A conceptual review of how intercultural communication implies on innovative work behavior for organizational performance in food and beverages industry

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ABSTRACTS

In Malaysia, the food and beverage business has evolved into a smart manufacturing system as a result of an intense rivalry between manufacturing enterprises in the food and beverage sector. This literature study establishes a connection between intercultural communication, leadership, innovation working behaviour and organisational performance. Although the study of business communication on sustainable performance in the Malaysian food and beverage sector, but there is still lacking. This paper aims to fill the void by proposing a preliminary conceptual approach to the combined cultural communication that led to innovation work behaviour and organisational performance is worth for an in-depth investigation. The subsequent quantitative study will be based on data gathered from staff personnel who are acquainted with the operational stages of the business and are actively employed. This study predicts the significance of inter-cultural communication management strategies for the success of sustainable performance.

Keywords: intercultural communication, innovative work behavior, social media, organizational performance, food and beverages

1.0   INTRODUCTION

1.1   The food and beverage (F&B) manufacturing sector in Malaysia

Both the production of food and the use of it are big aspects that contribute considerably to the deterioration of the natural environment on a worldwide scale (Salim et al., 2018). When it comes to both the generation of money and the provision of job opportunities, the agricultural sector is among the most important contributors to the economies of the world. The phrase "food and beverage companies" (abbreviated as "FBC") refers to enterprises that deal in food and drinks and have witnessed great increase in recent decades. "FBC" is an abbreviation for the word "food and beverage companies." Concurrently, agricultural development policies have shifted from a production-oriented approach to a broader system that emphasises agro-food chain coordination, value creation, and institutional strategies under which the chain operates. This shift occurred as a result of a shift in the focus of agricultural development policies from production to value creation. This change came about as a consequence of agricultural development strategies moving their emphasis away from production and toward the creation of value.

The major focus of agricultural development programmes has switched from production to the creation of value as a direct result of this transformation (Konig et al., 2013). However, agro-allied businesses are experiencing difficulties that threaten their ability to continue relevant as a consequence of the difficult operating climate and the worldwide economic crisis. Because of these obstacles, it is becoming more difficult for agro-allied businesses to compete. The nation's focus with long-term viability can be traced back to the time period when it was developing the foundation for its economy as part of its third plan, which was in effect from 1976 to 1980. This plan lasted for a total of twenty years. The years 1976 through 1980 saw implementation of this scheme. According to study that was carried out in 2007 by the Worldwide Fund (WWF), it was revealed that 57 percent of the people in Malaysia demonstrated behaviours that were ecologically responsible. This information was obtained via the process of being a good steward of the environment.

According to the Malaysia Competition Commission, which is the Malaysia's version of the United States' Federal Trade Commission, the importance of the food processing and agro-allied sectors has been growing over the last several years. This is due to the fact that some food categories have been eliminated, and in their stead, specific food classes have been brought into the country. Legislation passed by the government required both of these acts to be taken (MyCC, 2019). According to Glover et al. (2014), the relevance of sustainable practises in food and production cannot be overstated, particularly with regard to productivity. This is particularly true in the case of food production. This is due to the fact that sustainable practises assist to guarantee that available resources are used in an efficient manner. Along with other businesses, the food industry is now required to make adjustments in order to remain competitive.

The food and beverages industry also served as an alternative industrial sector to meet the increasing demands of environmentally responsible production (Glover et al., 2014). The robust level of domestic demand that exists within the economy is likely the root cause of the rise that was seen in the production index of FBC. The rise may be directly attributed to the demand that has been placed which associated with the part of the economy that has seen a large rise in the number of new records set for the manufacture of sugary candies is the industry in question.

On the other hand, there have been efforts made to come up with a comprehensive method for the identification of the alternatives for dealing with the many channels, causes, and challenges that need to be surmounted in order to be effective in addressing the concerns (Boiral et al., 2017). The food and beverage business must evolve to meet the demands of a dynamic and ever-evolving market and environment. The rapid urbanization and the resulting changes in the world's economy and health, a secure food supply is now a need for everyone's existence. Recent economic and environmental issues have resulted in a dramatic drop in the eco-efficiency performance of global food supply networks. As a result, there is a pressing need to uncover the underlying causes and the ways in which they may be linked across the communication, innovative working behaviour, and organisation performance.

1.2   Preliminary observation of the main problem

The review of some past report has drawn the attention of the problems identified from the literature and industry perspectives. Managers who have been educated in effective cross-cultural communication tactics, according to Walden et al. (2017), may foster a work climate

in which communication barriers across cultures are reduced. In their study, Kosareva et al. (2019) found that 60% of workers felt that their company's employee handbook lacked cultural context and information regarding acceptable forms of social interaction.

2.0 LITERATURE REVIEW
2.1 Intercultural Communication

Leadership has an impact on both effective communication across cultures and performance. Within the context of an organisational culture, a leader's role as a critical and essential influence on employees' work output cannot be overstated (Cambridge & Hawkes, 2017; Purwadi et al., 2020). Numerous studies conducted in the past have conclusively shown that there is a connection between cultural communication and organisational effectiveness (Sabuhari et al, 2020).

Intercultural communication refers to both the study of communication in a variety of cultural contexts as well as the actual practise of communicating across cultures. Differences in home culture, such as those associated with race and gender, as well as differences in foreign culture, such as those linked with nation or global region, are all subject to the same principles. Intercultural communication is an approach to relations among members of these groups that focuses on the recognition and respect of cultural differences, seeks the goal of mutual adaptation leading to biculturalism rather than simple assimilation, and supports the development of intercultural sensitivity on the part of individuals and organisations to enable empathic understanding and competent coordination of action across cultural differences.

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The concepts of "communication" and "cultural environment" will each be broken down and examined in further depth based on the principles of constructivism (for an explanation of this term as well as a discussion of it, please read the section labelled "Constructivism"), and then proceed to explain the development of intercultural sensitivity as the basis for participating in competent intercultural communication.

2.2 Innovative work behaviour

Innovation refers to the creation and implementation of new ideas (Van De Ven, 1986). Scott and Bruce (1994) define creative work behaviour as a series of behaviours in which people identify issues, produce solutions, and then execute those ideas in the workplace. The amount of published work that makes use of the acronym innovative work behaviour has been continuously increasing since since Scott and Bruce (1994, 1998) introduced the idea of "Innovative Work Behaviour" in 1994 and 1998. By the end of 2012, there were 31 papers in reputable international journals and Dutch journals that used the notion as part of their studies. These studies are distinguished by the use of a wide variety of research methodologies (qualitative and quantitative) and techniques (innovative work behaviour as both a dependent and an independent variable). Despite the abundance of empirical material, the conceptual development of innovative work behaviour is still very limited. Frequently, studies do not

specify the term (e.g. Holman et al., 2011; Janssen, 2005; Krause, 2004; Pot, Kraan, & van den Bossche, 2009). Even the two people most responsible for developing the idea, Scott and Bruce (1994, 1998), do not give a description for innovative work behaviour in their works. Articles that do offer a definition often merely refer to West and Farr's (1990) innovation definition (for example, Kleysen and Street's (2001) article; Reuvers, van Engen, Vinkenburg, and Wilson-(2008) Evered's article; and Yuan and Woodman's (2010) article). Other studies almost never used the criteria that were created for innovative work behaviour, which was quite surprising. To put it another way, there is no definition of innovative work behaviour that is universally recognised.

IWB is a wide and all-encompassing behavioural concept that encompasses not just the process of coming up with new ideas, but also the process of turning those ideas into actual innovations (Devloo, Anseel, De Beuckelare, & Salanova, 2015). Employees who participate in IWB will, in essence, enhance parts of their working environment whenever possibilities present themselves, and they will, on the whole, be prepared to embrace changes offered by colleagues or those outside the business.

On the basis of the multifaceted idea of IWB, a number of research have concentrated their attention on the concept's conceptualization as well as the identification of its various stages (e.g. De Jong & Den Hartog, 2010; Janssen, 2004; Scott & Bruce, 1994). The vast majority of academics are of the opinion that there are three stages to the IWB process, and those stages are idea generating, concept promotion, and idea realisation. During the step of idea generation, you will be looking for ways to improve existing products or processes or to find solutions to problems by thinking about those things in alternative ways, combining or reorganising information and existing concepts, and thinking of new ways to think about those things (De Jong & Den Hartog, 2010). As soon since a fresh concept has been conceived of, it is imperative that it be advocated for and supported, as it will typically call for a shift in the conventional methods of doing business, which may be met with opposition. This stage includes the formation of coalitions (De Jong and Den Hartog, 2010), the dissemination of ideas to prospective allies (Janssen, 2004), and the acquisition of sponsors (Scott & Bruce, 1994). Implementing new ideas involves producing a prototype or model of the new product, technology, or process (Janssen, 2004), testing and modifying the prototype (Scott & Bruce, 1994), and routinizing the new way of doing things such that the innovation becomes part of the regular work processes of work groups or entire organisations (Janssen, 2004). In the final step, implementing new ideas involves producing a prototype or model of the new product, technology, or process (Janssen, 2004). (De Jong & Den Hartog, 2010).

2.3   Organizational performance

Workers' efficiency is better recognized as workforce productivity. The idea of productivity is more widely defined as a worker's efficiency and effectiveness (Lee et al., 2017; Ma & Ye, 2019; Simpao, 2018). When we talk about measuring the performance of an organisation, what we mean is "an indication that evaluates how well a corporation accomplishes its objectives." This is what we mean when we talk about measuring organisational performance (Ho, 2008, p. 1238). In a manner that is similar, Kaplan and Norton (1992) investigate the concept by defining it as a set of metrics, both financial and non-financial, that work toward demonstrating the accomplishment of predetermined organisational goals. [Citation needed] According to their understanding, the performance of an organisation may be gleaned from consideration of this notion. Multiple aspects of an organization's structure have an impact on the success rates over the long term as well as the overall performance of the business. This is due to the fact that organisations that want to be competitive continually work toward the goal of satisfying

goals relating to profitability, efficiency, quality, sustainability, industry position, and other areas (Ho, 2008; Singh et al., 2016; Venkatraman & Ramanujam, 1986). Porter (1985) outlines features of a business that have a direct influence on the overall performance of the firm as well as the value that consumers believe the company to deliver. These aspects of a company are referred to as "critical success factors." The term "The Value Chain" was used by Porter (1985) to jointly refer to all of these performance-enhancing areas. He did this to explain the relevance of these areas. Because this idea of giving a firm-specific competitive advantage is directly connected with good organisational performance and survival, Porter (1985) decided to explain their relevance in this manner. He did so because he believed that this was the most effective approach to do so (Agha et al., 2011; Singh et al., 2016).

2.4   The future study framework

Intercultural Communication	→	Innovative work behaviour	→	Organizational performance
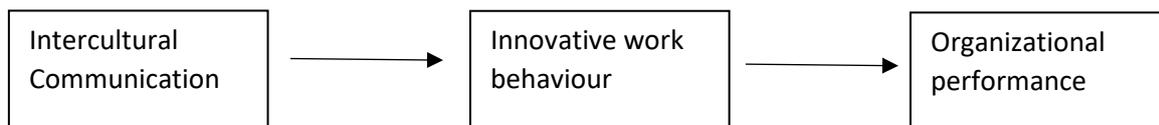
2.5   Significances of the study

Human resource policy can be further enhanced and update in line with the expected study findings. A revised of policy may benefits for the company to keep talent and advanced the employee creativity and innovativeness to works. Training for leadership and business innovation courses may further recommended based on the business context. A suitable intercultural communication strategy will further be suggested from the study findings that provides the best adoption for company best practices to achieved its efficiency and effectiveness. Employees may uncover its potential to work efficiently and innovate the outcome, thus productivity can be further increased in the end.

3.0   CONCLUSION

A restaurant chain and its managers should consider adopting the philosophy of servant leadership and honing their ability to communicate effectively as leaders in order to increase the level of engagement shown by workers in their jobs. This will allow the chain to attract and retain employees who are committed to their work. Employees can also innovate in their working behaviour, resulting in better productivity and greater outcomes for the organisation. This is one of the benefits of having innovative employees. The manager of human resources may be able to adjust and update the policy of human capital in order to further embark on the creativity and leadership talent that is already there within the workforce in order to get better outcomes. The contribution is substantial, and it provides a larger input for managers working in the banking sector to provide customers with a service that is both more comprehensive and of a higher quality. This is done in an effort to encourage customers to continue their loyalty to the company for a longer period of time. The limitations discovered in this study lead to the advice of necessary future steps that should be implemented to enhance the research quality in the future. These measures should be taken in the future. The findings of this study reveal some strategies that banking managers may use to improve the efficiency of their day-to-day operations in a well-organized manner.

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