the other measuring the options and alternatives the individual perceives. Responses were made with five-point scales ranging from 1, "strong disagree" to 5, "strong agree".
        To measure intrinsic motivation, an item-scale developed by Amabile et al (1994) to measure intrinsic and extrinsic motivation was used. An example of an item with regard to intrinsic motivation is "What matters most to me is enjoying what I do". The answer categories ranged from 1-strong disagree to 5 strong agree.
        To measure performance, the study adopted the performance measurement process based on the indicators identified by Kaplan and Norton (1993) respectively Ittner and Larcker (2003), a list of financial and non-financial indicators. The respondents were asked to what extent the indicators from the list were used to measure performance using the 1-5 Likert scale.

### 3.4. Data Analysis
        The study employed correlation coefficient analysis to test the two hypotheses (H1 & H2). First, the analysis used to establish the relationship between cross-cultural adaptability and continuance commitment (H1); second, to establish the relationship between intrinsic motivation and affective commitment (H2).  Correlation coefficients provide linear relationship between two variables; it can be positive or negative. Cramer and Howitt (2006) stipulate that, a positive correlation indicates that high scores on one variable go with high scores on the other variable. On other side, a negative correlation shows that high scores on one variable go with low scores on another variable. The correlation coefficient normally lies between (-1.0) and (+1.0). Always coefficient closed to (0.0) represents weak relationship. The bigger the correlation leads to the higher the relationship. The coefficients that close to (+1.0 and (-1.0) usually illustrate strong relationship. It is argued by Howitt and Cramer (2006) and Cronk (2008) that, correlations greater than 0.7 are usually considered as being large, strong or big. The

authors continue to argue that correlation less than 0.3 are considered as being small, weak or low while those between 0.3 and 7 are regarded as moderate or modest.

Multivariate analysis employed multiple linear regression analysis models for establishing relationship between job performance and three independent variables (Continuance commitment, cross-cultural adaptability and intrinsic motivation). According to Pallant (2005), multiple linear regression analysis allows the prediction of one variable from two or more than two variables. In this study, multiple analysis was used to test three hypotheses (H3: H4: and H5).

The regression model equation which was used is described below;

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$...................

Y = Dependent Variable (Job performance)

Xs = Independent Variables

$a$ = Y intercept, where the regression line crosses the Y axis

$b_1$ = the partial slope for $X_1$ on Y

$X_1$ = Cross-Cultural Adaptability

$X_2$ = Continuance Commitment

$X_3$ = Intrinsic Motivation

## 4. Results

### 4.1. Correlation Coefficient Analysis

- H1: There is a significant relationship between cross-cultural adaptability and continuance commitment

The summary of the Pearson's correlation analysis at 95% confidence interval so as to establish the relationship between cross-culture adaptability and continuance commitment (H1) is illustrated in Table 1.The summary shows that, there is a positive correlation in cross-cultural adaptability at magnitude of 0.263 with continuance commitment at a magnitude of 0.263. The independent variables also had positive significant correlation relationship with P-values of 0.065 and 0.065 respectively. This finding demonstrates that the stronger the cross-culture adaptability, the higher the organization commitment particularly continuance commitment of employees in the University of Science and Technology of China.

| | | Cross-cultural Management | Continuance Commitment |
|---|---|---|---|
| Cross-cultural adaptability | Pearson Correlation | 1 | .263* |
| | Sig. (2-tailed) | | .065 |
| | N | 50 | 50 |
| Continuance commitment | Pearson Correlation | .263* | 1 |
| | Sig. (2-tailed) | .065 | |
| | N | 50 | 50 |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | |

*Table 1: Correlations Analysis between cross-cultural adaptability and continuance commitment*
*Source: Field data, (2017)*

- H2: There is a significant relationship between intrinsic motivation and affective commitment

The findings of correlation analysis between intrinsic motivation and affective commitment (H2) are summarized in Table 2. According to findings illustrated in Table 2 there is a negative correlation in intrinsic motivation magnitude of (-0.267) with affective commitment at magnitude of (-0.267). The independent variables show the moderate positive significant correlation relationship with P-values of 0.061 and 0.061 respectively. These findings imply that, the increase of one unit of intrinsic motivation in an organization lead to the decrease of one unit of affective commitment of employees.

| | | Cross-cultural management | Continuance commitment |
|---|---|---|---|
| Intrinsic motivation | Pearson Correlation | 1 | -.267* |
| | Sig. (2-tailed) | | .061 |
| | N | 50 | 50 |
| Affective commitment | Pearson Correlation | -.267* | 1 |
| | Sig. (2-tailed) | .061 | |
| | N | 50 | 50 |
| * Correlation is significant at the 0.05 level (2-tailed). | | | |

*Table 2: Correlations Analysis between Intrinsic motivation and affective commitment*
*Source: Field data, (2017)*

*4.2. Multiple Regression Analysis of Determinants of Job performance (H3: H4 & H5)*

| Variables | Std. Error | Coefficients | t-Ratios | sig |
|---|---|---|---|---|
| Continuance commitment | 0.051 | -.270 | -2.318 | 0.025* |
| Cross-cultural adaptability | 0.114 | .382 | 3.221 | 0.002* |
| Intrinsic motivation | 0.107 | .484 | 4.193 | 0.000* |
| $R^2$ = 54.3% | | | | |
| Adjusted $R^2$=49.2% | | | | |
| F-Value = 10.475 | | | | |
| NB: *means significant at 5% level, lowest level if significant | | | | |

*Table 3:  Results of multiple regression analysis on determinants of job performance*
*Source: Field data, (2017)*

Based on Table 3 the regression model fits the data well because the variables included jointly explained equation was significant (F-Value = 10.475) with R square ($R^2$) of 54.3%. This means the regression model significantly predicts the relationship between independent variables and job performance. In addition, these results reveal that the regression model is the good fit.

The study was interested to establish the relationship between continuance commitment and job performance.  To achieve this relationship multiple linear regression analysis was employed. The results in Table 3 show that the coefficient of continuance commitment (-0.270) was significant (p=0.025) and negatively affect job performance.

The study wanted to assess also the relationship that exists between cross-cultural adaptability and job performance. The output of multiple linear regression analysis in Table 3 illustrates that the coefficient of cross-cultural adaptability (0.382) was significant (p=0.002) and positively affect job performance.

I thought also to find out if there was a statistical significant between intrinsic motivation and job performance (H5 :). Table 3 presents that the coefficient of intrinsic motivation (0.484) was significant (0.000) and positively affect job performance.

## 5. Discussion

Based on the findings of this paper, the stronger the cross-culture adaptability, the higher the organizational commitment particularly continuance commitment of employees (Chow, Harrison, Mckinnon and Wu, 2001).  It is also agreed by Delima (2009) that organizational culture had a positive and significant effect on the organizational commitment of employees. The applied model in this paper confirmed that adaptive culture comes with organizational efforts for changes and constant commitment of employees (Cramton and Hinds, 2004). The study had found that the adaptability of cross-culture facilitates changes in continuance commitment of employees. Since, cross-cultural adaptability is grounded in reflexive learning for questions activities, norms and goals (Argyris and Schon, 1978, 1996). Moreover, there is a negative correlation in intrinsic motivation with affective commitment. This finding supports the findings by Berg (2011) which found a significant negative relationship between intrinsic motivation and affective commitment.  Based on this result, the higher the score of intrinsic motivation go with the lower the score on affective commitment.

The study also implies that the relationship between continuance commitment and job performance in an organization is certainly not straightforward. These findings are in line with the study by Clarke (2006) on the commitment and network performance, it was discovered that continuance commitment was negatively related to network performance. The finding also matches to the study by Paunonen, Gellatly, Goffin and Jackson (1989) that found affective commitment was positively significant to performance while continuance commitment was negatively significant to performance.  Continuance commitment will therefore be the strongest when availability of alternatives is few and the number of alternatives are high (Best, 1994). This view supports the argument that when given better alternatives for promoting commitment, instead of remaining the employees may leave the organization hence negatively affects performance.  The findings oppose to Liou (2008) study which found that a high commitment environment improves employees' retention and performance rate, reduces operating costs and promotes employees' performance.  The strong organizational commitment causes employees to work harder in order to achieve the objectives of organization (Allen and Meyer, 2004). Low commitment leads to high turnover and higher commitment leads to performance (Meyer, 2009; Meyer and Parfyonova, 2010).

The result implies that, increase of culture adaptability would result into increase into an increase of job performance in the University of Science and Technology of China. These findings support the study by Lagat and Ng'eno (2017) that found the significant positive relationship between adaptability culture trait and performance of commercial banks in Kenya. The frequent changes in cultural practices facilitate sharing of values and encourage employees to assume changes as their normal work state (Antonio et al., 2017).

This result revels that intrinsic motivation significantly predicts change in positive outcomes. The result is in line with the result by Hewett (2011) that found intrinsic, integrated and identified motivations are positively related to outcomes. The finding supports an idea proposed by Porter and Lawler (1968) in Expectation theory that, intrinsic motivation is likely to have a stronger relationship with higher performance than extrinsic motivation because intrinsic motivation is inherent in the task whereas extrinsic motivation relay on someone else to administer and are therefore likely to have a lower expectation.

## 6. Conclusion

On the basis of findings, the study establishes that there is a significant relationship between cross-culture adaptability and continuance commitment of employees in the University Science and Technology of China, as it is also concluded by Spreitzer (1995) that executives, managers, and employees are committed to their work and feel that they are among the owners of the organization.  This study argues that cross-cultural adaptability enhances the relationship between the employees themselves and working environment which facilitates their continuance commitment and encourages them to remain in the organization for a long time.

The study also establishes the correlation between intrinsic motivation and affective commitment in the university of science and technology of China. It was also concluded by Bojcic (2013) that rewards aimed at increasing job satisfaction by assuring just procedures could be very effective in producing higher levels of organizational commitment among IT professionals.

The study establishes the significant positive relationship between cross-cultural adaptability and job performance, this conclusion matches to Kumar's, Rose's and Subramanian's (2008); Ramalu's, Wei's and Rose's (2011) and Nafei (2013) conclusions that states, managers and employees who have an ability of adapting other cultures are positively influence job performance. The study concludes that, cross-culture adaptability can also enable the organization learning from their mistakes, and have capability and experience at creating changes, the created changes would influence positively employee and student's performance.

The study revealed that, there is a significant relationship between intrinsic motivation and job performance, as it was concluded by Ijah (2013) that, human performance of any sort is improved by increase in motivation. Based on the findings of this study, it can be easily inferred that intrinsic motivation should be a concern of employees

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