



The impact of Cultural Intelligence (CQ) on Cross-Cultural Job Satisfaction (CCJS) and International Related Performance (IRP)

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Abstract

Cultural Intelligence (CQ) referring to the adaptation to cross-cultural situation, interacting and working effectively in cross-cultural situations is the subject of this study. Globalization and international activities of companies have increased the cross-cultural interaction and commercial links, which in turn have resulted in the need for knowledge and competence about different culture. Within these dynamics, the success of the managers who are in charge of international activities depends on their CQ. The studies related to CQ reveal that it helps to cope with multi-cultural situations, to perform in culturally diverse work groups, to manage culture shock and facilitate effective cross-cultural adjustment, decision making and performance. This study particularly investigates the role of CQ on Cross-Cultural Job Satisfaction (CCJS) and International Related Performance (IRP). The study also looks at the link between CCJS and IRP. A research model along with the related hypotheses was developed and tested based on the data collected through survey method from textile companies in Turkey. The results reveal that CQ is positively related to CCJS. The partial support is also obtained from the data regarding the link between CQ and IRP. In addition, the research finds no relationship between CCJS and IRP. The findings are discussed in relation to theory and practice in the conclusion part of the study.

Keywords: Cultural Intelligence; Job Satisfaction; Cross-Cultural Job Satisfaction; Performance; International Related Performance.

1. Introduction

Today's business world is characterized by frequent Crossing of the countries and interactions of people from different cultures and thus has become multicultural (Early and Mosakowski, 2004; Harris, 2006; Triandis, 2006). It is also true that diversity in organizations has resulted in individuals working and interacting regularly with people from different cultural and ethnic background (Ang *et al.*, 2006). Cultural differences make the interactions difficult and result in misunderstanding, conflict and disintegration (Adler, 1986; Amiri *et al.*, 2010; Hofstede, 1984 and Trompenaars and Hapden-Turner, 1997). To better interact in cross-cultural situations, individuals need to be sensitive to different cultures along with understanding, learning, and adapting new cultures (Maznevski, 2006;

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Tan, 2004; Thomas and Inkson, 2005). To be able to do all this, individuals need to have Cultural Intelligence (CQ) (Amiri *et al.*, 2010; Crowne, 2008; Early and Mosakowski, 2004; Tan, 2004; Triandis, 2006).

Defined as “a person’s capability to adapt effectively to new cultural contexts” (Earley and Ang, 2003:59), CQ is an important skill for an individual, group and organizations. It is generally viewed as multifaceted structure involving metacognitive, cognitive, motivational, and behavioral dimensions (Earley and Ang, 2003). CQ enables people to interact with culturally different people and also results in many positive outcomes for individual and organizations. In today’s business world, CQ has become an important skill for everyone involved in multi-cultural situations (Early and Mosakowski, 2004; Harris, 2006; Maznevski, 2006; Thomas and Inkson, 2005; Triandis, 2006). Early and Mosakowski (2004:146) argued that “a person with high CQ, whether cultivated or innate, can understand and master such situations, persevere, and do the right things when needed”. In addition, CQ is also seen a vital cross-cultural competency that facilitates expatriates’ adjustment and job performance in international assignment (Ramalu *et al.*, 2011). Moreover, understanding CQ can help organizations to select employee for overseas assignment (Crowne, 2008). CQ also affects knowledge management (Alidoust and Homaei, 2012). As shown, CQ has several individual, group and organizational outcomes, thus represents an important research topic.

CQ is relatively new concept in management literature with little empirical studies (Ang *et al.*, 2007) and further research is needed to understand its dynamic along with its potential implications. A number of studies have explored the role of CQ on cultural judgement (Ang *et al.*, 2007), decision making (Ang *et al.*, 2007), cultural adaptability (Ang *et al.*, 2007; Ramalu *et al.*, 2011; Ramsey *et al.*, 2011), achievement need of managers (Vedadi *et al.*, 2010), and employee performance (Amiri *et al.*, 2010; Gorji and Ghareseflo, 2011; Ramalu *et al.*, 2011). In order to extend the research on CQ, this study suggests that CQ might have implications for cross-cultural job satisfaction (CCJS) and international related performance (IRP). Therefore, this study aims to undertake an empirical study to explore the role of CQ and its impact on CCJS and IRP in international textile companies operating in Kahramanmaraş city of Turkey.

Previous research showed that CQ has implications over the decision making, cultural adaptability, cultural adjustment and performance; similarly, it might affect job satisfaction of managers who involve in cross-cultural business interactions. Job satisfaction is defined as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience’ (Locke, 1976). Due to the nature of the study, the term, “cross-cultural job satisfaction (CCJS)” instead of job satisfaction is used. CCJS mainly refers to satisfaction resulted from interactions between managers and international customers from different cultures. CCJS includes not only the satisfaction with the job in general but also satisfaction with relationship, communication, mutual respect, and joint problem solving with customers. As Livermore (2010) argued, CQ can enable individuals to cope with cross-cultural situations and related stress and problems, thus leading to increase their satisfactions. Several theories offered in the literature to explain the antecedent of job satisfaction in the work place (Judge and Kammeyer-Mueller, 2012; Timothy and Klinger, 2007). Timothy and Klinger (2007) classified them into three categories: Situational, dispositional and interactive theories. In situational theories, job satisfaction results from the nature of one's job or other aspects of the environment. Dispositional approach assumes that job satisfaction is rooted in the personological makeup of the individual. Interactive theories suggest that job satisfaction results from the interplay of situational and personological factors. In this study, CQ is treated as an important skill possessed by the individuals and increases the job satisfaction. Looking at the job satisfaction literature reveal that many factors related to each theory such as personality, work itself, pay, promotional opportunities, supervision, and co-workers etc., (Azırı, 2011; Furnham *et al.*, 2009; Judge *et al.*, 2002; Judge and Kammeyer-Mueller, 2012; Parvin and Kabir, 2011; Thomas *et al.*, 2004) were found to affect job satisfaction yet, the role of CQ on job satisfaction has been underexplored.

In addition to investigating the role of CQ on CCJS, the current study also looks at the link between CQ and IRP. Organizational performance is considered as “the most important criterion in evaluating organizations, their actions, and environments” and used to evaluate firms continually and compare them to rivals by researcher and managers (Richard *et al.*, 2008:1). IRP is defined as the performance of international activities and is measured through asking the managers to evaluate international activities of their respective firm based on profitability, efficiency and customer satisfaction compared to the targeted expectations. Previous studies found that CQ is related to employee performance (e.g., Amiri *et al.*, 2010; Gorji and Ghareseflo, 2011; Ramalu *et al.*, 2011). The current study extends these studies through exploring the role of CQ on IRP. Theoretical explanations come from various literatures. Companies relying on their human resources for responding to the changing business environment and obtain several strategic advantages such a flexibility and growth (Dyer, 1993; Barlett and Ghoshal, 2002). CQ with behavioral, motivational and cognitive dimensions is a unique resource that has the potential to generate competitive advantages and to lead better performance outcomes (Ang and Inkpen, 2008; Johnson *et al.*, 2006). The literature on Upper Echelon perspective (Hambrick and Mason, 1984) also supports the theoretical underpinnings of the current study in a way that values, beliefs and attitudes of the managers affect firm process and performance outcomes. This model suggests that top managers play a important role in shaping the organizational process and outcomes (Carpenter *et al.*, 2004). Thus, studying the relationship between CQ and IRP is reasonable and is supported via strong theoretical arguments.

The present study also explores the relationship between CCJS and IRP. Job satisfaction literature indicates that job satisfaction is associated with several important individual and work related outcomes (Judge and Kammeyer-Mueller, 2012; Kirkman and Shapiro, 2012). Job satisfaction is related to organizational citizenship behavior (e.g., Ilies *et al.*, 2009), turnover decision (e.g., Carsten and Spector, 1987; Tian-Foreman, 2009), individual effectiveness or performance (e.g., Harrison *et al.*, 2006; Judge *et al.*, 2001; Kinicki *et al.*, 2002). In addition to the link between job satisfaction and individual related work outcomes, the researchers are also interested in job satisfaction-organizational performance link (Judge and Kammeyer-Mueller, 2012). Schneider *et al.*, (2003) argued that implications of employee job attitudes over the organizational outcomes need to be explored based on the idea that the way employees experience their work world would affect organizational effectiveness (Argyris, 1957; Likert, 1961; McGregor, 1960). Supporting this view, Harter *et al.*, (2002:1) stated that “the quality of an organization’s human resources is perhaps the leading indicator of its growth and sustainability”. Previous studies explored the business unit level analysis (Harter *et al.*, 2002) or organizational unit level analysis (Schneider *et al.*, 2003) and found the link between job satisfaction and performance (Harter *et al.*, 2002; Schneider *et al.*, 2003). Different from these studies, managers’ job satisfaction was related to organizational performance in another study (Netemeyer *et al.*, 2010). Some studies also found the positive effect of job satisfaction on various performance outcomes (e.g., Koy, 2001; Patterson *et al.*, 1997). Similar to these studies, present study proposes the positive link between manager’s CCJS and IRP.

The present study explores the relationships among CQ, CCJS and IRP, through a model drawn from CQ, Job satisfaction and organizational performance literatures. Data is collected from international textile companies and tested via Smart PLS. The implications of the study with regard to theory and practice are provided in the conclusion part.

2. Theoretical Background

2.1 Cultural Intelligence (CQ)

Globalisation has encouraged the mobility of labour across national and cultural boundaries (Templer *et al.*, 2006) and also increased the need for intercultural understanding and education

(Early and Peterson, 2004). Cultural diversity results in several challenges for individuals and organisation alike in cross-cultural situations, making interactions difficult (Adler, 1986; Amiri *et al.*, 2010). To interact effectively in cross-cultural situations has become very important in today's global business world (Crowne, 2008; Earley and Ang, 2003; Early and Mosakowski, 2004). Crowne (2008) discussed that people in cross cultural situations often make costly cultural blunder. Most of the time, people are not aware of the mistake they make. Contrary to these people, there are people who successfully deal with cross-cultural situations. This is related to having CQ (Crowne, 2008; Earley and Ang, 2003; Early and Peterson, 2004; Templer *et al.*, 2006). While some people have CQ, others may not have it.

Earley and Ang (2003:59) defined CQ as “a person's capability to adapt effectively to new cultural contexts”. CQ is defined as “an individual's ability to adapt to and function effectively in culturally diverse situations” (Creque and Gooden, 2011). Thomas and Inkson (2005) consider CQ “as people skill for global workplace and defined it as being skilled and flexible about understanding a culture, learning increasingly more about it, and gradually shaping one's thinking to be more sympathetic to the culture and one's behaviour and to be more tuned and appropriate when interacting with others from the culture”. According to Maznevski (2006), CQ is also defined as “the ability to understand and manage the relationship between business issues and cultural issues, and to be yourself while respecting, valuing, and allowing the “space” for others to be themselves”. CQ explains “why some people can operate appropriately and effectively in new cultures or among people with unfamiliar backgrounds while others flounder” (Early and Mosakowski, 2004:139).

There are other types of intelligences that CQ is related to. Early and Mosakowski (2004:139) noted that “cultural intelligence is closely linked with emotional intelligence, but it picks up where emotional intelligence leaves off”. Like these other forms of intelligence, CQ complements IQ (cognitive intelligence) by focusing on specific capabilities that are important for effectiveness in cross-cultural situations (Dyne and Ang, 2005).

In their framework, Earley and Ang (2003) conceptualised CQ as a multifaceted structure that includes metacognitive, cognitive, motivational, and behavioural factors. Early and Mosakowski (2004) noted that “CQ is resided in the body and hearth, as well as the head. Although all managers are not equally strong in all three areas, each faculty is seriously hampered without other two”. According to Early and Mosakowski (2004), CQ has three dimensions: cognitive, physical and emotional/motivation, each represents head, body and heart. Similarly, Tan (2004) divided CQ into three parts: “thinking and solving problems in particular ways (cultural strategic thinking), being energized and persistent in one's actions (motivational), and acting in certain ways (behavioural)”. Unlike the previously stated three dimensions of CQ, Ang and Dyne (2005) mentioned four factors or aspects to CQ: CQ- Strategy, CQ-Knowledge, CQ-Motivation, and CQ-Behaviour. In the same way, Ang *et al.*,

(2007) described four dimensions of CQ: metacognitive, cognitive, motivational, and behavioural.

Ang *et al.*, (2007) explained the meaning of each CQ dimension as follows; Metacognitive CQ is “the higher-order mental capability to think about personal thought processes, anticipate cultural preferences of others, and adjust mental models during and after intercultural experiences”. Cognitive CQ reflects “knowledge of norms, practices, and conventions in different cultures acquired from education and personal experiences”. Motivational CQ “reflects the capability to direct attention and energy toward learning about and functioning in situations characterized by cultural differences”. Behavioural CQ is “the capability to exhibit appropriate verbal and nonverbal actions in culturally diverse situations”.

Although research on CQ is relatively new, the results reported from this line of research are accumulating and promising (Dyne and Ang, 2005). A number of empirical work done in the literature indicates that CQ has implications for cultural judgement (Ang *et al.*, 2007), decision making (Ang *et al.*, 2007), cultural adaptability (Ang *et al.*, 2007; Ramalu *et al.*, 2011; Ramsey *et al.*,

2011), achievement need of managers (Vedadi *et al.*, 2010), and employee performance (Amiri *et al.*, 2010; Gorji and Ghareseflo, 2011; Ramalu *et al.*, 2011). Several potential research areas are available and need be further investigated. Studying the impact of CQ on CCJS and IRP is one of them and will be a great contribution to the literature. Job satisfaction is frequently encountered and used in scientific research along with everyday life, yet there is still no common definition agreed on (Azırı, 2011). Job satisfaction represents a complex and multifaceted concept, meaning of which differs depending on the people (Azırı, 2011). Many definitions of job satisfaction exist in the literature. For instance, job satisfaction is defined as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience’ (Locke, 1976). Hodgetts (1991) explained job satisfaction as “an emotional response to a job situation” and further noted that how well outcomes meet or exceed personal expectations determine the job satisfaction. According to Parvin and Kabir (2011), job satisfaction describes “how content an individual is with his or her job”. Job satisfaction tends to be regarded as the most important employee attitude with research and practice in mind (Saari and Judge, 2004). It has several individual and organisation related implications (Judge and Kammeyer-Mueller, 2012).

Several theories offered in the literature to explain the antecedent of job satisfaction in the work place (Judge and Kammeyer-Mueller, 2012; Timothy and Klinger, 2007). Timothy and Klinger (2007) classified them into three categories: Situational, dispositional and interactive theories. In situational theories, job satisfaction results from the nature of one's job or other aspects of the environment. Dispositional approach assumes that job satisfaction is rooted in the personological makeup of the individual. Interactive theories suggest that job satisfaction results from the interplay of situational and personological factors. Some studies present five or more dimensions of job satisfaction, namely, work itself, pay, promotional opportunities, supervision, and co-workers (Azırı, 2011; Steers, 1991; Parvin and Kabir, 2011). It is known that job satisfaction is associated with several individual, group and organisational outcomes. Turnover, absenteeism and performance are among many outcomes that job satisfactions are associated with (Ribeaux and Popleton, 1978). Studies found that job satisfactions is related to turnover (e.g., Lambert *et al.*, 2001; Mudor and Tooksoon, 2011), performance (Ahmad *et al.*, 2010; Khan *et al.*, 2012; Nimalathan and Brabete, 2010; Yazıcıoğlu, 2010). Although extensive studies are conducted regarding implications of the job satisfaction for individual, group and organisational outcomes from various disciplines, the results so far seem to be either insignificant or inconsistent or relatively low level of significance (Ahmad *et al.*, 2010). This study tries to explore the role of CQ on CCJS. CCJS is different from mainstream job satisfaction literature and explained below.

In this research, instead of job satisfaction, the term, cross-cultural job satisfaction (CCJS) is used due to the nature of the study. CCJS in this study mainly refers to satisfaction resulted from interactions between managers and customers from different cultures. CCJS includes not only the satisfaction with the job in general but also satisfaction with relationship, communication, mutual respect, and joint problem solving with culturally different customers. Further details regarding this construct are given in the methodology part. In this study, CQ is proposed to affect CCJS, which in turn affects IRP.

3. Hypotheses Development

3.1. Cultural Intelligence and Cross-Cultural Job Satisfaction

CQ affects individual, group and organisations in various ways. This paper argues that CQ has implication for CCJS. Several individual, group and organisational factors affect the jobsatisfactions (Judge and Kammeyer-Mueller, 2012). CQ as an important individual skill is suggested to influence CCJS.

CQ can increase individual capabilities in terms of; coping with multi-cultural situations, engaging in cross-cultural interactions, performing in culturally diverse work groups to manage the

stress of culture shock along with related consequent frustration and confusion, and facilitating effective cross-cultural adjustment (Dyne and Ang, 2005; Early and Mosakowski, 2004; Tan, 2004; Templer *et al.*, 2006; Thomas and Inkson, 2005). In addition to these benefits of the CQ, Livermore (2011) argued that with the enhancement of CQ, personal satisfaction and overall well-being can be improved in culturally diverse situations. CQ can enable individuals to cope with cross-cultural interactions and issues, thus eliminating fatigue, and other negative outcomes encountered and resulting in increased personnel satisfaction and well-being (Livermore, 2011).

Empirical studies also provide evidence to the theoretical arguments explained above. Templer *et al.*, (2006) found the positive relationship between motivational CQ and adjustment. Sims (2011) looked at the link between CQ and job satisfaction of expatriate teacher and obtained significant correlations between CQ (metacognitive, cognitive, motivational and behavioural) and self-reported job satisfaction. Sahin (2011) also conducted a research and found that high levels of leader motivational and behavioural CQ are related to subordinate ratings of satisfaction with leader and organizational citizenship behaviours. Based on their research, Amiri *et al.* (2010) found a significant relationship between metacognitive, cognitive and motivational aspects of CQ and employees' performance or between CQ and employees' performance overall. Ang *et al.*, (2007) reported a significant the relationship between CQ aspects and cultural judgment, decision-making, cultural adaptability, and job performance. Imai and Gelfand (2010) provided some evidences relating to the facilitating effects of CQ on negotiation process. Crowne (2008) argued that understanding CQ can help organisations in selecting employee for overseas assignment. In addition to these implications of CQ, this study proposes that CQ has also implication for CCJS.

In this study, CCJS is conceptualised as satisfaction of respondents from their work as well as the relationship with culturally different people, and mutual respect, communication, cooperation and joint problem-solving. All aspect of CQ is likely to improve all aspect of CCJS. As explained before, CQ enables managers to better manage cross-cultural interactions such as communication, cooperation, joint problem-solving thus increasing CCJS. Based on the theoretical and empirical evidences, the following hypothesis is suggested;

H1: Cultural Intelligence (metacognitive, cognitive, motivational and behavioural) positively affects the cross-cultural job satisfaction

3.2. Cultural Intelligence and International Related Performance

The other proposal of this study is that CQ also relates to IRP. IRP is defined as performance of the firms associated with international activities. CQ may contribute to IRP in several ways. Explanations for the suggested link are provided below.

CQ is an important concept that has implications for organisations in different ways. Johnson *et al.*, (2006) argued that CQ may foster cross-cultural competence and this competence can affect performance of international firms. Amiri *et al.*, (2010) argued that CQ is an important capability and employees with cultural intelligence have implication for organisational performance. Similarly, Ang and Inkpen (2008:343) argued that "CQ possessed by the managers is a valuable resource for a firm and thus culturally intelligent firms is likely to outperform culturally less intelligent firms". Studies related to top management teams or upper echelons show that there is significant relations between top management team characteristics and firm performance (e.g., Hambrick and Mason, 1984). The characteristics of managers have implications for organisational outcomes. Barlett and Ghoshal (2002) argued that companies use their skilled employees to achieve speed, flexibility and continuous self-renewal. From this line of reasoning, it can be argued that culturally intelligent managers may influence firm performance.

A number of empirical works in the literature indicates that CQ affects decision making (Ang *et al.*, 2007), cultural adaptability (Ang *et al.*, 2007; Ramalu *et al.*, 2011) and employee performance (Amiri *et al.*, 2010; Gorji and Gharesefloo, 2011; Ramalu *et al.*, 2011). To give an example of these

studies, Ang *et al.*, (2007), studied the relationship between CQ aspects and cultural judgment and decision-making, cultural adaptability and job performance. They concluded: “a) Metacognitive and cognitive CQ have a positive and significant relation with the effectiveness of cultural judgment and decision-making; b) Motivational and behavioural CQ have a positive and significant relation with cultural adaptability; c) Metacognitive and behavioural CQ have a positive and significant relation with job performance”. Crowne

(2008) argued that understanding CQ can help organisation to select employee for overseas assignment. From a different perspective, Leiponen (2006) conducted an empirical study investigating the role of competencies and knowledge capital on economic performance of firms and found that the educational and technological capabilities have a considerable impact on profitability of firms. CQ representing precious competence of the managers can be expected to contribute to the business performance.

The success of the organisational in cross-cultural business interactions depend on their capabilities of their workforce. Dyer (1993) asserted that business enterprises are transforming to adapt to the changing business environment and noted that “attention is turning to the human competencies and capacities it takes to bring these transformed enterprises to life”. People with unique knowledge, capabilities and intelligence are the main sources for the companies to be more competitive in today’s business world (Al-Zu’bi, 2010; Maznevski, 2006; Memon *et al.*, 2009; Sempene *et al.*, 2002; Steers, 1991; Thomas and Ingson, 2005). Based on the theoretical and previous empirical findings, a number of favourable business outcomes can be obtained from CQ. For example, it is plausible to discuss that CQ can help organisations to better cope with changing cross-cultural business environment. CQ can assist companies to successfully grasp needs and expectations of international customers. Having managers with adequate CQ can enable organisations to cope with cross-cultural processes such as negotiations and conflict resolutions. Through CQ, companies can derive several strategic benefits such as winning important contracts from overseas customers. Dealing effectively with overseas customers might result in improved customer satisfaction, loyalty and brand identification and reputation. CQ can also aid to capitalise on the cultural differences. These are the outcomes that are deemed to associate with performance outcomes, particularly related to IRP. To support our argument, Barlett and Ghoshal (2002:35) asserted that “scarce knowledge and expertise drive new-product development, and personal relationships with key clients are at the core of flexible market responsiveness”. Thus, CQ capabilities of managers who are in charge of international business activities are likely to contribute to IRP of the firms. Following these arguments, the next hypothesis is provided;

H2: Cultural intelligence is positively related to the international related performance **3.3. Cross-**

Cultural Job Satisfaction and International Related Performance

Because of their dynamic nature, organisations are regarded as the most complex social structures (Sempene *et al.*, 2002). Human resources constitutes an important part of the organisations and their involvement, motivations, commitment and contributions increase the organisational effectiveness, efficiency and consequently organisational competitiveness (Sempene *et al.*, 2002; Al-Zu’bi, 2010; Wright and Kehoe, 2008). Al-Zu’bi (2010) argued that factors associated with employees are also related to organisational success. Similarly, Patterson *et al.*, (1997) argued that employee attitudes are related to organisational performance. Koys (2001:101) asserted that HR strategies have been shown to affect organisational outcomes and further noted that human resource outcomes (e.g. employee satisfaction) affect business outcomes. According to Barlett and Ghoshal (2002), companies respond to the new rules of business game (speed, flexibility and continuous self-renewal) through skilled and motivated people. Following this line of reasoning it can be said that CCJS is also important concept that may influence IRP. Looking at this relationship between CCJB and IRP corresponds to the recommendation made by Saari and Judge

(2004) that future studies need to look at the relationship between employee attitudes and business performance.

According to Saari and Judge (2004), the relationship between job satisfaction and organisational outcomes is widely studied in the literature. Edmans (2012) noted that job satisfaction has implications for recruitment, retention, motivation, and other HRM practices. Referring to Landy (1989), Edmans (2012) further argued that job satisfaction is likely to improve employee recruitment, retention, and motivation, which in turn may improve profits, new product development and positive customer ratings. Job satisfaction is also argued to help employee to reduce stress, create new thinking and innovation and consequently better relationship with others. These are the elements that may be considered in improving firm performance. Aziri (2011) also argued that job satisfaction is an important element in considering efficiency and effectiveness of business organizations. Based on the idea that satisfied employees may perform better than unsatisfied employees, Nimalathan and Brabete (2001) argued that there is a need for organisation to satisfy their employees to achieve their objectives. Schneider *et al.*, (2003) argued that implications of employee job attitudes over the organisational outcomes need to be explored based on the idea that the way employees experience their work world would affect organizational effectiveness (Argyris, 1957; Likert, 1961; McGregor, 1960). Supporting this view, Harter *et al.*, (2002:1) stated that “the quality of an organization’s human resources is perhaps the leading indicator of its growth and sustainability”.

Previous studies explored the business unit level analysis (Harter *et al.*, 2002) or organisational unit level analysis (Schneider *et al.*, 2003) and found the link between job satisfaction and performance (Harter *et al.*, 2002; Schneider *et al.*, 2003). Different from these studies, managers’ job satisfaction was related to organisational performance in another study (Netemeyer *et al.*, 2010). Edmans (2012) found that job satisfaction is positively correlated with the firm value. Koy (2001) also showed the significant effect of job satisfaction on organisational profitability. Patterson *et al.*, (1997) conducted a research looking for the factors affecting business performance. The results indicated that job satisfaction is positively related to business productivity and profitability.

In this study, satisfied employees from their job along with relationship with culturally different people and mutual respect, cooperation, communication and joint problem-solving is suggested to have positive impact on IRP. It is proposed that satisfied employees are willing to help and cooperate with overseas customers and consequently increase their contribution to the company they work. Their contribution to the firm would be felt more on outcomes related to the international aspect of the performance. Based on these arguments, the following hypothesis is developed;

H3: Cross-cultural job satisfaction positively affects the international related performance

4. Methodology

4.1. Sample and Data Collection

To answer the research questions, a survey was conducted in Kahramanmaraş in Turkey. Target population of this study is the companies in textile industry operating within the district of this city. The survey was limited to the textile industry because this sector is known for its international activities. The nature of the study forced the researcher to include companies that have international activities and cross-cultural interactions. The database of the Kahramanmaraş Chamber of Commerce is utilized for the e-mail and telephone number of the firms in textile industry. 200 companies were identified as target population of this study. A questionnaire was designed based on related studies and sent to these business enterprises through e-mail. A note was also included in the questionnaire regarding the fact that questionnaire should be filled by the

manager who is in charge of international business activities. Of the 200 distributed questionnaires, 86 were returned (response rate 43%) and used in the data analysis.

4.2. Measures

Three important constructs have been used in the study, one of which CQ items were taken from the study of Ang *et al.*, (2007). CQ was measured by using the original four dimensions, namely metacognitive CQ (4 items), cognitive CQ (six items), motivational CQ (five items) and behavioural CQ (five items). All CQ items were rated on a five-point Likert-type scale that ranges from strongly disagree to strongly agree.

Second construct, CCJS items (seven items) were taken and modified to this research from the related literatures (e.g. Hackman, and Oldham 1975; Thomas, 1999). Sample item was "I am satisfied with the overall quality of my relationship with the customers from different cultures." All CCJS items were rated on a five-point Likert-type scale that ranges from strongly disagree to strongly agree.

The last construct, IRP is defined as the performance of international activities and the respondents were asked to rate the performance of international activities compared to the targeted expectations. This construct is subjective in nature and is measure based on the perception of respondents regarding performance of international activities of the firms. International activities of the firm were measured based on some criteria such as sales growth, profitability, and investment by using the scale from "better than targeted expectation" to "worse than targeted expectations". Management and organizational culture related surveys use subjective measures based on the executives' evaluations and judgments about firm's profitability, sales, market share, and customer satisfaction (Garg *et al.*, 2003). IRP items (twelve items) were taken and adapted to the study from Garg *et al.*, (2003).

5. Data Analysis

All analysis was performed based on the data collected through survey by using Smart PLSa Partial Least Squares (PLS) Structural Equation Modelling (SEM) tool (Ringle *et al.* 2005). The objective of PLS is to maximize the variance explained. The PLS approach makes no assumptions about data distribution and uses non-parametric techniques (e.g., bootstrapping or jackknifing) in order to test statistical significance of estimations. The PLS technique places minimal restrictions on sample size and residual distributions allowing for the data analysis with small samples, making it a reasonable choice for our analysis. While sometimes considered a structural equation modelling approach, PLS differs from covariance-based methods (see Noonan and Wold, 1982); covariance-based SEM methods are used in programs such LISREL and AMOS and unlike these approaches, PLS analyses do not provide goodness-of-fit indices.

5.1. Analyses and Results

Table 1 shows the characteristics of the respondents participated in this study. While 89% of the respondent participated in the survey is male, the remaining %11 is female. The ages of the respondents vary between 20-25 (8%), 26-30 (36%), and 31-35 (33%), 36-40 and up (18%). This shows that the majority of the respondents seem to be under 35 years old reflecting a young sample group. Distribution of the respondents in terms of the department they work in is as follows; marketing (49%), foreign trade department (30%), upper level management (14%), and other (7%). Looking at the sample from educational point of view reveals that 62% have graduate degree, 21% have post graduate degree, 7% high school degree, 7% have associate degree, and 3% has other degree. Respondents were asked about their job tenure. While 32% percent of the respondent spent 1-3 years in their current job, 33% percent spent 4-7 years and remaining 35%

percent spend 8 and more years. Respondent's general level of English tend to be good. The distribution among the respondent's English level varies from 37% very good, 41% good, 20% average, and to %2 little. The experience years in sector that respondent have; 1-3 (23%), 4-7 (44%), 8-11 (21%), and 12 and more (12%). The respondents were also asked about the level of cross-cultural training they had. 22% percent of the respondent said that they have enough experience, 42% percent had little training, 10% percent had very little training, and the remaining 16% percent received no training at all.

Table 1: Characteristics of Respondents

Gender	Frequency	Valid Percent	Age	Frequency	Valid Percent
Male	76	89	20-25	7	8
Female	10	11	26-30	31	36
Total	86	100	31-35	33	38
Department	Frequency	Valid Percent	36-40	11	13
Marketing	42	49	41-45	4	5
Foreign trade	26	30	Total	86	100
Upper Management	12	14	The level of English	Frequency	Valid Percent
Other	6	7	Little	2	2
Total	86	100	Average	18	20
Education	Frequency	Valid Percent	Good	34	41
High School	6	7	Very Good	32	37
Associate Degree	6	7	Total	86	100
Graduate	54	62	Cross-Cultural Training	Frequency	Valid Percent
Post Graduate	18	21	None	14	16
Other	2	3	Very little	9	10
Total	86	100	Little	39	46
Job Tenure	Frequency	Valid Percent	Much	24	28
1-3	27	32	Total	86	100
4-7	28	33	Sector Experience	Frequency	Valid Percent
8-11	16	18	1-3	20	23
12-	15	17	4-7	38	44
Total	86	100	8-11	18	21
			12-	10	12
			Total	86	100

The research model reflecting the research hypotheses H1 through H3 depicted in Figure 1. The model was analyzed using Smart PLS 2.0, a Partial Least Squares (PL) Structural Equation Modelling (SEM) tool. Smart PLS simultaneously assesses the psychometric properties of the measurement model and estimates the parameters of the structural model. Reliability results of testing measurement model are shown in Table 2. The results indicate that the measures are robust in terms of their internal consistency reliabilities as indexed by their composite reliabilities. The composite reliabilities of different measures in the model range from 0.75 to 0.91, which exceeds the recommended threshold value of 0.70 (Nunnally, 1978). The average variance extracted (AVE) for each measure is very close or above 0.50, consistent with recommendation of Fornell and Larcker (1981). Table 2 also shows the test results regarding discriminant validity of the measure scales. The bolded elements in the matrix diagonals, representing the square roots of the AVEs, are greater in all cases than the off-diagonal elements in their corresponding row and column. This result provides support for discriminant validity of the scales.

Sozibilir, F., & Yesil, S. (2016). The impact of Cultural Intelligence (CQ) on Cross-Cultural Job Satisfaction (CCJS) and International Related Performance (IRP). *International Journal of Human Sciences*, 13(1), 2277-2294. doi:[10.14687/ijhs.v13i1.3802](https://doi.org/10.14687/ijhs.v13i1.3802)

Table 2: Reliability Assessment of the Measurement Model

Variables	AVE	Comp. Reliab.	R ²	Cronb. Alpha	MetaCQ	CogCQ	MotCQ	BehavCQ	CCJS	IRP
MetaCQ	0.4829	0.7543	0.0000	0.6715	0.6633	0.0000	0.0000	0.0000	0.0000	0.0000
CogCQ	0.4622	0.7535	0.0000	0.7097	0.4603	0.6649	0.0000	0.0000	0.0000	0.0000
MotCQ	0.5005	0.7980	0.0000	0.7139	0.3377	0.1393	0.7074	0.0000	0.0000	0.0000
BehavCQ	0.5392	0.8512	0.0000	0.7817	0.4498	0.4643	0.3920	0.7343	0.0000	0.0000
CCJS	0.5096	0.8545	0.4827	0.7987	0.5534	0.4237	0.4701	0.5585	0.7044	0.0000
IRP	0.5444	0.9108	0.3440	0.8921	0.2628	0.2969	0.4594	0.4228	0.4968	0.6959

Note: MetaCQ: Metacognitive CQ, CogCQ: Cognitive CQ, MotivCQ: Motivational CQ, Behav CQ: Behavioral CQ, CCJS: Cross- Cultural Job Satisfaction, IRP: International Activity Related Performance.

Table 3: Factor Loading and Cross Loadings

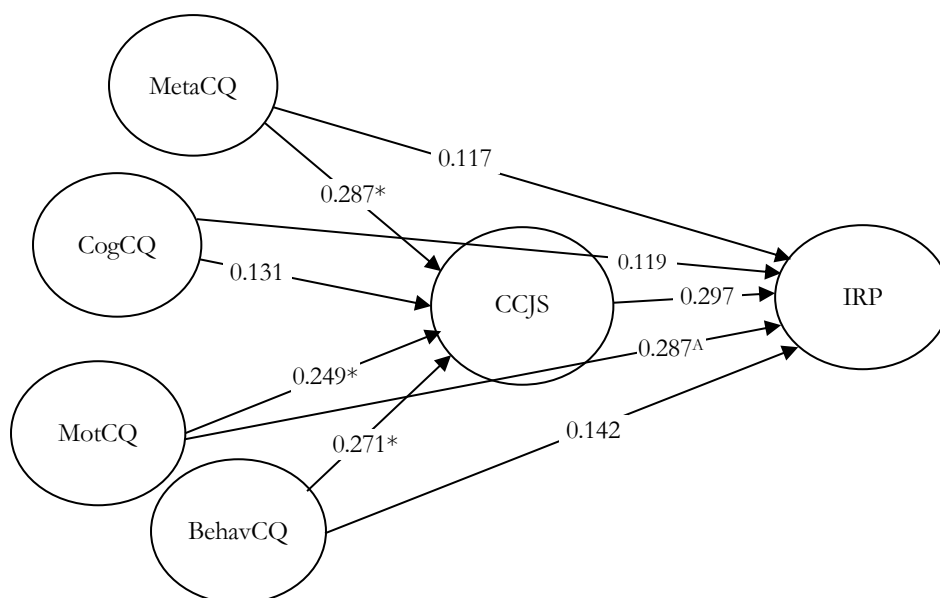
Items	MetaCQ	CogCQ	MotCQ	BehavCQ	CCJS	IRP
Item 1	0.5841	0.3489	0.1497	0.2458	0.3634	0.2488
Item 2	0.5060	0.1374	0.3103	0.2259	0.1667	0.2174
Item 3	0.7864	0.3139	0.2286	0.3756	0.4636	0.0846
Item 4	0.7588	0.3675	0.2604	0.3316	0.4076	0.1821
Item 5	0.4800	0.8588	0.1460	0.4006	0.4128	0.3691
Item 6	0.2283	0.5365	0.1812	0.1965	0.1603	-0.0025
Item 7	0.0964	0.5682	0.0316	0.3158	0.2461	0.0782
Item 10	0.2735	0.6485	-0.0319	0.2495	0.1314	0.0498
Item 11	0.2011	0.2751	0.5788	0.2547	0.1892	0.1930
Item 12	0.2177	-0.1023	0.6688	0.0933	0.1817	0.1266
Item 13	0.2127	0.0216	0.7820	0.3423	0.3580	0.4378
Item 15	0.3121	0.1742	0.7799	0.3212	0.4615	0.3835
Item 16	0.3694	0.4931	0.2261	0.6900	0.3530	0.3615
Item 17	0.2769	0.2271	0.2402	0.5930	0.1991	0.2663
Item 18	0.2811	0.3031	0.4032	0.8304	0.4780	0.4564
Item 19	0.1959	0.2472	0.2668	0.6412	0.4202	0.1413
Item 20	0.5075	0.4143	0.2792	0.8760	0.5283	0.2781
Item 21	0.3004	0.3829	0.2909	0.3617	0.7443	0.3212
Item 22	0.3070	0.4342	0.2289	0.4583	0.7547	0.3550
Item 23	0.3008	0.2817	0.3287	0.4661	0.6811	0.2597
Item 24	0.6362	0.3826	0.3414	0.3044	0.7311	0.4588
Item 25	0.2492	0.2196	0.2220	0.2423	0.5914	0.1950
Item 26	0.4297	0.1004	0.5093	0.4970	0.7111	0.4197
Item 27	0.0637	0.1464	0.3302	0.0588	0.3156	0.6020
Item 28	-0.0373	0.1923	0.1648	0.0966	0.3808	0.6964
Item 29	0.1463	0.0362	0.5113	0.3282	0.3406	0.6571
Item 30	0.2279	0.2847	0.3348	0.4264	0.4471	0.7639
Item 31	0.2880	0.2520	0.2233	0.3834	0.3428	0.6905
Item 32	0.0577	0.0889	0.2076	0.1660	0.3611	0.7634
Item 33	0.3184	0.2958	0.4612	0.3114	0.3898	0.8094
Item 34	0.2856	0.2760	0.4439	0.4096	0.3358	0.7383
Item 35	0.1822	0.2336	0.2291	0.2328	0.3175	0.6890
Item 36	0.3477	0.2104	0.1988	0.3273	0.3338	0.5286
Item 37	0.0388	0.2281	0.2301	0.3811	0.2015	0.6723

Note: MetaCQ: Metacognitive CQ, CogCQ: Cognitive CQ, MotivCQ: Motivational CQ, Behav CQ: Behavioural CQ, CCJS: Cross-Cultural Job Satisfaction, IRP: International Activity Related Performance.

Convergent validity is tested with Smart PLS by extracting the factor loadings and cross loadings of all indicator items to their respective latent construct. The results are shown in Table 3. According to the respective table, all the items loaded (the bolded factor loadings) on their respective construct from lower bound of 0.50 to an upper bound of 0.87 and more highly on their respective construct than on any other construct (the non-bolded factor loadings in any one

row). All items load more highly on their respective construct than the other construct showing convergent validity. All items loaded above the threshold level of 0.50 (Havarila, 2010). Furthermore, each item's factor loading on its respective construct was highly significant ($P < 0.01$). The loadings presented in Table 3 confirm the convergent validity of measures for the latent constructs. Please note that some of the items were deleted from the model due to their insignificant factor loading or reflect high loading on the more than one factor.

Figure 1: The Structural Model with Path Coefficients



Note: Path coefficient: **Significant at $p < 0.01$; *Significant at $p < 0.10$

Figure 1 shows the results of the structural model, where the beta values of path coefficient indicate the direct influences of predictor upon the predicted latent constructs. According to the results, MetaCQ, MotCQ, BehavCQ but not CogCQ showed a positive influence on CCJS. This result gives support for the hypothesis (H1) regarding the link between CQ and CCJS. However, second hypothesis (H2) suggesting a relationship between CQ and IRP is partially supported. Result indicates that only MotCQ affect IRP ($P < 0.10$). Results also reveal no effect of CCJS on IRP rejecting H3. A summary of research findings is given in Table 4.

Table 4: A Summary of Hypotheses Test

Impact of Variables	Beta-coefficient	Accepted/Ejected
H1: Cultural intelligence → Cross-Cultural Job Satisfaction	0.287*, 0.249*, 0.271*	Mainly Accepted
H2: Cultural intelligence → International Related Performance	0.287 ^A	Partially Accepted
H3: Cross-Cultural Job Satisfaction → International Related Performance	0.297	Ejected

* $p < 0.05$, ^A $p < 0.10$

6. Discussion and Conclusion

This study undertaken a field study on the textile firms operating in Kahramanmaraş in Turkey and aimed to examine the impact of the CQ on CCJS and IRP. The study also investigated the role of CCJS on IRP. The following sections discuss theoretical, practical, and social implications of the study along with the limitations.

The results show that CQ positively affects CCJS. Three of the CQ dimensions have shown positive effect on CCJS confirming related hypothesis (H1). This result provides empirical evidence regarding the link between CQ and CCJS. The finding also gives support to the theoretical arguments (Early and Mosakowski, 2004; Peterson, 2004; Tan, 2004; Thomas and Inkson, 2005) and previous empirical studies (Sims, 2011; Sahin 2011). As the result indicates, CQ is an important concept leading to satisfaction of managers from their cross-cultural interactions. This finding also contributes to the job satisfaction literature by adding another dimension to the factors that affect job satisfaction. As this study showed CQ has positive effect on CCJS. Because CQ has positive outcomes for the individuals, particularly managers, companies need to pay attention to this concept very carefully and try to make use of it for individual success (Crowne, 2008; Early and Mosakowski, 2004; Thomas and Inkson, 2005; Yesil, 2008). Today's multicultural business world needs culturally intelligent employees throughout the firms so that they can manage cross-cultural interactions and transactions. As noted by Alon and Higgins (2005), CQ can even lead to developing global leadership success. The result also signals the fact that companies need to develop CQ of those who involve in cross-cultural interactions. An acceptable level of CQ with adequate time, patience and effort can be developed (Early and Mosakowski, 2004; Thomas and Inkson, 2005). Research suggests that training, education, and experiential learning as well as some other methods and programs can be used to develop CQ (Early and Mosakowski, 2004; Thomas and Inkson, 2005; Triandis, 2006). Cultural exposure would be an alternative way to increase CQ (Crowne, 2008). Companies need to select the best tool for improving CQ of its managers.

Another result from the study is that CQ partially affects IRP. Only one dimension of CQ, (Motivational CQ) is positively related IRP ($p < 0,10$). This result supports the theoretical arguments in the literature (Ang and Inkpen, 2008; Memon *et al.*, 2009; Sempane *et al.*, 2002; Steers, 1991; Thomas and Ingson, 2005). Many researchers asserted that human resources with unique knowledge, capabilities and intelligence are the main sources for competitive advantages (Barlett and Ghoshal, 2002; Memon *et al.*, 2009; Sempane *et al.*, 2002; Steers, 1991; Thomas and Ingson, 2005). There is no past study that explored the role of CQ on IRP, therefore, this study paves the ways for the future studies. The finding also suggests that CQ is an invaluable asset to the organisation to capitalise on. In order for the firms to be more efficient and effective, they also need to pay attention to CQ. As Ang and Inkpen (2008) suggested, companies with culturally intelligent people are likely to perform better than those companies that lack such people. CQ, one of the most important skills (Alon and Higgins, 2005; Tan, 2004), has the potential to be one of the main sources of competitive advantages.

For instance, CQ can help companies to cope with cross-cultural situations, enable companies to predict and to respond to the different customer needs and expectations across the globe. It can also help to perform effectively in negotiating, resolving conflict and other cross-cultural processes. According to Barlett and Ghoshal (2002), companies need make use of their knowledgeable and competent people to achieve speed, flexibility and continuous self-renewal. Our study provides partial support for this contention by showing the positive effect of CQ skills of managers for performance outcomes. The research finding partly supports the importance of human capital defined as "the knowledge, skills, competencies, and attributes embodied in individuals that facilitate the creation of personal, social and economic well-being" (OECD, 2001). As the definition implies, human capital plays an important role in creating well-beings. CQ can be viewed as an important part of human capital and create well-beings for the individuals and the organisations. This argument also reinforces the importance of CQ for managers.

CCJS has no effect on IRP; this constitutes another finding of the study. Our study seems to be contrary to the findings that job satisfaction is positively related to organisational outcomes such as profitability, productivity, and firm value (Edmans, 2012; Koys, 2001; Patterson *et al.*, 1997). This finding somehow supports the other studies that show insignificant or no effect of job satisfaction on various individual and organisational outcomes (Ahmad *et al.*, 2010). Unfortunately, this study was unable to show any support for the hypothesis between CCJS and IRP. This might be due to

other mediators between CCJS and IRP. One mediator would be employee performance (Koy, 2001) that needs to be researched. Studies may involve other performance related outcomes such as attendance, compliance and cooperation (Cole and Cole, 2006). This study does not claim that job satisfaction is not an important construct or has no effect on performance outcomes at all; rather it suggests that the link between job satisfaction and performance outcomes needs more attention from the researchers and our findings should be treated with caution. Current studies look at the aggregated job satisfaction and its impact on organisational performance (e.g., Harter *et al.*, 2002; Schneider *et al.*, 2003) and found significant findings. Thus, future research may take this into account and develop new research design and measurements. Job satisfaction is an important construct that organisations cannot afford to avoid. Therefore, organisations need to take the employee attitudes, particularly job satisfaction seriously. Human resources are the main assets of the companies to respond to the changing competitive business environment (Barlett and Ghoshal, 2002). Also bearing in mind the implications of human resources for the companies in general (Memon *et al.*, 2009; Sempane *et al.*, 2002), companies need to create and manage an environment that fosters employee capabilities and attitudes for the benefits of the firms.

The findings of this study has also social implications in a way that CQ is skill not just limited to manager or employees and also people in general who involve in cross-cultural situations. CQ provides insight into cross-cultural interaction and adjustment and thus increases ability of individuals to perform effectively in different cultures. CQ is a concept that has theoretical, practical and social implications.

This study also has some limitations that need to be considered in evaluating the findings. The firms that participated in this study come from only one city and one sector, thus limiting the ability to generalise the findings to the other cities and sectors. Considering the fact that each city and sector has its own dynamics and characteristics, it is therefore worth looking at the proposed relationship in different cities and sectors. Based on the discussions, we recommend that future researches can include other sector and probably cities, if possible, to see and compare the result of the proposed relationship. Another limitation of this study is that performance measures were self-reported and subjective in nature, thus future research may include objective measures to see and compare the result. Our research found weak relationship between CCJS and IRP, hence, including objective measures (e.g., international sales growth rate) or other performance outcomes (e.g., cooperation and attendance) might provide different picture for the proposed relationship. Future research may also include employee related variables to further explore the implications of CQ. CQ is relatively new concept that desires more attention from the researchers regarding its dynamics and implications in the workplace. Lastly, researchers took some measures to tackle common-method biases inherent in this type of research. Following Podsakoff et al., (2003), researchers ensured the respondents with information in the front page of the questionnaire regarding the confidentiality of their individual responses. In order reduce respondents' concern about being evaluated; we also assured the participants that there was no right or wrong answers to questions in the questionnaire.

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