CROSS CULTURAL COMPETENCE, HUMAN RESOURCE MANAGEMENT PRACTICES, CROSS CULTURAL ADJUSTMENT AND ADAPTIVE PERFORMANCE AMONG JORDANIAN MILITARY LEADERS IN UNITED NATIONS PEACEKEEPING

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ABSTRACT

Numerous studies have been conducted by researchers who are either academicians or practitioners to understand the factors that contribute to the effectiveness of the military leaders in the United Nations' peacekeeping missions. However, little is known about the determinants of a military leader's adaptive performance in the United Nations missions. Hence a gap remains in the literature. This study fills the gap by examining the relationships that exist between cross-cultural competence, human resource management practices, cross-cultural adjustment and adaptive performance by using a sample of 279 Jordanian military leaders who participated in the United Nations missions. Data was collected using the survey method. The five research questions and the seven research objectives of the study were addressed by performing appropriate descriptive and inferential statistical analyses. The Partial Least Squares Method (PLS) algorithm and the bootstrap techniques were used to test the hypotheses. The findings revealed that there is a significant positive relationship between (a) cross-cultural competence and psychological adjustment, (b) cross- cultural competence and adaptive performance, (c) human resource management practices and psychological adjustment, (d) cross-cultural competences and socio-cultural adjustment, (e) human resource management practices and adaptive performance and (f) psychological and socio-cultural adjustment and adaptive performance. The findings imply that cultural intelligence, emotional intelligence, selection and training are significant in predicting psychological adjustment and adaptive performance among military leaders in the United Nations peacekeeping missions. Moreover, the findings of this study reveal that psychological adjustment mediates the relationship between cross-cultural competence and adaptive performance, implying that cross-cultural competence is related to adaptive performance indirectly, mediated through psychological adjustment. The mediating role played by psychological adjustment helps to explain the underlying process that is responsible for the relationship between cross-cultural competence and adaptive performance of military leaders. The findings of this study have significantly contributed to the advancement of knowledge in the field of cross-cultural management as evidenced by the fact that cross-cultural competence and human resource management factors are vital to facilitate a military leader's psychological adjustment and adaptive performance in the United Nations' missions.

Keywords: adaptive performance, cross- cultural competence, human resource management practices, psychological adjustment, socio cultural adjustment, military leaders

ABSTRAK

Pelbagai kajian telah dilakukan oleh penyelidik-penyelidik sama ada ahli akademik atau pengamal industri untuk memahami faktor-faktor yang menyumbang kepada keberkesanan pemimpin tentera dalam misi pengaman Pertubuhan Bangsa-Bangsa Bersatu (PBB). Walau bagaimanapun, hanya sedikit maklumat yang diketahui tentang penentu prestasi adaptif pemimpin tentera dalam misi pengaman PBB. Ini jelas menunjukkan bahawa masih wujud jurang literatur dalam bidang ini. Kajian ini memenuhi jurang tersebut dengan menyiasat hubungan yang wujud di antara kecekapan silang budaya, amalan sumber manusia, penyesuaian silang budaya dan prestasi adaptif. Seramai 279 orang pemimpin tentera Jordan yang telah berkhidmat dalam misi pengaman PBB telah dijadikan sampel dalam kajian ini. Data telah dikutip dengan menggunakan kaedah tinjauan. Terdapat lima persoalan kajian dan tujuh objektif dalam kajian ini dan diselesaikan dengan melakukan analisis deskriptif serta statistik inferensi yang bersesuaian. Kaedah *Partial Least Squares (PLS)* algoritma dan teknik *Bootstrap* telah digunakan untuk menguji hipotesis kajian. Hasil kajian menunjukkan bahawa terdapat hubungan positif yang signifikan di antara (a)kecekapan silang budaya dan penyesuaian psikologi; (b) kecekapan silang budaya dan prestasi adaptif; (c) amalan pengurusan sumber manusia dan penyesuaian psikologi; (d) kecekapan silang budaya dan penyesuaian sosiobudaya; (e) amalan pengurusan sumber manusia dan prestasi adaptif; serta (f) penyesuaian psikologi dan sosiobudaya dan prestasi adaptif. Dapatan kajian menunjukkan bahawa kecerdasan budaya, kecerdasan emosi, pemilihan dan pengambilan signifikan dalam meramal penyesuaian psikologi dan prestasi adaptif dalam kalangan pemimpin tentera dalam misi pengaman PBB. Selain itu, hasil kajian ini mendapati penyesuaian psikologi menjadi pengantara hubungan di antara kecekapan silang budaya dan prestasi adaptif. Ini mengambarkan kecekapan silang budaya berhubung secara tidak langsung dengan prestasi adaptif, dipengantara oleh penyesuaian psikologi. Peranan perantara yang dimainkan oleh penyesuaian psikologi membantu menerangkan proses yang mendasari hubungan di antara kecekapan silang budaya dan prestasi adaptif pemimpin tentera. Dapatan kajian ini telah memberikan sumbangan yang signifikan kepada kemajuan pengetahuan dalam bidang pengurusan silang budaya bersandarkan bukti kecekapan silang budaya dan amalan pengurusan sumber manusia adalah penting untuk memudahkan penyesuaian psikologi dan prestasi adaptif dalam kalangan pemimpin tentera dalam misi pengaman PBB.

Kata Kunci: prestasi adaptif, kecekapan silang budaya, amalan sumber manusia, penyesuaian psikologi, penyesuaian sosiobudaya, pemimpin tentera

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LIST OF ABREVIATION

APA	American Psychological Association Cross
CCC	Cultural Competence
CQ	Culture Intelligence
DOD	Department of Defense
DOS	Department of Statistics
DPKO	Department Of Peace Keeping Operations
EQ	Emotional Intelligence
HRMP	Human Resource Management Practices
JAF	Jordan Armed Forces
MONUSCO	UN Organization Stabilization Mission in the Democratic Republic of the Congo
MINUSTAH	UN Stabilization Mission in Haiti
NCO	Non Comissioned Officer
NGO's	Non-Government Organizations
PTSD	Post Traumatic Stress Disorder
SQ	Social Intelligence
UN	United Nation
UNMIL	UN Mission in Liberia
UNOCI	UN Operation in Côte d'Ivoire

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The world suffered greatly during World War II when several capital cities were destroyed by ground battles and bombing (e.g., Paris, London and Berlin). Also, owing to wars, people suffered through persecution and hunger, which claimed the life of many civilians and military personnel. Over 62 million people were killed during the period of 1941-1945 (Kesternich, Siflinger, Smith & Winter, 2012). Therefore, to resolve conflict between countries and to maintain peace and security in the world, the powerful countries or the big-five (United States of America [USA], Russia, China, France and Great Britain) decided to establish the United Nations (UN) Security Council in 1945 (Guéhenno, 2010).

Since the establishment of the UN Security Council on 24 October 1945, the world has witnessed an increase in international peacekeeping activities (Guéhenno, 2010). At present, there are almost 92,407 personal serving on 17 peacekeeping operations in various part of the world (UN, 2013). The Department of Peacekeeping Operations is important for the effective functioning of international peacekeeping operations. Specifically, it significantly contributes to the support of peacekeeping operations throughout the world and plays a key role in establishing peace and security in international areas of conflict (Guéhenno, 2010). Furthermore, there are several

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