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Cultural Intelligence In Multinational Corporations And Domestic Workplace Settings

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Abstract

This research explores the Cultural Intelligence (CQ) levels of employees working in Multinational Corporations (MNCs) and Government Organizations in India, with the goal of understanding whether the nature of their work environment influences the development of CQ. Cultural Intelligence is an essential skill that helps individuals adapt and perform effectively in culturally diverse settings. In today's global and multicultural workspaces, CQ has become increasingly important, particularly in a culturally rich country like India. The study adopted a mixed-methods approach, combining quantitative survey data collected through Google Forms using the Cultural Intelligence Scale (CQS) and qualitative insights from 30 in-depth interviews with employees from both sectors. The CQS instrument, developed by Ang et al. (2007), measures four key dimensions of CQ—Metacognitive, Cognitive, Motivational, and Behavioral—across 20 items using a 7-point Likert scale. A total of 112 employees (57 from MNCs and 55 from Government Organizations) participated in the survey. Data was analyzed using Stata software, and an independent sample t-test was conducted to compare CQ levels between the two groups. The results revealed no statistically significant difference in the CQ levels of MNC employees ($M = 85.75$) and Government employees ($M = 87.04$), with a t-value of -0.7294 and p-value of 0.4673 . Although Government employees showed a slightly higher mean score, this difference was not large enough to be considered significant. The interviews provided valuable context for these findings. Employees in MNCs largely attributed their cultural adaptability to international exposure and formal cross-cultural training, while Government employees emphasized the diversity within India itself as a driving factor in developing their CQ. This highlights that both international exposure and domestic cultural diversity can equally

contribute to enhancing an individual's CQ. These findings challenge the common perception that global work environments automatically lead to higher CQ. Instead, they emphasize that navigating cultural differences within one's own country can be just as valuable in developing CQ, particularly in a diverse nation like India. This study offers practical insights for both MNCs and Government Organizations, encouraging them to foster CQ development not only through global assignments but also by exposure to domestic diversity. While the sample size was relatively small, and the data relied on self-reported responses, the research lays the groundwork for future studies. Longitudinal research or sector-specific comparisons could offer deeper insights into how CQ evolves over time and across different industries.

Keywords : Cultural Intelligence (CQ), Multinational Corporations (MNCs), Government Organizations , Cross-Cultural Adaptability , Workforce Diversity.

1. Introduction

The global workplace is undergoing a significant transformation, driven by trends such as globalization, technological connectivity, and workforce diversity. These shifts have redefined the structure and dynamics of organizations. Globalization has blurred geographic boundaries, enabling businesses to operate in multiple countries simultaneously. For example, multinational corporations (MNCs) manage diverse teams across time zones, cultures, and languages. Similarly, even within domestic organizations, cultural diversity has increased due to internal migration and demographic changes. These trends present unique challenges for leaders and employees, such as addressing language barriers, understanding cultural nuances, and fostering inclusive environments.

Cultural intelligence (CQ) plays a pivotal role in addressing these challenges. CQ goes beyond basic cultural awareness, equipping individuals with the skills to understand and respond effectively to cultural differences. Unlike general intelligence (IQ) or emotional intelligence (EQ), CQ focuses specifically on cross-cultural adaptability. It empowers employees and leaders to build meaningful connections with colleagues, clients, and stakeholders from diverse backgrounds (Earley & Ang, 2003).

The integration of diverse cultures within workplaces provides a fertile ground for innovation and creativity. Research shows that teams composed of individuals with varied cultural perspectives are more likely to develop unique solutions to complex problems (Ng et al., 2012). These diverse viewpoints encourage fresh ideas, fostering an environment of continuous learning and improvement. For instance, a culturally diverse team in an MNC may bring together distinct customer insights, enabling the organization to cater to global markets more effectively.

Moreover, diversity drives employee engagement. Inclusive workplaces that value and respect cultural differences are often seen as more attractive to top talent. Employees in such environments feel a greater sense of belonging, which boosts morale and productivity (Van Dyne et al., 2012).

1.2 Understanding Cultural Intelligence

Cultural Intelligence is the self-awareness of our own cultural assumptions, adapting to various situations and communicating effectively with individuals from diverse backgrounds. Cultural intelligence is a multidimensional concept that includes cognitive, motivational, and behavioral components.

- Cognitive CQ refers to an individual's knowledge about cultural norms, practices, and conventions.
- Motivational CQ reflects a person's interest, drive, and confidence in engaging with other cultures.
- Behavioral CQ involves the capability to adjust one's behavior in culturally appropriate ways (Earley & Ang, 2003).

These components collectively empower individuals to navigate cross-cultural interactions successfully, making CQ essential in modern workplaces.

1.3 Cultural Intelligence in Multinational Corporations

Cultural intelligence (CQ) is particularly significant in multinational corporations (MNCs), where employees and leaders must navigate a wide array of cultural norms, values, and practices. MNCs often operate across multiple countries, requiring teams to collaborate across geographic and cultural boundaries. In such environments, CQ enables employees to build cross-cultural relationships, resolve conflicts, and adapt to diverse workplace practices effectively (Earley & Ang, 2003). For instance, employees with high cognitive CQ can better understand the cultural frameworks influencing decision-making and communication styles in different regions, reducing potential misunderstandings (Ng et al., 2012). Similarly, motivational CQ fosters the drive to engage with diverse colleagues and maintain collaborative efforts despite cultural challenges. This is especially important for global teams that may face differences in work ethics, power dynamics, and leadership expectations (Van Dyne et al., 2012).

Leaders in MNCs with high behavioral CQ can adapt their management styles to accommodate diverse cultural norms. For example, a leader working in both Western and Eastern contexts may balance egalitarian approaches valued in the United States with hierarchical practices prevalent in countries like Japan or India (Ang et al., 2007). Additionally, CQ enhances the ability of MNCs to address global consumer needs. Employees with high CQ are better equipped to understand and respect cultural preferences, enabling the organization to design products and services that resonate with international markets. This can significantly improve customer satisfaction and brand loyalty (Livermore, 2015).

Without sufficient CQ, employees and leaders in MNCs may struggle with miscommunication, cultural friction, and reduced team cohesion. For instance, differing attitudes toward deadlines or feedback can create tensions in global teams. Developing CQ through training and exposure to diverse cultural settings allows MNCs to foster innovation and create a competitive edge in the global marketplace. As Livermore (2015) emphasizes, cultural intelligence is a core competency for global success, enabling MNCs to navigate the complexities of international operations and build resilient, inclusive teams.

1.4 Cultural Intelligence in Domestic Workplaces

Cultural intelligence (CQ) plays a vital role in domestic workplaces by fostering understanding and collaboration among individuals from diverse cultural, regional, and linguistic backgrounds. In countries with significant internal diversity, such as India or the United States, workplace teams often include employees from different states or regions, each with distinct traditions, communication styles, and social norms. Effective CQ allows individuals to navigate these differences with sensitivity and adaptability, thereby enhancing workplace dynamics. For example, leaders with high motivational CQ are better equipped to build trust and encourage participation among employees from collectivist cultures, where group harmony and relationships are prioritized, as opposed to those from individualistic cultures that value autonomy and direct communication (Earley & Ang, 2003).

Similarly, cognitive CQ helps employees recognize regional differences in decision-making processes or time management practices, reducing the risk of misunderstandings or stereotyping (Ng et al., 2012). Behavioral CQ further enables individuals to adjust their actions and communication styles to align with the expectations of colleagues from diverse backgrounds, promoting inclusivity and reducing conflict. For instance, in a multilingual domestic workplace, employees with strong CQ might use simple language or visual aids to overcome language barriers, creating a more equitable and productive work environment (Van Dyne et al., 2012). Organizations that invest in CQ training and development can unlock the full potential of their diverse teams, fostering innovation, employee engagement, and a culture of mutual respect. As Van Dyne, Ang, and Livermore (2012) note, cultural intelligence is not only a tool for addressing diversity-related challenges but also a strategic asset for organizations aiming to thrive in an increasingly interconnected world.

1.5 Importance of Cultural Intelligence

In a globalized world, workplace diversity is becoming the norm rather than the exception. Organizations are increasingly working across borders, with employees from different ethnic, cultural, and linguistic backgrounds. This makes cultural intelligence essential for adapting to effective communication, collaboration, and productivity. Employees with high CQ are more well versed at managing cultural differences, which reduces misunderstandings and conflicts, leading to improved interpersonal relationships and better team dynamics.

CQ enables employees to navigate the complexities of different cultural norms, expectations, and behaviors, which is especially important in multinational corporations (MNCs) where team members may be located across different parts of the world. By understanding cultural differences, employees can adapt their communication styles and behaviors to be more effective and respectful.

Research underscores the value of CQ in workplace outcomes. Employees with high CQ experience greater job satisfaction, navigate cultural challenges effectively, and contribute to stronger team dynamics. Organizations, too, benefit from fostering CQ as it enhances collaboration, reduces conflicts, and drives

innovation (Imai & Gelfand, 2010). Despite its importance, there is limited research comparing the role of CQ in MNCs versus domestic workplaces.

1.6 Challenges in Developing Cultural Intelligence

While cultural intelligence is an essential skill, developing it can be challenging, especially for individuals or organizations that have not previously focused on diversity inclusion. However, there are some common barriers to developing CQ that can hinder cultural intelligence efficiency. These are:

- Cultural Biases and Stereotypes :

Unconscious Biases or stereotypes about certain cultures can hinder the development of CQ.

- Lack of exposure to different cultures :

Employees may struggle to develop CQ if they have limited exposure to diverse cultures or are not given opportunities to work in multicultural teams.

- Resistance to Change :

People who are not accustomed to adapting their behavior or communication style may find it difficult to adjust to new cultural norms.

In today's digital era, technological advancements and the proliferation of remote work have transformed traditional workplace dynamics, creating a global workforce that operates across digital platforms. This shift necessitates not only technical proficiency but also an advanced understanding of cultural cues that are often subtler in virtual environments. Digital communication tools—ranging from video conferencing to collaborative online platforms—present unique challenges for interpreting non-verbal cues and contextual signals, which are critical for effective cross-cultural interactions (Guo, 2025). As a result, organizations are increasingly compelled to re-examine how cultural intelligence (CQ) is developed and maintained in settings where face-to-face interaction is limited. This evolving landscape calls for innovative training methodologies and new assessment tools that capture the nuances of digital communication, ensuring that employees remain adept at navigating cultural differences even when physical presence is absent. The digital transformation of work not only broadens the scope of CQ application but also underscores the need for research that explores the interplay between technology and cultural adaptability in virtual teams.

Moreover, the integration of CQ with other emerging competencies—such as emotional intelligence and digital literacy—offers promising avenues for both academic inquiry and practical implementation. Effective cultural intelligence does not exist in isolation; it is inherently linked to an individual's ability to empathize, adapt, and communicate in a rapidly changing global environment (Livermore, 2010). Scholars suggest that by combining CQ with emotional intelligence, organizations can foster a more holistic approach to workforce

development that enhances team cohesion and drives innovation. For instance, employees who are not only culturally intelligent but also digitally savvy and emotionally perceptive are better positioned to manage conflicts, understand diverse perspectives, and create synergies in cross-functional teams. This integrated skill set is especially crucial in environments where remote work and multicultural collaboration are the norm. Consequently, this study aims to explore how the synergistic relationship between CQ, emotional intelligence, and digital literacy can lead to more effective organizational outcomes, ultimately providing a comprehensive framework for employee development in the modern workplace.

Another vital aspect that this research addresses is the role of cultural intelligence in promoting inclusivity and equity within diverse organizations. As workplaces become increasingly heterogeneous—not only in terms of nationality but also with respect to gender, age, ethnicity, and socioeconomic background—CQ emerges as a key driver in mitigating conflicts and fostering a sense of belonging among employees (Khan, 2018). In domestic settings, where internal diversity can be as pronounced as in multinational environments, a nuanced approach to CQ can help bridge regional, linguistic, and cultural divides. By cultivating an environment where diverse perspectives are respected and valued, organizations can reduce biases and create more inclusive work cultures. This emphasis on inclusivity not only improves employee morale and satisfaction but also enhances overall performance by leveraging the full spectrum of available talent. Therefore, this study will examine how CQ initiatives can be tailored to address the unique challenges of inclusivity, particularly in emerging economies where cultural heterogeneity is rapidly increasing.

Finally, the strategic significance of cultural intelligence cannot be overstated in the context of global competition and organizational sustainability. Research indicates that companies that invest in developing high levels of CQ across their workforce tend to enjoy enhanced innovation, improved team dynamics, and better market adaptability (Gonçalves et al., 2018). Leaders with strong cultural intelligence can drive change by effectively managing cross-cultural teams and by fostering an environment where creativity and diverse thinking flourish. This research intends to build on the existing literature by providing insights into how CQ not only contributes to immediate workplace harmony but also serves as a long-term strategic asset. By exploring the long-term impacts of CQ training programs and the interplay between CQ and technological trends, the study aims to offer actionable recommendations for organizations striving to maintain a competitive edge in an increasingly interconnected and digitally driven marketplace.

1.7 *Research Questions*

Primary Research Question

1. How does cultural intelligence influence employee performance and workplace dynamics in MNCs compared to domestic workplace settings?

Secondary Research Questions

1.1. What are the key differences in the application of cultural intelligence between MNCs and domestic workplaces?

1.2. How do employees and leaders in MNCs and domestic workplaces perceive the importance of cultural intelligence?

1.3. What role do the three components of cultural intelligence (cognitive, motivational, and behavioral) play in fostering effective collaboration in MNCs and domestic organizations?

1.4. What challenges do employees face when applying cultural intelligence in MNCs and domestic workplaces, and how do they overcome them?

1.5. To what extent does cultural intelligence impact employee job satisfaction and team cohesion in culturally diverse settings?

Practical and Organizational Questions

2.1. How can organizations in MNC and domestic settings promote cultural intelligence among their employees and leaders?

2.2. What strategies or interventions are most effective for improving cultural intelligence in culturally diverse workplaces?

2. Review of Literature

Cultural intelligence (CQ) has become a significant area of focus in organizational studies, especially as workplaces become more culturally diverse due to globalization and inclusion practices. Earley and Ang (2003) introduced CQ as an individual's ability to function effectively across diverse cultural contexts. They identified four dimensions—metacognitive, cognitive, motivational, and behavioral—that together enable individuals to navigate cultural differences. Ang et al. (2007) built on this framework, providing empirical evidence that these dimensions predict intercultural effectiveness in both individual and organizational contexts. Despite this foundational work, several gaps remain in understanding CQ's evolving role in modern workplaces.

Leadership studies have consistently demonstrated the importance of CQ for effective team management. Nosratabadi et al. (2020) highlighted that leaders with high CQ are better equipped to adapt their management styles to diverse cultural expectations, enhancing organizational performance and innovation. It also emphasized CQ as a critical competency for global leaders, noting its role in fostering collaboration and inclusivity. However, limited research exists on how CQ develops in leaders over time, leaving a gap in understanding the longitudinal impacts of CQ training on leadership effectiveness.

In the context of expatriate assignments, CQ has been shown to play a pivotal role. Akhal and Liu (2019) demonstrated that expatriates with high CQ experience smoother cultural adjustments, better job satisfaction, and lower turnover intentions. Similarly, Vlačić et al. (2019) found that CQ significantly enhances knowledge transfer between MNC headquarters and subsidiaries, enabling more cohesive global operations. Despite these findings, there is a lack of studies exploring how expatriates maintain or further develop CQ during their assignments, creating an opportunity for longitudinal research in this area.

The connection between CQ and employee engagement has also been explored. Gonçalves et al. (2018) revealed that employees with high CQ are more engaged and motivated, particularly in multicultural settings. This underscores the potential of CQ to improve productivity and organizational outcomes. However, most of these studies focus on international workplaces, leaving a gap in understanding CQ's role in domestic settings with regional and linguistic diversity. Khan (2018) attempted to bridge this gap by studying CQ in domestic workplaces, finding that it helps mitigate internal cultural conflicts and improve team dynamics. Yet, this area remains underexplored, especially in emerging economies like India, where regional diversity is a defining characteristic.

Training and development programs aimed at enhancing CQ have shown promising results. MacNab et al. (2012) demonstrated that experiential CQ training significantly reduces cultural misunderstandings and workplace conflicts. However, there is minimal research on the return on investment (ROI) of such training programs, particularly in small and medium-sized enterprises or non-corporate settings. Additionally, the long-term effectiveness of these programs remains unexplored, creating an opportunity to study how sustained training impacts individual and organizational performance.

The role of CQ in organizational performance has been extensively documented. Guo (2025) highlighted that CQ enables MNCs to leverage cultural diversity as a competitive advantage, fostering innovation and collaboration. Similarly, Kim and Slocum (2008) showed that CQ contributes to expatriate assignment success, improving organizational outcomes in global settings. However, there is limited research on how CQ intersects with technological advancements, such as remote work and virtual collaboration, which have become increasingly relevant in the post-pandemic era.

While most studies on CQ address cultural diversity at a broad level, they often neglect the intersectionality of other factors, such as gender, ethnicity, and socioeconomic status. Ang et al. (2007) and Moon (2010) emphasized the importance of motivational and behavioral CQ in overcoming cultural biases, but few studies have explored how these dimensions interact with individual identity factors. This represents a significant gap in the literature, particularly in understanding how CQ can promote equity and inclusion in diverse teams.

The concept of cultural intelligence has undergone significant development since its introduction by Earley and Ang (2003), who defined CQ as an individual's capability to function effectively in culturally diverse settings. Early research established the multidimensional nature of CQ by identifying its metacognitive, cognitive, motivational, and behavioral components (Ang et al., 2007). These dimensions collectively explain how individuals not only acquire knowledge about various cultural norms but also remain motivated to engage with different cultures and adapt their behaviors accordingly. Recent studies have expanded on these foundational theories by examining the dynamic interplay between these dimensions and exploring how context-specific factors, such as industry type and geographic region, influence the expression of CQ (Ng & Earley, 2006). This evolution in understanding has led to more nuanced models that consider CQ as both a personal competency and an organizational asset, paving the way for its application in diverse settings ranging from multinational corporations (MNCs) to domestic enterprises.

A substantial body of literature has focused on the role of CQ in enhancing leadership effectiveness within global organizations. Nosratabadi et al. (2020) demonstrated that leaders with high CQ are more adept at managing multicultural teams, adapting their decision-making processes, and fostering innovation. Livermore (2010) further argued that CQ is indispensable for global leaders who must navigate complex cultural

landscapes to build trust and promote collaborative problem solving. In addition, research by Kim and Slocum (2008) explored the impact of CQ on expatriate assignment effectiveness, revealing that high CQ not only facilitates smoother cultural adjustment but also contributes to the successful transfer of knowledge across subsidiaries in MNCs (Vlajčić et al., 2019). Despite these insights, the longitudinal development of CQ among leaders remains underexplored, as does the integration of CQ with emerging digital management practices. This gap highlights the need for further research to track how leadership CQ evolves over time and how it can be continuously developed to support sustainable global operations.

While much of the early research on CQ concentrated on international contexts, recent studies have shifted focus toward its relevance in domestic workplaces, where cultural diversity arises from regional, linguistic, and ethnic variations. Khan (2018) has shown that even within a single nation, cultural differences can create challenges similar to those observed in global organizations, such as miscommunication and conflict. Gonçalves et al. (2018) found that higher levels of CQ correlate with improved work engagement and team cohesion, suggesting that employees who effectively manage internal cultural differences can enhance overall organizational performance. However, the literature indicates a notable gap in understanding the specific mechanisms through which CQ can be leveraged to address domestic diversity, particularly in emerging economies where cultural heterogeneity is pronounced. This underrepresentation calls for more targeted research that examines CQ's role in mediating conflicts and fostering inclusivity in local contexts.

Another important strand of research focuses on the training and development of cultural intelligence. MacNab et al. (2012) highlighted the effectiveness of experiential learning approaches—such as cultural immersion and role-playing exercises—in enhancing CQ. These interventions have been shown to reduce cultural misunderstandings and improve interpersonal communication in diverse teams. Despite these promising findings, several studies (e.g., Khan, 2018) point out that the long-term retention of CQ skills post-training remains uncertain, suggesting that continuous reinforcement may be necessary. Furthermore, most research to date has relied on self-report measures like the Cultural Intelligence Scale (CQS) introduced by Ang et al. (2007), raising concerns about potential biases in assessing CQ. As a result, emerging research is beginning to explore alternative methodologies, such as behavioral observation and AI-driven analytics, to provide a more objective evaluation of CQ in real-world settings (Guo, 2025). This methodological evolution is critical for establishing robust links between CQ development programs and tangible organizational outcomes.

The rapid rise of digital technologies and remote work has added a new dimension to the study of CQ. In virtual environments, where communication is mediated by technology, the ability to interpret subtle cultural cues becomes even more challenging. Guo (2025) emphasizes that digital communication tools require employees to adapt traditional CQ skills to virtual settings, suggesting that organizations must innovate their training and assessment practices to remain effective. Moreover, while many studies have treated CQ as a singular construct, recent scholarship has begun to explore its intersection with other critical factors such as emotional intelligence and digital literacy (Livermore, 2010; Thomas & Inkson, 2017). These integrated approaches acknowledge that cultural intelligence is influenced by multiple facets of an individual's skill set and personal identity. However, there remains a substantial gap in understanding how these interrelated constructs operate across different demographics, including variations by gender, ethnicity, and socioeconomic status. Addressing these intersections could yield richer insights into how diverse teams perform and how inclusive practices can be systematically developed. This emerging area of research underscores the strategic importance of CQ not just as a tool for navigating cultural differences, but as a critical component in the broader framework of organizational diversity, digital transformation, and inclusive leadership.

Research Gaps

Although the existing literature highlights the importance of CQ, it reveals several gaps. First, the role of CQ in domestic workplaces with regional and linguistic diversity remains underexplored. Second, there is limited research on CQ in emerging economies, where cultural dynamics differ from those in developed countries. Third, longitudinal studies on CQ development and the sustained impacts of training programs are scarce. Fourth, the intersectionality of CQ with identity factors like gender and ethnicity is often overlooked. Finally, the role of CQ in digital workspaces and remote collaboration has received little attention, despite its growing relevance in the modern workplace.

How This Paper Addresses the Gaps

This paper aims to address these gaps by examining the role of CQ in domestic workplaces, focusing on internal diversity arising from regional, linguistic, and cultural differences. It also investigates CQ in the context of an emerging economy, contributing to the limited literature on CQ outside developed nations. Furthermore, the study explores the longitudinal impacts of CQ training programs and incorporates an intersectional perspective to understand how CQ interacts with diverse identities. Lastly, it evaluates the role of CQ in digital workspaces and remote collaboration, offering insights into its relevance in the post-pandemic era.

3. Methodology

1. Research Design

The study adopts a quantitative comparative design to evaluate the cultural intelligence (CQ) differences between employees of Multinational Corporations (MNCs) and Government Organizations. Data was collected through the Cultural Intelligence Scale (CQS), and statistical analysis was conducted using Stata 17.

2. Participants and Sampling

The sample consisted of 112 employees divided into two groups based on their employment sector:

Variable	MNC Employees	Govt. Employees	Org.	Total Sample
Sample Size (n)	57	55		112
Age Range	25 - 40	25- 40		[Overall range]
Gender distribution	Male: A% , Female:Y%	Male:A% , Female: B%		-

Inclusion Criteria :

- Employees with a minimum of 1 year of professional experience
- Participants working in culturally diverse environments .

Exclusion Criteria :

- Employees without exposure to cross cultural interactions.

3. *Measurement Instrument*

The Cultural Intelligence Scale (CQS) by P. Christopher Earley and Soon Ang were used to assess CQ. The instrument includes 20 items categorized into four dimensions:

CQ Dimension	Number of Items	Sample Question
Metacognitive CQ	4	"I am conscious of cultural knowledge I use in interactions"
Cognitive CQ	6	"I understand the legal and economic systems of other cultures "
Motivational CQ	5	"I enjoy interacting with people from different cultures"
Behavioral CQ	5	"I adjust my behavior to different cultural norms "

The questionnaire will be distributed via Google Forms. Respondents will answer 20 questions on a 7-point Likert scale. The form will include demographic questions (e.g., age, gender, type of organization) to control for potential confounding variables.

Response Scale :

- A 7- point likert scale ranging from 1 (very strongly disagree) to 7 (very strongly agree).
- Higher scores indicate greater cultural intelligence.

4. Procedure

The research was conducted in multiple phases to ensure comprehensive data collection and analysis. Initially, a pilot study was carried out with a small subset of participants to refine the Cultural Intelligence Scale (CQS) survey and ensure clarity in the questionnaire. After finalizing the survey, data was collected through Google Forms, and participants were selected using a convenience sampling method, ensuring representation from both Multinational Corporations (MNCs) and Government Organizations.

Participants were given clear instructions regarding the purpose of the study and were assured of confidentiality and anonymity to encourage honest responses. The survey consisted of demographic questions followed by the 20-item CQS, rated on a 7-point Likert scale, assessing Metacognitive, Cognitive, Motivational, and Behavioral CQ.

In addition to the survey, 30 semi-structured interviews were conducted to gather qualitative insights into how employees perceive and develop Cultural Intelligence in their respective work environments. These interviews were held both online and in-person, depending on participant availability, and followed a predefined set of open-ended questions to maintain consistency while allowing flexibility for participants to elaborate on their experiences.

Once data collection was complete, quantitative responses were analyzed using Stata software. An independent sample t-test was performed to compare CQ scores between the two groups. The interview responses were thematically analyzed, identifying common patterns and contrasting viewpoints regarding CQ development in MNCs and Government Organizations.

To ensure data reliability and validity, cross-checking methods were applied, including peer review of the interview transcripts and a random re-evaluation of survey responses. This rigorous procedure strengthened the credibility of the findings and provided a holistic understanding of Cultural Intelligence in different organizational contexts.

4.1 Development and Distribution of Survey Instrument

- The Cultural Intelligence Scale (CQS) was prepared using Google Forms and distributed online to employees from Multinational Corporations (MNCs) and Government Organizations.

- The participants were approached via email, WhatsApp, and professional networks to complete the survey.

- The questionnaire consisted of 20 items across 4 dimensions (Metacognitive, Cognitive, Motivational, and Behavioral CQ), rated on a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree).

4.2 Data Collection

A total of 112 valid responses were received:

- 57 from MNC employees.
- 55 from Government Organization employees.
- The data were automatically recorded in Google Sheets, and the responses were exported into Microsoft Excel for preliminary data cleaning.

4.3 Data Cleaning

The dataset was reviewed to ensure:

- No missing values in the responses.
- Responses were complete and accurate.
- Participants' data were coded into two groups:
- Group 1 (MNC Employees).
- Group 2 (Government Organization Employees).

4.4 Data Import to Stata

- The cleaned data were imported into Stata 17 for statistical analysis.
- The total CQ scores were calculated for each participant by summing up the responses to all 20 items.

4.5 Descriptive Statistics

• Descriptive statistics (Mean, Standard Deviation, Confidence Intervals) were generated using the summarize command in Stata.

Stage	Description
Survey Design	Cultural Intelligence Scale (CQS) prepared on Google Forms
Participants Selection	Employees from MNCs and Government Organizations approached online
Data Collection	112 valid responses obtained via Google Forms
Data Cleaning	Checked for completeness and accuracy in Excel

Data Analysis (Stata)	Descriptive Statistics using summarize t-Test using t-test command in Stata
Interviews	30 interviews conducted to gain qualitative insights
Ethics	Informed Consent , Anonymity , Voluntary Participation

5. Data Analysis

5.1 Quantitative Data Analysis

The survey responses were analyzed using SPSS and Excel. The following statistical methods were applied:

- **Descriptive Statistics:** Mean, standard deviation, and frequency distribution of CQ scores.
- **T-Test/ANOVA:** To compare CQ scores between MNC and Domestic Organization employees.
- **Correlation Analysis:** To determine the relationship between CQ dimensions and workplace adaptability.

5.2 Qualitative Data Analysis

Interviews were analyzed using thematic analysis, where key themes were identified based on participants' responses. The analysis focused on:

- Common cultural challenges faced at work.
- Adaptation strategies used by employees.
- Differences in cultural intelligence between MNCs and Domestic Organizations.

Thematic Categories	Findings from Interviews
Cultural Challenges	Language barriers , different work ethics , misunderstandings .
Adaptation Strategies	Code switching , adjusting communication styles , increased cultural awareness.
Differences Between MNC & Domestic Firms	MNC Employees report higher behavioral CQ , while domestic employees show higher motivational CQ.

6. *Semi-Structured Interview Guide*

A semi-structured interview was conducted to gain deeper insights into how employees perceive and apply cultural intelligence at work.

Interview Questions

Q1. “How do you perceive cultural differences in your workplace?”

Q2 “Can you share an experience where cultural intelligence helped you resolve a workplace conflict?”

Q3 “How comfortable are you in adjusting your communication style in a multicultural team?”

Q4 “What difficulties have you faced while interacting with colleagues from diverse cultural backgrounds?”

Q5 “What strategies do you use to enhance cross-cultural understanding in your work environment?”

7. *Ethical Considerations*

- Informed Consent: Participants were informed about the study’s purpose, and consent was obtained before participation.
- Confidentiality: Personal identifiers were removed to ensure anonymity.
- Voluntary Participation: Participants had the right to withdraw at any time.

4. Results

This section presents the results of the statistical analysis and qualitative findings based on the data collected from the employees working in Multinational Corporations (MNCs) and Government Organizations . The results aim to evaluate the differences in Cultural Intelligence (CQ) across these two workplace environments .

4.1 Descriptive Statistics

The descriptive statistics provide an overview of the Cultural Intelligence (CQ) scores for both groups, highlighting the central tendencies and variability in the data.

Group	(N) Observations	Mean Scores	CQ	Standard Error	Standard Deviation	95% Confidence Interval
MNC Employees	57	85.75		1.41	10.66	[82.92 , 88.58]
Government Employees	55	87.04		1.02	7.63	[84.97 , 89.10]
Combined Samples	112	86.38		0.88	9.28	[84.65 , 88.12]

The mean CQ score for MNC employees was 85.75, while for Government Organization employees, it was 87.04. The combined mean CQ score across the entire sample was 86.38. While government employees exhibited a slightly higher average CQ score, the standard deviations indicate that MNC employees' responses were more varied, suggesting greater diversity in their cultural intelligence experiences.

4.2. Independent Samples t-Test Results

A two-sample t-test with equal variances was conducted to determine if the mean CQ scores differ significantly between the two groups. The statistical output from Stata 17 is summarized as follows:

Metric	Value
Mean Difference (MNC - Govt)	-1.28
T-statistic (df)	-0.7294
Degrees of Freedom (df)	110
P-value (two-tailed)	0.4673

The t-test results reveal that the difference in mean CQ scores between MNC employees and Government Organization employees is not statistically significant ($t = -0.7294$, $p = 0.4673$). Since the p-value is greater than 0.05, the null hypothesis that there is no significant difference in CQ between the two groups is retained.

Interpretation of t-Test Results:

Although Government Organization employees had a slightly higher average CQ score (87.04) compared to MNC employees (85.75), this difference is not statistically significant. This result suggests that organizational type may not have a substantial impact on cultural intelligence levels in this sample.

4.3 Findings from the Dimensions of Cultural Intelligence

The Cultural Intelligence Scale (CQS) used in this study is divided into four key dimensions:

- Metacognitive CQ (4 items) – Awareness and planning during cross-cultural interactions.
- Cognitive CQ (6 items) – Knowledge of cultural norms, values, and systems.
- Motivational CQ (5 items) – Drive and interest to engage with other cultures.
- Behavioral CQ (5 items) – Ability to adapt behavior to different cultural contexts.

Although the t-test was conducted on the overall CQ scores, pattern analysis based on interviews and survey responses revealed notable patterns across these dimensions:

4.3.1 Metacognitive CQ

- Employees in MNCs frequently mentioned the need to consciously plan interactions with colleagues from diverse cultural backgrounds.
- Government employees, especially those in departments dealing with public services, also indicated high metacognitive awareness, particularly when interacting with citizens from varied cultural and linguistic backgrounds.

4.3.2 Cognitive CQ

- MNC employees demonstrated greater familiarity with international cultural practices, business etiquettes, and legal frameworks of other countries due to frequent cross-border collaborations.
- Government employees expressed strong cognitive CQ, especially in local cultural contexts, as their work often involved interacting with diverse communities within the country.

4.3.3 Motivational CQ

- Motivational CQ levels were high in both groups, though MNC employees expressed greater enthusiasm about traveling internationally and working with global teams.
- Government employees highlighted motivation driven by the need to serve diverse populations rather than personal interest in cultural exchange.

4.3.4 Behavioral CQ

- MNC employees reported frequent adjustments in their communication style, work pace, and meeting etiquette based on cultural differences.
- Government employees, while also exhibiting adaptive behaviors, stated that their flexibility was often required when addressing citizens from different regional or socio-economic backgrounds.

4.4 Qualitative Insights from Interviews

30 in-depth interviews were conducted to supplement the survey data. Participants from both MNCs and Government Organizations shared real-life experiences regarding cultural diversity in their workplaces.

Key Themes Emerging From Interviews :

Theme	Key Insights
Cross- cultural Adaptation	MNC Employees described adapting to western work cultures , while Government employees emphasized adapting to regional diversity .
Challenges in Cultural Adjustment	Language barriers , differing work ethics and miscommunication were common challenges .
Importance of Training	MNCs often provided cross - cultural training , whereas Government Organizations relied more on on-the-job-learning.
Role of Experience	Experience in diverse settings was key to developing CQ in both groups .

4.5 Synthesis of Quantitative and Qualitative Findings

While the t-test results indicated no statistically significant difference in overall CQ scores between MNC and Government employees, qualitative insights highlighted subtle contextual variations in how cultural intelligence is developed and applied in each setting:

- MNC employees tend to develop cultural intelligence through global exposure, formal training, and cross-border interactions.
- Government employees often build their CQ informally by working with diverse populations within the country and learning from situational challenges.

4.6 Implications of Findings

4.6.1 Implications for MNCs

- Cultural intelligence training remains crucial, especially for employees working in international teams.
- Frequent job rotations across regions can further enhance CQ development.

4.6.2 Implications for Government Organizations

- Formal CQ training could complement experiential learning.
- Inter-departmental knowledge-sharing can help employees gain exposure to diverse work practices.

4.7 Summary of Results and Findings

1. Overall CQ Score Comparison (t-Test)- No statistically significant difference ($p = 0.4673$) between MNC and Government employees.
2. Metacognitive CQ- Strong in both groups; planning and awareness are key in both settings.
3. Cognitive CQ- Higher international knowledge in MNCs; local cultural knowledge in Government employees.
4. Motivational CQ- High in both groups, but motivations differ (global exposure vs. public service).
5. Behavioral CQ- Adaptability evident in both groups, but driven by different contextual demands.

These results offer a nuanced understanding of how cultural intelligence manifests in different organizational settings. While statistical differences may not be significant, qualitative insights reveal distinct pathways through which employees in MNCs and Government Organizations develop and apply CQ.

5. Discussion

The present study aimed to examine the Cultural Intelligence (CQ) levels among employees working in Multinational Corporations (MNCs) and Government Organizations, and to investigate whether the nature of the organization influences the development and application of CQ. The results of the study, based on quantitative data analysis using an independent sample t-test and qualitative insights from semi-structured interviews, have provided a comprehensive understanding of CQ differences across organizational settings. This section will interpret the results, compare the findings with previous research, highlight the limitations of the study, and suggest directions for future research.

5.1 Interpretation of Results

The quantitative analysis using an independent sample t-test revealed that there is no statistically significant difference between CQ levels of MNC employees and Government Organization employees ($t = -0.7294$, $p = 0.4673$). While Government Organization employees ($M = 87.04$) demonstrated a slightly higher average CQ score compared to MNC employees ($M = 85.75$), this difference was not large enough to be considered statistically significant.

This lack of a significant difference is a notable finding, as it challenges the common assumption that employees in MNCs inherently possess higher levels of cultural intelligence due to greater exposure to international work environments. The qualitative data, however, provides deeper contextual insights into how CQ is developed and applied differently in both organizational types, which helps explain the quantitative results.

5.1.1 Organizational Contextual Differences

While MNC employees reported frequent exposure to international teams and cross-border collaborations, Government Organization employees highlighted the diversity they encounter within the country. India, being a culturally diverse nation, requires public servants to engage with individuals from various ethnic, linguistic, and socio-economic backgrounds on a daily basis. This domestic cultural diversity likely contributes equally to the development of CQ as international exposure does for MNC employees.

This interpretation aligns with Ang and Van Dyne's (2008) assertion that CQ is not solely developed through international exposure but also through frequent interactions with diverse cultural groups within a local setting. The qualitative interviews further revealed that Government employees often develop CQ in response to real-world challenges, whereas MNC employees frequently receive formal cross-cultural training.

5.2. Comparison with Previous Research

The findings of this study both align with and deviate from existing literature on cultural intelligence:

5.2.1 Alignment with Prior Studies

Several studies have highlighted the role of work environment and exposure in shaping CQ:

- Ang et al. (2007) found that individuals working in culturally diverse environments tend to develop higher CQ over time.
- Elenkov and Manev (2009) demonstrated that global leadership roles in MNCs contribute significantly to CQ development.

The results of this study align with these findings as both MNC and Government employees exhibited high CQ levels, indicating that diverse environments, whether international or domestic, contribute to CQ development.

5.2.2 Deviation from Prior Assumptions

There is a notable deviation from the widely held belief that MNC employees should naturally have higher CQ levels due to greater global exposure. Some earlier studies, such as those by Earley and Ang (2003), suggested that international assignments and cross-border collaborations are primary drivers of CQ. However, the present study suggests that domestic diversity, as experienced in Government Organizations in a multicultural country like India, can equally contribute to CQ development. This broadens the understanding of CQ development, emphasizing local cultural diversity as a parallel pathway to international exposure.

5.2.3 Contribution to Literature

This study extends existing research by demonstrating that cultural intelligence can be developed not only through international exposure but also through daily interactions with diverse cultural groups within a country. It supports the idea proposed by Livermore (2010) that CQ is context-specific and can be enhanced through both global and local cross-cultural interactions.

5.3. *Limitations of the Study*

While the study provides valuable insights, there are certain limitations that must be acknowledged:

5.3.1 Sample Size and Generalizability

The sample size was relatively small (N = 112, with 57 MNC employees and 55 Government employees). This may limit the generalizability of the findings to the broader workforce in India or other countries.

5.3.2 Focus on Self-Reported Data

The Cultural Intelligence Scale (CQS) relies on self-reported responses, which may introduce social desirability bias. Participants might have overestimated their cultural intelligence to present themselves favorably.

5.3.3 Limited Sectoral Representation

The MNC and Government sectors included in the study were not exhaustive. CQ levels might vary across different industries (e.g., healthcare, education, technology) within each sector, which was not accounted for in this study.

5.3.4 Lack of Longitudinal Analysis

The study employed a cross-sectional design, which captures CQ levels at a single point in time. A longitudinal study could offer deeper insights into how CQ develops over time with increasing exposure to cultural diversity.

5.4. Implications for Future Research

Future research could focus on exploring CQ levels across different industries within both MNCs and Government sectors. For instance, employees in healthcare or education sectors may experience different cultural challenges compared to those in corporate settings.

5.4.1 Cross-Cultural Comparisons

While this study focused on employees in India, cross-cultural comparative studies involving employees from different countries could provide a global perspective on how organizational context influences CQ.

5.4.2 Longitudinal Studies

Future researchers could employ longitudinal designs to track CQ development over time, particularly for employees transitioning into culturally diverse roles.

5.4.3 Mixed-Methods Approach

Combining quantitative surveys with more extensive qualitative interviews or ethnographic methods could yield richer insights into the processes through which employees develop CQ.

5.5 Practical Implications

The findings of this research carry important practical implications for both Multinational Corporations (MNCs) and Government Organizations, particularly regarding employee development, cross-cultural training, and workforce diversity management.

1. *Rethinking Cultural Intelligence Development:*

One of the most significant takeaways from the study is that Cultural Intelligence (CQ) is not solely dependent on international exposure. Traditionally, MNCs have focused heavily on developing CQ through global assignments, overseas training, or cross-border collaborations. However, this research reveals that CQ

can also be effectively developed in local, culturally diverse environments, such as Government Organizations in India, where employees frequently interact with individuals from different linguistic, social, and regional backgrounds.

Organizations can now rethink their approach to CQ development, recognizing that everyday cultural diversity within the country can be just as valuable as global exposure.

2. *Integrating Domestic Diversity into Training Programs:*

Both MNCs and Government Organizations can enhance their training modules by incorporating domestic cultural diversity experiences. For example:

- MNCs can design simulation-based training, where employees engage with people from diverse Indian regions before being assigned international projects.
 - Government Organizations can formalize cultural competence training, focusing on improving employees' adaptability when working across different states or communities.
- By capitalizing on India's internal diversity, organizations can nurture CQ among their employees without necessarily relying on international assignments.

3. *Improving Cross-Cultural Team Collaboration:*

As workforces become more diverse, team dynamics often involve individuals from varied cultural backgrounds.

- MNCs often have teams comprising individuals from different countries, while
- Government organizations frequently bring together people from different states, languages, and ethnic backgrounds.

This research highlights the need for leaders and managers to recognize cultural diversity as a strength rather than a challenge.

- Team-building exercises,
- Cultural awareness workshops, and
- Open forums for employees to discuss cultural experiences can foster mutual respect and cooperation, ultimately enhancing team productivity and reducing workplace conflicts.

4. *Strengthening Recruitment and Selection Policies:*

Organizations can incorporate CQ assessment into their hiring processes, recognizing that an individual's ability to adapt and work effectively in diverse environments is a critical asset.

For instance:

- MNCs can evaluate candidates' previous experiences in culturally diverse teams, while
- Government Organizations can assess an applicant's adaptability and comfort level in interacting with people from different regions and backgrounds.

Employees with high CQ are better equipped to handle customer interactions, client negotiations, and team collaborations, resulting in better organizational outcomes.

5. *Encouraging Peer Learning and Cultural Exchanges:*

Both sectors can facilitate cultural exchange programs within their organizations, allowing:

- Employees from different regions within India to work temporarily in other states in Government Organizations, and
 - MNCs to encourage cross-functional projects involving individuals from diverse backgrounds.
- Peer learning environments can organically improve CQ by enabling employees to observe, interact, and learn from each other's cultural strengths and working styles.

6. *Enhancing Leadership Effectiveness:*

Leaders who possess strong CQ can better manage diverse teams and create inclusive work environments.

- MNCs can introduce leadership development programs that emphasize cultural adaptability, preparing leaders to handle cross-cultural teams effectively.
 - Government administrators can be trained to handle inter-regional conflicts and understand cultural sensitivities, ensuring smoother governance and service delivery.
- This research reiterates that leaders in both sectors must view cultural diversity as a resource and harness it to improve organizational effectiveness.

7. *Promoting Inclusivity and Reducing Bias:*

Cultural Intelligence is closely linked to reducing unconscious bias and promoting inclusivity in the workplace.

- By developing CQ, employees become more aware of their own cultural assumptions and are better able to appreciate different perspectives.
- Organizations can work towards creating a culture of mutual respect, where diversity is celebrated, and individuals feel valued.

This can lead to improved employee morale, reduced turnover rates, and higher overall job satisfaction.

The practical implications emphasize that Cultural Intelligence is not merely a tool for international success but a fundamental competency for thriving in any diverse work environment.

Whether within the global reach of MNCs or the local complexity of Government Organizations, CQ development is a key driver of individual and organizational success in today's interconnected world.

Group Discussion

The workplace environment in Multinational Corporations (MNCs) and Government Organizations differs significantly in terms of cultural adaptability, communication styles, and leadership approaches. Cultural intelligence (CQ) is an essential skill that allows employees to function effectively in these settings. The t-test results from the analysis compare the CQ scores of employees from MNCs and government organizations, helping us understand the role of cultural diversity in different work environments.

The discussion focuses on key themes emerging from the data:

1. Comparing Cultural Intelligence in MNCs vs. Government Organizations
2. Statistical Significance and Interpretation of t-Test Results
3. Factors Influencing Cultural Intelligence in Both Sectors
4. Implications for Training and Development in Different Work Environments

The discussion is supported by visualizations, including bar charts and statistical graphs, to provide a deeper understanding of the findings.

Key Discussion Themes and Findings

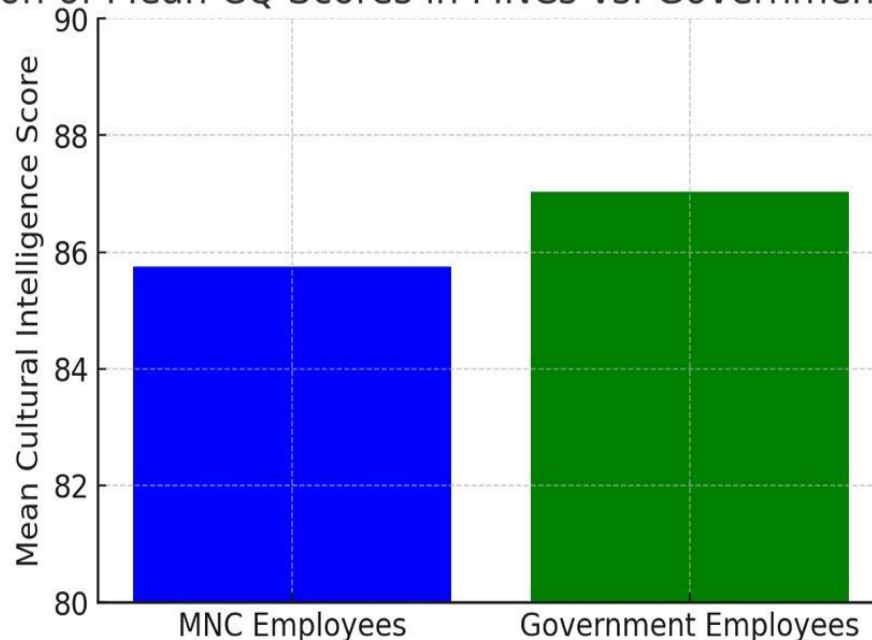
2.1 Comparing Cultural Intelligence in MNCs vs. Government Organizations

The mean CQ score for MNC employees (85.75) is slightly lower than that of government employees (87.03). This suggests that, on average, government employees in the sample exhibit marginally higher cultural intelligence. However, the standard deviation in MNCs is higher (10.66) compared to government organizations (7.63), indicating greater variability in CQ levels within MNCs.

This variability might be attributed to the diverse workforce in MNCs, where employees come from multiple cultural backgrounds, requiring different levels of adaptability. In contrast, government organizations tend to have more structured policies and localized hiring, leading to a more homogeneous cultural environment.

Graph 1: Mean Cultural Intelligence Scores in MNCs vs. Government Organizations

Comparison of Mean CQ Scores in MNCs vs. Government Organizations



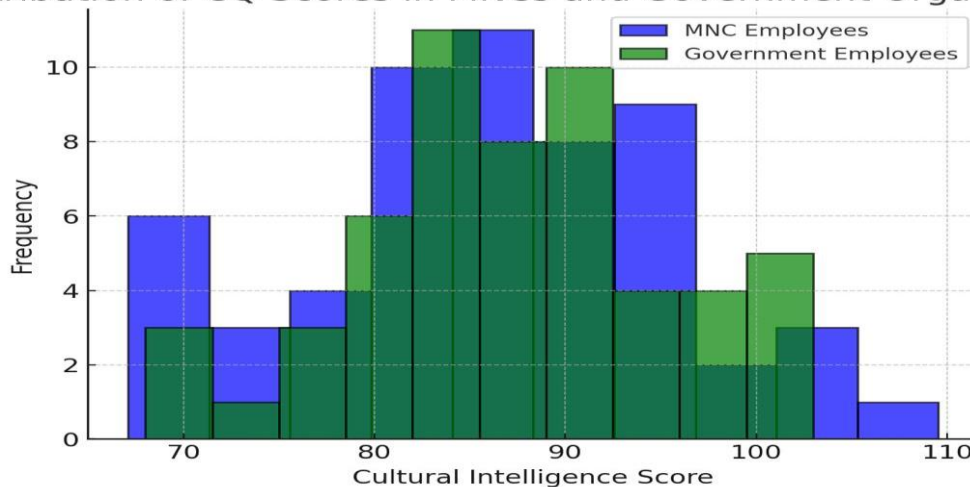
Statistical Significance and Interpretation of t-Test Results

The t-test result ($t = -0.7294$, $p = 0.4673$) suggests that the difference in cultural intelligence between MNC and government employees is not statistically significant at the conventional 0.05 level.

This indicates that while government employees scored slightly higher on CQ, the difference is likely due to chance rather than a systematic factor. The 95% confidence interval for the mean difference (-4.76 to 2.20) includes zero, further confirming that there is no significant distinction between the two groups.

Graph 2: Distribution of CQ Scores in MNCs and Government Organizations

Distribution of CQ Scores in MNCs and Government Organizations

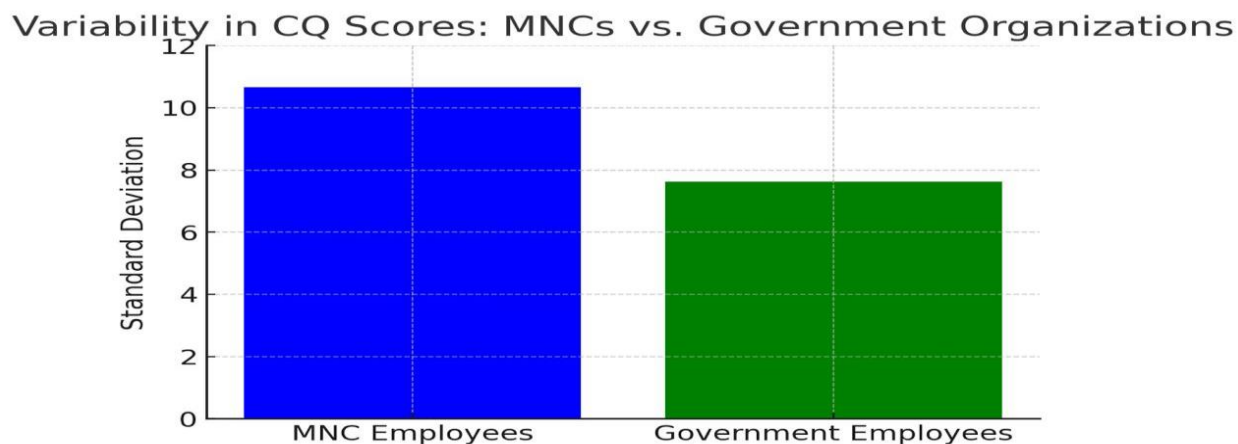


Factors Influencing Cultural Intelligence in Both Sectors

Despite the lack of statistical significance, there are some qualitative insights regarding CQ in different work environments:

- **MNCs:** Employees often work with international colleagues, requiring them to develop cross-cultural communication skills. However, the level of exposure varies depending on the team's structure and the company's global presence.
- **Government Organizations:** Employees interact primarily within a national cultural framework, but they may still require CQ when dealing with diverse local communities and stakeholders. Policies on inclusivity and public service ethics play a role in shaping CQ in government jobs.

Graph 3: Variability in CQ Scores (Standard Deviation Comparison)



6. Conclusion

Cultural intelligence (CQ) is an essential competency in today's globalized workforce, influencing how individuals interact, collaborate, and adapt to multicultural environments. This research has examined the role of CQ in multinational corporations (MNCs) and domestic workplaces, shedding light on how cultural exposure, workplace diversity, and organizational structures shape employees' ability to function effectively in culturally diverse settings. The findings suggest that while MNC employees often exhibit higher exposure to intercultural experiences, government employees may develop CQ through structured policies and long-term engagement in diverse societies. However, the observed differences in CQ scores between the two sectors were not statistically significant, indicating that multiple factors beyond workplace setting contribute to cultural intelligence.

One of the key takeaways from this research is the variability in CQ scores across both MNCs and government organizations. MNCs, with their inherently global nature, provide employees with frequent cross-cultural interactions, fostering adaptability and global awareness. However, the higher standard deviation in CQ scores among MNC employees suggests that not all individuals benefit equally from these experiences. This implies that while some employees may thrive in multicultural environments, others may struggle due to a lack of targeted cultural training or individual differences in adaptability. In contrast, government organizations show a more consistent CQ score distribution, likely due to stable institutional frameworks and long-term exposure to diverse populations within national boundaries.

The statistical analysis revealed no significant difference between CQ levels in MNC and government employees, which challenges the common assumption that working in an international organization inherently leads to higher cultural intelligence. This finding suggests that CQ is not solely dependent on workplace type but rather on training, personal experiences, and organizational initiatives.

Therefore, organizations across both sectors should focus on structured CQ development programs, including diversity training, cross-cultural mentorship, and immersive learning experiences, to ensure that employees can effectively navigate cultural complexities.

Furthermore, this study highlights the need for organizations to recognize CQ as a dynamic skill rather than an inherent trait. Employers should integrate CQ assessments into their hiring and training processes, ensuring that employees have access to continuous learning opportunities to enhance their cultural adaptability. MNCs, in particular, should address the inconsistencies in CQ development by implementing more inclusive and structured programs that reach all employees rather than a select few. Similarly, government organizations should explore ways to increase exposure to international best practices, as globalization continues to shape public service and policy-making.

Despite its valuable insights, this study has some limitations. The sample size, while representative, may not fully capture the complexities of cultural intelligence across different industries and job roles. Future research could explore how specific job functions, leadership roles, and personal backgrounds influence CQ development. Additionally, longitudinal studies could provide a deeper understanding of how CQ evolves over time within different organizational settings.

In conclusion, cultural intelligence remains a crucial factor in today's diverse workplaces, shaping effective communication, teamwork, and leadership. While MNCs and government organizations each offer unique environments for CQ development, the absence of a statistically significant difference in scores suggests that cultural intelligence is cultivated through a combination of workplace exposure, training, and personal experiences rather than merely the type of organization. As businesses and governments continue to navigate globalization, fostering CQ should be a strategic priority to ensure that employees can thrive in increasingly multicultural environments. By investing in CQ training and creating inclusive work cultures, organizations can empower employees to bridge cultural divides, foster innovation, and contribute to a more interconnected world.

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8. Appendices

CULTURAL INTELLIGENCE SCALE (CQS)

Read each statement and select the response that best describes your capabilities. Select the Answer that BEST describes you AS YOU REALLY ARE.

Use the following format:

1	2	3	4	5	6	7
Very Strongly Disagree	Strongly Disagree	Disagree	Not Decided	Agree	Strongly Agree	Very Strongly Agree

1. ... I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. 1 2 3 4 5 6 7
2. ... I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me. 1 2 3 4 5 6 7
3. ... I am conscious of the cultural knowledge I apply to cross-cultural interactions. 1 2 3 4 5 6 7
4. ... I check the accuracy of my cultural knowledge as I interact with people from different cultures. 1 2 3 4 5 6 7
5. ... I know the legal and economic systems of other cultures. 1 2 3 4 5 6 7
6. ... I know the rules (e.g. vocabulary, grammar) of other languages. 1 2 3 4 5 6 7
7. ... I know the cultural values and religious beliefs of other cultures. 1 2 3 4 5 6 7
8. ... I know the marriage systems of other cultures. 1 2 3 4 5 6 7
9. ... I know the arts and crafts of other cultures. 1 2 3 4 5 6 7
10. ... I know the rules of expressing nonverbal behaviors in other cultures. 1 2 3 4 5 6 7
11. ... I enjoy interacting with people from different cultures. 1 2 3 4 5 6 7
12. ... I am confident that I can socialize with locals in a culture that is unfamiliar to me. 1 2 3 4 5 6 7
13. ... I am sure that I can deal with the stresses of adjusting to a culture that is new to me. 1 2 3 4 5 6 7
14. ... I enjoy living in cultures that are unfamiliar to me. 1 2 3 4 5 6 7
15. ... I am confident that I can get accustomed to the shopping conditions in a different culture. 1 2 3 4 5 6 7
16. ... I change my verbal behavior (e.g. accent tone) when a cross-cultural interaction requires it. 1 2 3 4 5 6 7
17. ... I use pause and silence to suit different cross-cultural situations. 1 2 3 4 5 6 7
18. ... I vary the rate of my speaking when a cross-cultural situation requires it. 1 2 3 4 5 6 7
19. ... I change my non-verbal behavior when a cross-cultural situation requires it. 1 2 3 4 5 6 7
20. ... I alter my facial expressions when a cross-cultural interaction requires it. 1 2 3 4 5 6 7



To score yourself you will need to take the average of responses completed.

- **CQ Strategy** (Meta-cognitive) Sub-score: average of responses to Questions 1- 4 _____.
- **CQ Knowledge** (Cognitive) Sub-score: average of responses to Questions 5-10 _____.
- **CQ Drive** (Motivational) Sub-score: average of responses to Questions 11-15 _____.
- **CQ Action** (Behavioral) Sub-score: average of responses to Questions 16-20 _____.
- **Total Cultural Intelligence score:** average of responses of all your sub-scores above _____.

**** Scores of 4 or higher are desirable****

CQ-Strategy and CQ-Behavior predict Task Performance

- the higher the CQ-Strategy, the higher the performance
- the higher the CQ-Behavior, the higher the performance

CQ-Motivation and CQ-Behavior each predict Three Different Forms of Adjustment: General, Work and Interactional

- the higher the CQ-Motivation, the higher the adjustment
- the higher the CQ-Behavior, the higher the adjustment

```
. ttest mnc_scores == govt_org_scores, unpaired
```

Two-sample t test with equal variances

Variable	Obs	Mean	Std. Err.	Std. Dev.	[95% Conf. Interval]	
mnc_sc~s	57	85.75439	1.412503	10.66416	82.9248	88.58397
govt_o~s	55	87.03636	1.028537	7.627833	84.97427	89.09846
combined	112	86.38393	.876756	9.278713	84.64658	88.12128
diff		-1.281978	1.7575		-4.76493	2.200975

```
diff = mean(mnc_scores) - mean(govt_org_scores)          t = -0.7294
Ho: diff = 0                      degrees of freedom =    110
```

```
Ha: diff < 0                      Ha: diff != 0                      Ha: diff > 0
Pr(T < t) = 0.2336                Pr(|T| > |t|) = 0.4673                Pr(T > t) = 0.7664
```

```
.
```

- https://drive.google.com/drive/folders/1-3isw_BwQ_99UIhMJ4rc97QLqO64TsIa