Exploring The Effects of Cultural, Attitudinal, Language and Emotional Barriers on Job Performance at ABC Company

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Abstract

There are four sorts of communication barriers that are Attitudinal Barriers, Cultural Barriers, Language Barriers, and Emotional Barriers. People with opposing attitudes, ideals, and discrimination are major causes of workplace communication breakdown. Embracing differences allows us to draw on a greater spectrum of thoughts, ideas, experience, and expertise. The scope of this study is to explore the effects of cultural barriers, attitude barrier, language barriers and emotional barriers on job performance of workers in the organization. The method used in this study was a qualitative methodology using in-depth interview method with 8 respondents who are among managers, executives, and clerks. This study found out that, Language barriers arise when persons do not speak the same language and dialect or do not have equal proficiency in a language, while emotional barriers are those who are frustrated with financial issue, increment, promotion, and compliment from employer. Besides that, attitude barrier happens when someone is overly self-centred and believes that their ideas, thoughts, and viewpoints are more valuable than those of others. Finally, culture barriers are people who live in a different way of lifestyle, clothes, mentality, beliefs and the way they interact with each other. This study provides implications and recommendations for future study.

1. Introduction

Language enables people to communicate their thoughts, feelings, and insights, claim Ramlan et al. (2018). Communication issues are frequently experienced while hiring foreign workers (Ramlan 2018). Communication is halted by a person's linguistic style rather than an accent (Javadpour & Samiei, 2017). Poor communication can occasionally lead to other issues, such as job deferral or safety concerns (Rahman & Valitherm, 2014). Due to the fact that my company employs people of different ethnicities, communication problems and misunderstandings among co-workers will always arise. Some employees, even those with extensive experience but no formal education, have a habit of treating co-workers with contempt and using derogatory language while speaking with them. Communication breakdowns brought on by technology, such as emails, phone conversations, and messages, may cause in incorrectly performed work (Sims, 2018). Language enables people to communicate their thoughts, feelings, and insights, claim Ramlan et al. (2018). Communication issues are frequently experienced while hiring foreign workers (Ramlan 2018). Communication is halted by a person's linguistic style rather than an accent

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Different emotions might cause us to act and respond in different ways. Thus, one's capacity to understand a communication in its intended context might be influenced by the kind and intensity of emotions experienced. The content can be affected by a variety of emotions, including fear, stress, concern, and anger. Strong emotions like rage and jealousy can have a detrimental effect on the quality of a discussion because they make it difficult to reason effectively and clearly about the topics being discussed. When furious, the brain processes details differently (Reid, 2018). Emotional issues are a common occurrence at my workplace, and they have a big impact on poor communication and poor job performance. Due to the intense workload and discontent with the organizational structure and atmosphere, certain employees of this company may exhibit negative attitudes, bad tempers, and despair, which negatively affects their ability to execute their jobs.

Culture influences how people think about and view the world. When people from different cultures talk, these elements may act as barriers. Cross-cultural barriers have a negative impact on people's communication processes. Communication significantly affects culture, and culture essentially shapes communication (Cultural Barriers to Communication, 2019). The main reasons of cross-cultural communication barriers are a lack of intercultural communication skills and a lack of cultural knowledge. Race discrimination has resulted in cultural hurdles in my organization due to the diversity of opinions, people, ethnicities, and traditional ways of doing things and perspectives. Employees of different ethnicities and cultures tend to have different perspectives and thoughts, which can lead to conflict inside the organization and hinder job effectiveness. Humans have diverse perspectives on what they believe to be completely correct, regardless of whether the truth is real or false.

Anderson (2011) claims that having a negative attitude and feeling amateurish can have an impact on customer service, employee morale, and overall productivity. To address these bad behaviours, a management team must first understand what motivates people to give their all. This insight can then be used to develop strategies for improving workplace attitudes and motivation. When employees are not shown the outcomes of their work, they acquire a negative attitude towards it. If management denies employees many opportunities for professional development, those individuals will adopt a negative attitude that will prevent the organization from meeting its goals and objectives. When a person is excessively self-centred and believes that their ideas, beliefs, and points of view are more valuable than those of others. This study was conducted to explore the effects of cultural, attitudinal, language and emotional barriers on job performance at ABC's company

2. Literature Review

The secret to a person's self-identity is language. It gives them the ability to communicate complicated ideas and information while also expressing their emotions and sentiments. Language serves as our best bridge for communication and understanding (Imberti, 2007). It can be characterized as a system of mental symbols that enables communication. Additionally, it offers us a crucial frame of reference and a relational environment that upholds our identities (Imberti, 2007). Culture involves a person's experience with and understanding of the society, and it is passed down to younger generations (Triandis & Suh, 2002). The need for managers to deal with cultural diversity and teams made up of workers from many nations and cultures is growing as global organizations grow (Przytua, 2014). In a single organization, the many ethnicities and cultures lead to various working styles.

Because expatriates and local workers have different working styles, there will be convergences in the workplace as a result of their cooperation. Managing emotions and moods while at work is necessary because they have a direct impact on behaviour. Without initially addressing feelings and moods, some tasks just cannot be completed. Consider employees that must be able to control their emotions and moods in order to perform their jobs, such as front desk staff or customer service executives (Millar and Millar, 2006). Positive (good) and negative (bad) emotions are the two main categories of moods or emotions at work. According to Larsen and Dickson (2004), positive moods or emotions are those that an individual feel are conducive to achieving organizational goals, whereas negative moods or emotions are those that are thought to be damaging for the company. Attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a worker response to co-worker, objects and situations (Fishbein and Ajzen (1974). This suggest that employee exhibition of a particular behaviour and reactions to both object, situation and people at the work place is as a function of how he/she feels internally which may be positive or negative.

2.1 Culture Barrier

Culture encompasses the entirety of learned behavioural attributes that are shared among members of a given society (Deari et al., 2008). In a similar vein, Wang et al. (2009) offer a definition of culture as "patterns of beliefs and values that manifest in practices, behaviours, and a multitude of artefacts embraced by members of an organization or a nation." This cultural framework influences the societal norms individuals recognize and the actions they consider appropriate or inappropriate. The distinctions in cultural work values can significantly

impact individual performance and even serve as predictors of job satisfaction within the workplace (Matic, 2008; Shafiq & Qureshi, 2014; Zaman et al., 2011). As a result of these variances between cultures and between people, there exist differences in working styles because individuals have distinct values and preferences for working styles that are tied to their cultural background. Establishing employee cultural values is a vital component. Employee culture values will influence their working style in a variety of ways, including body language, communication style, time management, and problem solving. As a result, it is critical for management to understand employee culture differences, which will benefit them in terms of negotiation, developing effective reward systems, developing management style, making communication easier, and ultimately having a positive impact on overall organizational performance.

2.1 Language Barrier

Language is fundamental to a person's sense of self. It allows the person to express emotions, discuss experiences, and tell stories, as well as convey complicated messages and knowledge (Kim & Mattila, 2011). a little more than a year ago, I was a little worried about the same thing) (Adler, 1991; Rabbani et al., 2017). Language is a critical issue in expatriate management (Rubin & Rubin, 2011). Furthermore, language provides an important frame of reference as well as a relational context that might express a person's identity. As a result, there exist language variances in expatriates due to cultural differences. Knowing the relationship between language difficulties and an expatriate's social identification patterns is critical for determining professional success. When working with expatriates, language difficulties are a regular issue. What native speakers generally fail to recognize is that it is their own way of speaking, not the other person's accent, that frequently causes the most impediments to efficient communication (Berardo & Deardorff, 2012; Javadpour & Samiei, 2017).

2.2 Attitude Barrier

Bad attitudes disrupt the company's communication process. In rare circumstances, two employees may detest or distrust one another, creating a barrier between them when they try to communicate. Other employees simply have a disinterest in their work in general, therefore they are unconcerned about what is said during routine office conversation. Individuals each have their own set of attitudes, peculiarities, and impressions of the world. Some people simply do not bother spending time delivering messages and expect others to understand. Such conduct can severely impede effective communication (Stephan & Stephan, International Journal of Intercultural Relations 20, 1996). This issue is caused by shared presumptions, intergroup anxiety, and both literal and symbolic/cultural hazards (Stephan & Stephan, 1996).

2.3 Emotional Barriers

The way the brain processes information is affected by anger (Reid, 2018). When someone is angry, they have trouble processing logical arguments, which makes it harder for them to come up with solutions for issues and challenges. In other words, anger hinders people's ability to think critically and solve problems. Therefore, it is crucial to keep your anger under control. Therefore, it is claimed that when anger is felt strongly, it imposes emotional barriers that hinder effective communication. Anger is a negative emotion with negative consequences for people's lives. People become angry in their lives over other people, concerns, matters, and issues. When it happens to some people, it might happen frequently. While it happens less frequently among others. However, it is crucial that people maintain control over their emotions to keep them from taking on a more significant shape. Anger emotions can be extremely destructive to both persons and organizations. Past research has established a connection between episodes of anger and unfavourable impacts on job satisfaction, trust levels, and overall performance (Barsade, 2002; Barsade et al., 2002; Dunn and Schewitzer, 2005; Glomb, 2002).

3. Methodology

This study was conducted to explore the effects of cultural, attitudinal, language and emotional barriers on job performance at ABC's company using a qualitative research design based on an in-depth interview. A qualitative research set out to gain insight into the behaviour and attitudes among the employees of the dedicated company directed at uncovering an in depth understanding of an individual's lifestyle and point of view. The target population is employees who experience communication breakdown in the workplace. The sample size, as defined by Evans, Hastings, and Peacock (2000), refers to the number of observations in a sample. In this study, the sample size is determined to be 8 respondents, selected randomly from the target population. This sample size is deemed sufficient for collecting the necessary data. The respondents are Admin manager, Assist. Admin manager, Admin exec, Accountant, Admin clerk, Account clerk, Factory manager & Admin junior officer

Face-to-face in-depth interviews have been the primary mode of data collecting in this study. The rationale for this approach is that this kind of interview is suitable for focusing on specific responder perceptions, opinions, and attitudes. Data analysis, according to Marshall and Rossman (1999:150), is the process of giving the mass of

gathered data organization, order, and significance. It is characterized as a messy, hazy, and time-consuming process, but also as creative and exciting. While it does not necessarily progress in a linear form, generally speaking, the process of making sense of, interpreting, and conceptualizing data denotes a search for broad generalizations among different data categories (Schwandt, 2007:6). Consequently, one could conclude that data analysis needs the application of some kind of logic to the study process. In this regard, Best and Khan (2006:354) deftly discern that the application of deductive and inductive reasoning to the research is represented by the analysis and interpretation of data. In order for the respondents to comprehend the questions and provide accurate answers based on the opinions and thoughts they provided. The interviews lasted 40 to 60 minutes using the interview guide that has been prepared prior to the interview session. A voice recorder has been utilized to capture the data, which is then transcribed into word document.

Analysis of this study has been done using thematic analysis by Miles and Huberman (1994). Thematic analysis is a qualitative research method used by academics to systematically organize and analyse large amounts of data. It is a search for themes that can capture the tales contained in data sets. It entails identifying themes by carefully reading and re-reading the transcribed material (King, 2004; Rice & Ezzy, 1999). A thorough thematic analysis technique can yield meaningful and reliable results (Nowell, Norris, White, & Moules, 2017). According to Braun and Clarke (2006), thematic analysis is theoretically capable of discovering, defining, and understanding patterns (themes) in a data set in detail. It is compatible with any qualitative study that aims to investigate difficult research concerns. It is so adaptable, in fact, that it "can be incorporated into any epistemological approach" (Chamberlain, 2015, p.68). Nonetheless, one possible disadvantage of theme analysis is that its technique is not often fully described, despite the fact that it has been widely utilized in qualitative studies. Braun and Clarke (2006) claim that utilizing thematic analysis in a qualitative study increases the validity of the analysis due to its accessibility, transparency, and flexibility.

4. Findings and Analysis

4.1 Culture Barriers

Table 1 *Culture barriers*

Subthemes of Major Findings	Analysis of Findings
Question 1 Race discrimination or misunderstanding issues in the company • Prejudice • Gossiping • Slow Productivity	1. **Prejudice.** People often misinterpret one other when there is conversation about a task that needs to be completed and they each offer a different opinion or thought. When employees of different races speak to their own people in their own dialects and mother tongues, it can sometimes cause rifts that damage relationships between the groups. 2. **Gossiping**. The majority of the time, office politics are a common topic that occur in the workplace. It has had a significant effect on the nearby employees who work in the same building. People often strive against one other and appear to work hard for the employer in order to receive praise and build a rapport with the boss in the hopes of one day being promoted to a better position. 3. **Slow Productivity.** The majority of the time, Bumi employees work slowly and frequently take breaks, which results in poor performance and slow productivity. Chinese workers struggle to keep up with Bumi workers' productivity because they are keen to complete tasks quickly and efficiently.
Question 2 • Favouritism & Unfair Treatment.	In the organization, it is pretty evident that Chinese and Bumi employees receive completely different treatment in terms of job promotions and compensation offers. Chinese employees frequently receive higher pay and promotions than Bumi workers.
Question 3. • Adapting with work culture • Punctuality • Poor working Culture	1. **Punctuality.** Most of the time, as it is a common issue that often occur in the organization is several young employees have tendency to arrive at work very late, and the percentage of punctuality is also rather high. **2. Poor Working Culture.** When no one is looking over their shoulders, several young employees frequently play games, videos and gadgets on their devices during working hours.

4.2 Attitude Barriers

Table 2 *Attitude barriers*

Subthemes of Major Findings	Analysis of Findings
Question 1 • Sabotaging	In the office, there are instances when some employees take things for granted, never acknowledge the efforts and compliments of their employers, and then have the audacity to sabotage their management. It's even worse when an employee dares to jeer at their employer's privacy by altering a photo and posting it to social media.
Question 2 • Laziness	Most Bumi employees in the company have tendency to work slowly and occasionally be late. Sometimes the Chinese employee couldn't take their behaviour and informs management so they can issue a warning. But despite having had plenty of notice, they nevertheless act as if nothing has happened and carry on acting in the same way. When a Bumi employee is requested to complete a work fast, they become offended and respond with unpleasant comments.
Question 3 • Arrogant & Disobedient • Disrespectful	1. **Arrogant & Disobedient.** When given the responsibility of delegation, many young employees have tendency to be combative and obstinate. This group of workers doesn't even give a damn about their responsibilities and is so anxious to get the job done that they even disobey the employer's advice. 2. **Disrespectful.** Many of the organization's young employees have tendency to act unethically, and to make matters worse, they criticize other employees with foul language. Those younger generations do not show respect to the senior personnel, regardless of how old they are or how high up in the organization they are.

4.3 Language Barriers

Table 3 *Language barriers*

Subthemes of Major Findings	Analysis of Findings
Question 1 • Linguistic skill	There are some senior Chinese employees in the company that struggle to communicate and write effectively in English for specific tasks. Many recent grads struggle with writing and verbal communication, and when requested to face the management, some even made effort to avoid doing so.
Question 2 • Dialect Barriers	In the organization, it is undeniable that Chinese & Bumi employee genuinely have their own mother language and dialect to communicate with their own race of people. Due to this reason, most of the time they are unable to merge in together and do not even give an opportunity to socialize with each other.
Question 3 • Unclear Speech	It is indisputable that young workers, in particular, are more likely to have a limited knowledge of the task that their employer or a senior employee asks them to complete because they have less experience in the workplace. They are unable to absorb information as quickly as lightning because they are still relatively new to the professional world. For experience and talents to be a resource in the future, they must be developed and improved periodically. When handing off or assigning a task to a junior employee, some older senior employees have tendency to speak softly, which could create a communication barrier at work.

4.4 Emotional Barriers

Table 4 *Emotional barriers*

Subthemes of Major Findings	Analysis of Findings
Question 1 • Stress	Employees occasionally experience stress related to: money problems, having to support their families, and having a lot of work to do every day.
Question 2 • Anger	Because the subordinate tests their patience and disobedience whenever they are asked to complete the duty assigned, the management admitted that there are occasions when they might feel angry. Several senior employees frequently behave aggressively and disrespectfully toward their management after receiving a lecture and being chastised as a result of their error. Higher educated individuals with a wealth of experiences and knowledge often behave arrogantly and even dared to challenge the top management, as can be shown.
Question 3 • Frustration	Some employees in the company indicate worry over carrying out difficult tasks that their employers have given them, and it has been discovered that these tasks were of an unfamiliar scope that had never been attempted before. Many employees who have worked for the company for a long time feel that they have not received the raises and promotions that they are due from their employers.

5. Discussion and Findings

The findings from this research highlight the significant impact of cultural, language, and emotional barriers on job performance and effective communication within the organization. The conclusions drawn provide valuable insights for fostering a more inclusive and productive work environment. Addressing Cultural Barriers: One key conclusion is the importance of nurturing and building relationships within the organization to overcome cultural barriers. Positive interpersonal relationships have a profound influence on mental health, physical well-being, and even mortality risk (Umberson & Montez, 2010). The establishment of strong connections fosters a sense of trust and cooperation, creating a biological defence mechanism against the negative effects of stress. To achieve this, strategies such as encouraging new employees to introduce themselves and share aspects of their lives beyond work can help break down cultural barriers and promote genuine understanding among team members. Setting Clear Guidelines and Promoting Effective Communication: The research also emphasizes the significance of effective communication and its role in overcoming language barriers. While rules and guidelines are essential, they should not be the sole focus. Good communication skills are essential for personal and organizational effectiveness (Brun, 2010; Summers, 2010), and poor communication is a known hindrance to organizational success (Lutgen-Sandvik, 2010). Managers should strive to create an environment where communication flows naturally and where employees can express themselves without fear of judgment. Transparent and open communication channels, along with active feedback seeking, can help bridge language gaps and facilitate smoother interactions. Managing Emotional Barriers: The research underscores the importance of managing emotional barriers to enhance job performance and overall well-being. Recognizing and addressing emotions like frustration, burnout, and negative feelings is crucial. Work-life balance is crucial in preventing burnout, with organizational support and flexible scheduling playing a key role (Clark, 2000; Ferguson et al., 2012). Moreover, promoting a positive attitude among employees can lead to improved teamwork, motivation, and decision-making (Fritz, 2008).

Cultivating Positive Mindsets: The research findings suggest that cultivating positive attitudes and maintaining high levels of mental activity contribute to overcoming emotional barriers. A positive workplace attitude and mental engagement have a strong influence on teamwork and individual performance (Mitchell et al., 2014). Encouraging brain training activities, seeking healthcare when needed, and sustaining mental activity can all contribute to enhanced emotional well-being and effective communication. Incorporating Cultural Context into Language Learning: Recognizing the importance of language and cultural context is essential for effective communication. Language learners should not only focus on vocabulary and grammar but also understand cultural nuances to avoid misunderstandings. Utilizing alternative communication methods, embracing cultural diversity, and providing opportunities for cross-cultural interactions can help individuals overcome language barriers and create more inclusive workplace environments.

In conclusion, this research sheds light on the multifaceted nature of cultural, language, and emotional barriers within organizations. By fostering strong relationships, promoting effective communication, managing emotions, and embracing cultural diversity, organizations can create an environment that supports positive

attitudes, collaboration, and enhanced job performance. These findings provide actionable insights for organizations seeking to overcome these barriers and cultivate a more harmonious and productive workplace.

5.1 Implications of the Study

To overcome cultural barriers, a company should implement diversity and inclusion training programs. These programs can help employees understand and respect each other's cultural backgrounds, beliefs, and ways of doing things. Encouraging open dialogue and creating a culture of acceptance can foster better communication and collaboration among employees from different cultural backgrounds. Dealing with attitude barriers requires a combination of measures. The company should have a strong code of conduct and ethics in place that clearly outlines expectations for behaviour. Consistent enforcement of these guidelines, along with disciplinary actions for violations, can discourage negative behaviours such as bribery, corruption, and disrespectful communication. Encouraging a positive and respectful work culture through leadership examples and employee recognition can also help shift attitudes.

Language barriers can be addressed through language training programs. Offering English language classes and providing resources for improving communication skills can help employees become more proficient in the common language used in the workplace. Encouraging a multilingual and inclusive environment where employees feel comfortable using their native languages for informal communication can also facilitate better understanding. In addition, creating a supportive and empathetic work environment is essential to address emotional barriers. Regular employee feedback sessions and confidential channels for expressing concerns can help employees feel heard and understood. Implementing a fair performance evaluation system and offering opportunities for skill development and advancement can boost morale and reduce feelings of unfair treatment. Providing access to counselling services or employee assistance programs can offer support to those dealing with personal or emotional challenges.

Apart from these specific strategies, it's crucial for the company's leadership to be actively involved in fostering a positive work culture, promoting effective communication, and addressing any barriers that arise. By consistently valuing employees, encouraging respectful behaviour, and providing resources for growth, the company can create an environment where communication breakdowns are minimized, and employees feel motivated and empowered to contribute their best.

6. Conclusion

This study aimed to explore Language barrier is one of the limitations that have been figured out and identified when conducted the interview. Some of the respondents might have difficulties in speaking English and answering the questions that used to interview them. In fact, not every respondent has the experience working under ABC's company and knowing how to answer in an appropriate way. Certain employees might have difficulties understanding the questions that were asked during the interview and discussion as well. This could lead the respondents misinterpret the opinions and thoughts towards the interview questions.

Besides that, there is also a time and manpower resources limitations as in-depth interview method consume a lot of time and energy. The other difficulties are also the issue that needed to wait for the respondents to have a free time that the respondents that have been chosen whether they are available or busy when conducting the interview questions.

Communication is incredibly crucial in the workplace since it allows the organization to be productive and operate successfully. Employees that can communicate up and down the communication chain in a business will see an improvement in morale, productivity, and dedication. Learn to tolerate, to be modest, to support one another, and to conduct ethically in order to be promoted and offered a prominent position in the firm someday. Respect and Recognition: When employees consistently practice good communication and manners, they earn the respect and admiration of their colleagues. This positive regard contributes to a harmonious work environment where collaboration and teamwork flourish. Recognizing and valuing each other's contributions fosters a culture of appreciation. Reputation and Trust: The behaviour and communication style contribute significantly to your personal and professional reputation within the organization. Colleagues, supervisors, and subordinates are more likely to trust and rely on individuals who demonstrate integrity and effective communication. This trust forms the foundation of strong working relationships. Organizational Culture: Organizations that prioritize efficient communication procedures create a culture where information flows freely and transparently. Such a culture encourages open dialogue, idea sharing, and problem-solving. Employees feel empowered to voice their opinions, leading to a more engaged and innovative workforce.

Effective communication ensures that all employees are aligned with the company's objectives and understand their roles in achieving them. Clear communication of goals, expectations, and performance metrics helps employees focus their efforts on tasks that drive the organization forward. When employees experience good communication and respectful interactions, they are more likely to enjoy their work and find satisfaction in their roles. Positive relationships and a supportive atmosphere contribute to job happiness and overall well-being.

Feeling informed, engaged, and valued through effective communication enhances job satisfaction and motivation levels. In summary, good communication and ethical behaviour form the cornerstone of a healthy, thriving organizational environment. When individuals practice these principles, they contribute to a positive reputation, foster trust, and ultimately boost the organization's success. An organization that values and invests in effective communication strategies reaps benefits that extend beyond the surface, impacting both its financial performance and the well-being of its personnel. Increased productivity, better goods and services, increased levels of trust, engagement, and dedication, more staff ideas and creativity, improved workplace relationships, higher employee job fulfilment and morale, greater employee acceptance of change, decreased absenteeism, reduced staff turnover, less industrial unrest and fewer strikes, lower costs, and efficient use of resources are just a few advantages linked to effective communication

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Conflict of Interest

The authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm responsibility for the following: study conception and design, data collection, analysis and interpretation of results, and manuscript preparation.

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