

A Systematic Review of the Role of Cultural Intelligence (CQ) on Expatriate Outcomes

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### **Abstract**

The purpose of this study was to assess the impact of cultural intelligence on expatriate outcomes through a systematic review of research evidence. The review identified nine studies which collectively provide support that cultural intelligence can help expatriates confront the challenges associated with expatriation. The findings show that cultural intelligence is related to expatriate performance, at least for those expatriates from individualistic cultures on assignment in other individualistic cultures or in collective cultures. The present review revealed an absence of research on the impact of cultural intelligence on the performance of expatriates from collective cultures operating in individualistic cultures. This review shows that cultural intelligence is a promising concept rather than an established one, and cultural intelligence testing should be considered in recruitment by global organizations.

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## Introduction

More and more companies are conducting their business beyond their home countries, and with more employees abroad, human resource (HR) departments face new international challenges. Today's global managers operate not just over geographical time zones, but also across cultural borders. The sustainability of multinational corporations now rests on their ability to develop a globally competent workforce and a crucial part of this is the effective management of expatriates (Froese & Peltokorpi, 2011).

A recent report by Malek, Budhwar, and Reiche (2014) suggested that despite numerous cost-saving measures and intense budget restrictions, foreign assignments are an important part of multinational corporations' global strategy. This position may be related to a previous suggestion that multinational "organizations spend hundreds of thousands of dollars preparing and transferring employees overseas for work assignments" (Barrick & Mount, 2009, p. 23). Although international companies spend billions of dollars annually on expatriates, many of them get undesirable results (McNulty, 2014). Earlier research suggested that a major cause of failure for international assignments was the unnecessary attention given to recruitment based on technical expertise without due consideration to cross-cultural competence (Solomon, 1995).

The purpose of this study was to explore the concept of cultural intelligence (CQ) and provide an evidence-informed assessment of its impact on expatriate outcomes. Research interest in this direction is supported by the reality that not everyone has the capacity to perform well in cross-cultural work situations (Chien, Lin, & Sawangpattanakul, 2011); therefore, the definition and cultivation of the individual competencies required for performance in global assignments should be a priority for organizations. There is not a lot of research that has focused on the factors that can increase effectiveness in intercultural encounters (Gelfand, Erez, & Aycan, 2007).

The research on individual capabilities for effective performance in intercultural settings is unmethodical, leaving a void in the knowledge of why some people perform better than others in culturally diverse situations (Ang et al., 2007).

Research on cultural intelligence seeks to determine why some individuals perform better than others in culturally diverse situations (Ng & Early, 2006). Studies have pointed to poor cross-cultural adjustment of expatriates as a factor that has been responsible for many failed foreign assignments (Takeuchi, Yun, Tesluk, & Lepak, 2005). This position compliments previous research findings that have shown the chance of an expatriate succeeding in an international assignment is greatly determined by their adaptability to their new work environment (Shaffer & Harrison, 1998).

Cultural intelligence is a relatively new concept in the study of management. It gained popularity following the work of Earley and Ang (2003) who reviewed Sternberg and Detterman's (1986) multidimensional perspective of intelligence to conceptualize a model of cultural intelligence. Early and Ang (2003, p. 7) defined cultural intelligence as "the ability to adapt effectively to new cultural settings." CQ has been further described as the ability of an individual to perform effectively in circumstances involving cultural diversity (Ang & Dyne, 2008). CQ has been credited as being able to limit conflicts in role expectations and eventually increase the productivity of expatriates (Sri, Shamsudin, & Subramaniam, 2012).

The position of the originators of the CQ construct was that individuals strong on this type of intelligence have the ability to organize and analyze information, draw implications, and execute appropriate cognitive, emotive, or behavioral actions in response to the culture of the host country they are in (Earley & Ang, 2003). While research continues to provide more insight

into the competency of cultural intelligence, an exploration of the impact of this emergent competency on expatriate performance would benefit international human resource managers.

This research sought to extend the current understanding of the factors that influence expatriate performance by providing a systematic review of existing evidence on the effect of cultural intelligence as it relates specifically to expatriates. This systematic review will be of particular interest to researchers in the fields of international human resource management and cross-cultural management, as well as scholars of management and organizations, more generally. Global talent management practitioners and other decision-makers in multinational organizations will find a summary of CQ research to support evidence-informed decision making related to expatriates.

The paper is organized into four parts. It begins with an introduction that provides a rationale for the significance of the expatriate in light of globalization, supported with a justification for the study of cultural intelligence as a relevant competency in the 21<sup>st</sup> century globalized work environment. The second part of the paper offers a description of the research method employed with specific details on how the literature search was conducted. The findings of the study are presented in the third part of the paper with an analysis of the studies in relation to the research question. The final part provides a discussion of findings and their implications for practice, followed by the limitations of the study, and recommendations for the future.

### **Globalization and multinational operations**

According to the International Monetary Fund (IMF), economic "globalization" is the growing unification of economies around the world, particularly through trade and finance; it is also the flow of labor and knowledge through technology across international borders, and is the result of human innovation and development (Giovanni, Gottselig, Jaumotte, Ricci, & Tokarick,

2008). A global economy supported by advancements in information and communication technology (ICT) has created the means for companies to increase their bottom lines by competing in foreign markets. Developments in ICT have provided the technology to transfer information and conduct financial transactions instantaneously over borders and across time-zones, which has led to more international collaboration. Organizations are more frequently expanding to international locations for a number of reasons, including but not limited to access to production resources, access to labor resources, access to new markets, and the need to diversify their risks. Innovation in technology and communication has created an enabling environment for this transition, and expatriates' performance has become particularly significant due to the increase in cross-cultural interactions (Lee & Sukoco, 2010).

Today's more dynamic types of business projects along with a variety of new types of expatriates create new challenges for multinational corporations. These organizations are forced to grow their talent pool options while they struggle to meet their global employment demands (McNulty, 2014). Human resource practitioners within multinational organizations have the responsibility of identifying the competencies that predict job performance within their operational environments, while determining the skill gaps of employees with respect to an organization's specific business goals and strategies (Hommer, 2001). Organizational behavior principles should pay attention to the context in which they are executed, specifically a work context that is transitioning from local to global (Erez, 2009). Organizations should be capable of identifying the factors that maximize or impair expatriates' performance (Malek et al., 2014).

### **Expatriates in the 21<sup>st</sup> century**

An outcome of competing in a global marketplace is that foreign assignments have become necessary for executives of many international organizations (Lee & Sukoco, 2010).

Corporate investment in a foreign country by a multinational company will more than likely require some human presence on the ground from the head office or regional head office, depending on what the specific case requires. While multinational companies should consider the benefits and shortcomings of hiring host country nationals for specific roles, there will be a significant demand for expatriates in the foreseeable future (Malek, 2011). Lee and Sukoco (2010) drew on earlier research (i.e., Black & Gregersen, 1998) to argue that it is not surprising that a large majority (80%) of middle-size and large global enterprises sent their professionals abroad, and almost half (45%) had intended to increase the number sent.

The main reason for sending an expatriate on international assignment is for them to complete the expected tasks and ensure there is a sustainability of operations from the head-office to the subsidiary (Malek et al., 2014). Specifically, management presence in the overseas location is expedient as multinational organizations face the challenge of integrating corporate culture and best practices into the operations of their overseas subsidiaries while being careful not to ignore the cultural peculiarities of the host environment. Global companies are faced with the ongoing challenge of balancing local adaptation and global integration of business processes, and associated human resource management practices (Sidani & Ariss, 2014).

Due to the increasing frequency of overseas assignments, company assigned expatriates (AE) have become a vital resource for multinational organizations' operations in foreign countries. Some of the advantages organizations may gain from expatriates are managing relationships with host country stakeholders, infiltrating local markets, and improving the effectiveness of overseas subsidiaries (Dowling, Welch, & Schuler, 1999).

Although expatriate studies have been traditionally viewed from the perspective of the assigned expatriate, more recent studies have identified another category of expatriates that has

emerged in the labor market of many developed societies. Self-initiated expatriates (SIE) have been described as a useful source of global talent that is becoming accessible in host country labor markets and has only recently gained the attention of researchers (Vaiman, Haslberger, & Vance, 2015). The main similarities between the SIE and the AE are not only in their motivation to move abroad, but more importantly in the challenges they face in adapting to a new environment. One theoretical contribution suggests that SIEs are uniquely positioned to facilitate multicultural understanding and a global outlook within the workplace, making them particularly suited for company-backed expatriate assignments, specifically for lower- and middle-management roles (Tharenou, 2013).

For the SIE, the initiative of moving to the host location to seek employment stems from each individual, with no organizational sponsorship. The SIE are also significantly motivated by the host country's reputation, but are less likely to gain significant career benefits from their expatriation. In the case of the AE, on the other hand, the initiative to execute an international assignment is taken by the organization, along with the legal decision to employ the expatriate in a host location and the allocation of resources to support the AE's relocation. The AE are usually sponsored by an organization through an attractive expatriate contract, and research has shown they are significantly motivated by the career development benefits of undertaking an international assignment (Andresen, Bergdolt, Margenfeld, & Dickman, 2014), rather than host country factors.

Temporary foreign labor(ers) (TFL) engage in overseas assignments, albeit on a temporary basis, but are not officially classified as expatriates. Temporary foreign workers are a category of foreign workers that have not been properly defined in the literature but there are significant similarities between the experiences of the TFL and the expatriate, as both are

motivated to move abroad, take up employment there, and face the challenge of adapting to a new environment. The TFL has less support from the organization than the assigned expatriate does, but more support than the SIE receives. The TFL's main supports from the organization are in securing a visa, relocating to the host country for a specific employment period, and usually being provided accommodation for that period of time. Canada is a country that benefits from TFL and Canada's temporary foreign worker program is a non-immigrant category, according to Immigration, Refugees and Citizenship Canada (2016).

### **Expatriate performance and adjustment**

Expatriates are expected to be productive in their assignments, but unlike host country nationals, they face additional challenges of navigating multicultural differences in their personal life and at work. As important as it is for the global talent management practitioner to make a comprehensive assessment of an expatriate's job profile, it is also crucial to understand the inherent personal capabilities that support an expatriate's effective performance. Therefore, a better understanding of the competencies that support successful outcomes of the expatriate worker is needed. "Criterion space" models in international HR have suggested that the core facets of expatriate performance consist of two domains – task-specific performance and relationship (contextual) performance (Lee & Sukoco, 2010; Ones & Viswesvaran, 1997). Task performance involves the execution of job duties which, for expatriates, includes accomplishing the goals or projects particular to their overseas assignments. Relationship performance for expatriates draws on the concept of contextual performance to recognize that effectiveness at work is not limited to the performance of task-specific duties. Relationship performance reflects an expatriate's effectiveness in developing and maintaining relationships with people in the host country (Lee & Sukoco, 2010).

Shaffer and Harrison (1998) proposed that the ability of an expatriate to culturally adjust to their host country greatly determines the success of that assignment. This position supports previous findings that suggested maladjustment by the expatriate may have adverse effects on productivity because the mental stress resulting from both work and non-work environments tends to induce fatigue and inhibit their productivity (Caligiuri, 1997). In more recent times, however, the expatriation literature has identified cross-cultural adjustment as an antecedent of performance that is strongly associated with cultural intelligence (Ramalu, Shamsudin, & Subramania, 2012).

Adjustment can take several forms (Andresen, Ariss, & Walther, 2013). Relying on previous findings (Black & Mendenhall, 1991), Andresen et al. (2013) argued that cross-cultural adjustment is the level of psychological comfort and familiarity with various aspects of a host country's culture. Work adjustment refers to the level of comfort regarding different expectations, performance standards, and work values in the new location, and interaction adjustment is the degree of comfort associated with interacting with home country nationals both on and off work (Andresen et al., 2013).

### **Cultural context**

The culture of a society is defined by three basic elements; the predominating behavior that differentiates a group or organization, the sum of the customs and beliefs that distinguish one group of people from another and the way of reasoning and acting that is acceptable in a group or organization (Carder, 2015). While the first two characteristics indicate that culture relates to a particular place or group, the third one represents more general conceptualizations of organizational culture.

The distinction between high- and low-context cultures has been described as a fundamental dimension of cultural difference in social behavior globally. Research has provided support for this position, suggesting that countries fall into collective (high context) or individualistic (low context) cultures (Hall, 1976). Cultures differ in their content components, and the cultural context classification signifies the level of interrelatedness among members of a culture. In individualistic cultures, people's social behavior is determined to a large extent by their personal goals and ambition. Individualism denotes personal liberty, adherence to personal objectives, and less concern and emotional attachment to the in-group.

Social behavior in collectivist culture is determined to a large extent by the goals, attitudes, and values that are shared with some collectivity (group of persons). Collectivism emphasizes team-work, subduing personal goals for collective goals, concern for group integrity, and intense emotional attachment to the in-group (Farzadian, 2009). The USA, Canada, Australia, and England and other countries in the Western world are individualistic countries, whereas South America, Pakistan, Korea, Japan, Mexico, Taiwan, Nigeria, and many other countries in Africa have been described as collectivistic in nature. An influx of migrants from different cultures to the Western world has changed attitudes toward race, religion, and culture, especially as second and third generation immigrants begin to identify themselves with their host country (Bhugra & Becker, 2005).

According to Peterson (2004), cultural intelligence is the ability to employ a set of behaviors by utilizing skills (language or interpersonal skills) and qualities (tolerance for ambiguity, flexibility) that are tuned to the context and cultural values of the people with whom one interacts. This interaction may occur within a defined geographical territory, an organization, or a generation (group).

**Cultural intelligence as a capability**

Many managers who have succeeded in local operations often find that the mental maps they have embraced for all of their lives do not necessarily apply when they move overseas (Black & Gregersen, 2000). To negotiate cultural boundaries expatriates should have the capacity to address and react to intercultural situations appropriately. Cultural intelligence may be the skill that can help to improve the capacity for positive adjustment to the culture of a host country (Malek & Budhwar, 2013).

One reason why people from different backgrounds behave the way they do can be associated to a primary part of human thinking – intelligence – the capacity to solve problems and adjust to altering circumstances (Lee & Sukoco, 2010). While early research tended to narrowly view intelligence through the lens of performance in academic settings, the expanded view that intelligence may be displayed in places other than the classroom has been prominent for the last several decades (Stenberg & Detterman, 1986). Intelligence has been described as the capacity to “grasp and reason correctly with abstractions, and solve problems” (Schmidt, 2009, p. 4). CQ has been described as a concept where the locus of intelligence is positioned at the intersection between the individual and the environment, and is a specific acumen that is focused on an individual’s ability to perform intelligently in situations characterized by cultural diversity (Ang & Dyne, 2008).

The interactional perspective of intelligence posited by Earley and Ang (2003) provides a dynamic view of the construct of CQ; the authors defined the concept as an interaction between the individual and his or her context. According to this interactional position, the construct of CQ embraces both internal and external aspects of intelligence to ensure it is modeled dynamically to adjust to changes in environmental or contextual conditions. Other types of intelligence that

focus on unique content domains which have been identified include but are not limited to social intelligence, emotional intelligence, and practical intelligence (Ang & Dyne, 2008). Cultural intelligence is an addition to these non-traditional types of intelligences, but is distinct from social and emotional intelligence in that it requires the ability to alternate from one national cultural environment to another and its focus is on the specific domain of intercultural settings (Earley & Ang, 2003).

### **The four dimensions of cultural intelligence**

Cultural intelligence has been found to consist of four components (Ang et al., 2007). These four facets of CQ also represent the basis for the Cultural Intelligence Scale (CQS), a widely accepted tool for measuring cultural intelligence (Johnson & Buko, 2014).

*Meta cognitive CQ* is an individual's cultural awareness during intercultural interactions. It relies on the application of cognitive strategies and deliberate information processing that helps individuals to develop heuristics for social interaction across cultural contexts. Meta cognitive CQ involves manipulating mental models of cultural norms and determining appropriate actions from multiple knowledge structures for specific cross-cultural interactions. Meta cognitive CQ includes the questioning of cultural assumptions and an awareness of cultural preferences. Meta cognitive CQ assists individuals to regulate their mental state and understand work expectations accordingly (Ang et al., 2007; Triandis, 2006).

*Cognitive CQ* is the individual's level of cultural knowledge regarding norms, practices, and conventions in diverse cultural settings, representing their knowledge of cultural universals, as well as knowledge of cultural similarities and variances in specific contexts. This element of cultural intelligence involves knowledge of specific practices, norms, and conventions including

cultural values and legal, political, and social-economic perspectives acquired through interest, education, and experience (Ang et al., 2007).

*Motivational CQ* is defined as an individual's capacity to focus their mental attention toward learning about various ways of confronting situations characterized by cultural differences (Ang & Dyne, 2008). Motivational CQ reflects the mental capacity that assists individuals to engage and adapt to other cultures (Lu, 2012). Research has suggested that expatriate supporting practices are not effective when the expatriate is not intrinsically motivated to work overseas (Wu & Ang, 2011).

*Behavioral CQ* has its foundation in self-presentation theories (Goffman, 1959). This element of cultural intelligence represents the capability of an individual to deliver appropriate verbal and nonverbal skills when relating with individuals from other cultures. Behavioral CQ is the aspect of cultural intelligence that involves having a vast repertoire of behaviors that are tuned appropriately to the context (Ramirez, 2010). Behavioral CQ can lessen the incidence of cultural conflict by presenting culturally acceptable verbal and non-verbal behaviors that incorporate cultural awareness (Lu, 2012).

#### **Four keys of CQ**

More recent research has adapted the dimensions of CQ and provided what has been described as the four keys of cultural intelligence: drive, knowledge, strategy, and action (Livermore, 2010). *CQ drive* is reflected in the expatriate's motivation for accepting a job overseas. It includes the demonstration of interest, confidence, and a willingness to adapt to cross-cultural situations. The second is *CQ knowledge*, which answers the question "What cultural information is vital to fulfill required tasks?" *CQ strategy* is the ability of the expatriate to plan for an international assignment; it involves actively thinking and adjusting behavior to

plan for cross-cultural encounters. *CQ action* involves the behaviors that will help the expatriate succeed; they are found when he or she learns and adopts the right conduct and communication styles to effectively complete an intercultural initiative.

### **Cultural intelligence profiles**

Earley and Mosakowski (2004) identified various cultural intelligence profiles based on individuals' general intelligence, experience, and exposure. They suggested six profiles and explained that most managers fit into at least one of the profiles. The objective of this classification is to understand the present state of an individual's cultural intelligence so that the necessary attributes can be cultivated to increase their cultural intelligence. *The provincial* can be very efficient when working with people of a similar background; they are most effective when working with people who are just like them, but face difficulty when taken out of their comfort zone. This is representative of managers who have impressive interpersonal skills when dealing with colleagues within their locality or culture, but are unable to translate such skills in culturally diverse contexts. *The analyst* is able to methodically decode a foreign culture's norms, values, and expectations by relying on a variety of elaborate learning strategies. *The natural* totally depends on their intuition rather than on a systematic learning style and may be unable to perform in ambiguous multicultural situations. *The ambassador* is the expatriate who, upon entering a culture they are not familiar with, convincingly communicates why they believe that they belong there, having the humility to appreciate that there is much they do not know. *The mimic* has a high capacity to regulate their actions and behavior, and insight into the significance of adopting cultural cues; they put their hosts at ease, facilitate communication, and build trust. Finally, *the chameleon* is the person who has high levels of all of the CQ components and is an exceptional managerial type. They are expatriates who would sometimes be mistaken for a native

due to their advanced insider skills and outsider perspectives. It is not unusual, however, to find managers who fit two or more of these profiles, as there are hybrids of the various CQ profiles (Earley & Mosakowski, 2004).

### **The Cultural Intelligence Scale (CQS)**

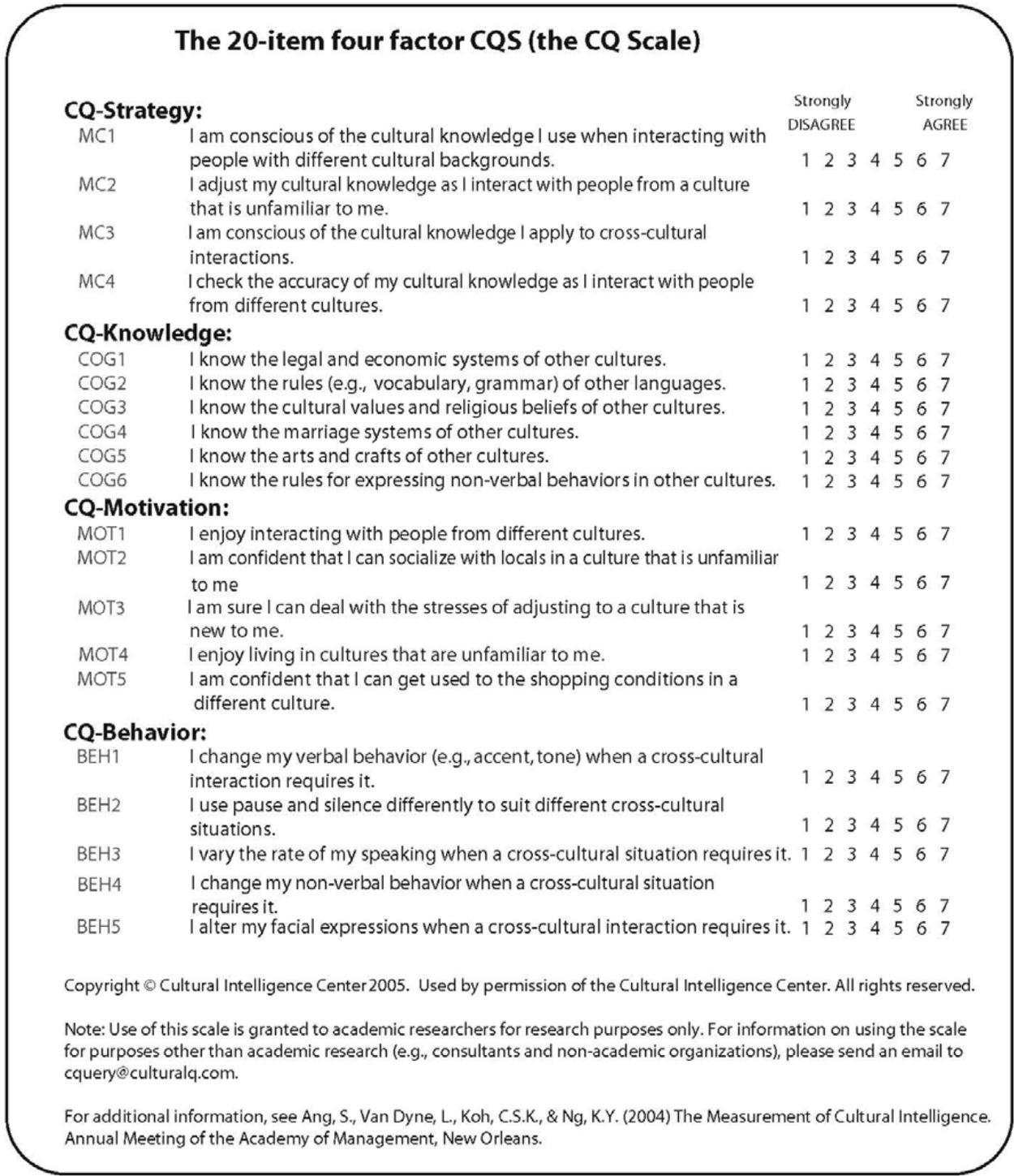
A number of cross-cultural assessment instruments have been developed by researchers in this field; however, a generally recognized instrument is the Cultural Intelligence Scale (CQS). According to Earley and Ang (2003), the CQS provides a dependable measure of a person's capacity to perform effectively in culturally diverse situations by measuring the four elements that characterize the distinct CQ capabilities. The CSQ is a 20-item, four-factor scale developed and validated after robust construct development procedures involving multiple development and cross-validation samples over a period of several years (Ang et al., 2007). Permission was granted by the Cultural Intelligence Center to include the CQS in this paper. Please find a copy of the Cultural Intelligence Scale in Figure 1.

It has been implied that multinational organizations can experience better performance in their overseas subsidiaries when expatriates have CQ (Earley & Mosakowski, 2004). Some researchers have suggested that CQ should be considered when selecting expatriates (Wu & Ang, 2011). The need for validation of the impact of cultural intelligence on performance in intercultural settings has therefore become necessary. The present study sought to examine the utility of the competency of cultural intelligence (CQ) for the prediction of expatriate outcomes through a systematic review of existing research.

### **Research motivation**

The motivation for conducting this research emerges from the researcher's academic and professional background. I have a B.Sc. in Sociology from my home country of Nigeria, an M.Sc.

**Figure 1: The Cultural Intelligence Scale**



in Operations and Business Management from the UK, and am currently in the process of completing an MBA in Canada. I have worked in each of these countries and I currently fall into the category of a self-initiated expatriate (SIE). I am employed by the Canadian operation of a global investment management company. Furthermore, I have been influenced by my education in sociology and business and am, therefore, inspired to contribute to research that consolidates both academic fields. These factors have collectively informed my interest in cultural intelligence.

### **Method**

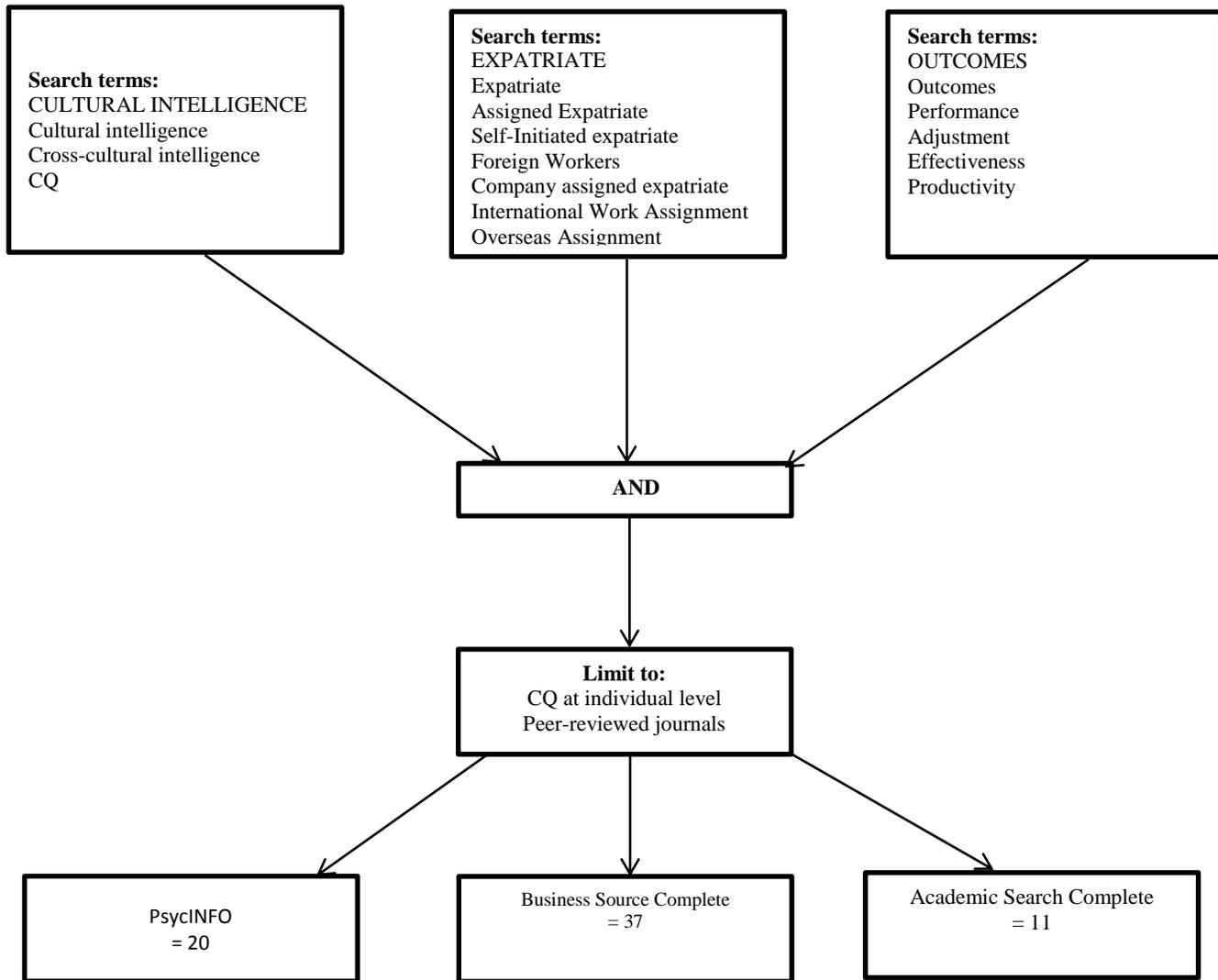
This systematic literature review examined pertinent information regarding cultural intelligence and the expatriate workforce. The identification of where gaps in understanding and research exist with regard to the specific research area is critical to achieving the goals of a systematic review. The synthesis of existing studies that were focused on the relationship between CQ and expatriate outcomes was important to achieving this goal. I, therefore, created a systematic framework to track, analyze, and determine the value of relevant research through a study selection process, which is described below.

Multiple databases were utilized to identify published, peer-reviewed articles containing relevant primary studies. Studies were sourced from the following databases: Academic Search Complete, Business Source Complete, and PsycINFO. Search terms and inclusion criteria were developed. Full article screening was subsequently completed, through which additional articles were identified for inclusion. Emphasis was placed on selecting studies that applied to cultural intelligence at the level of individual capability, while simultaneously capturing only those studies that were relevant to the concept of expatriate performance. Keywords for the search, therefore, included three concept domains – “cultural intelligence”, “expatriate”, and “outcome”.

Within these categories, several related terms and synonyms were used with OR as the connector in order to avoid excluding studies which used different phrasing. The category CULTURAL INTELLIGENCE included: “cultural intelligence”, “cross-cultural intelligence”, and “CQ”. The category EXPATRIATE included: “expatriate”, “assigned expatriate”, “self-initiated expatriate”, “foreign worker”, “company backed expatriate”, “international work assignment”, and “overseas assignment”. With respect to the category “OUTCOME”, I included the words “outcome”, “effectiveness”, “productivity”, “performance”, and because of the close relationship between “expatriate performance” and “expatriate adjustment” (Sugiura & Pirola-Merlo, 2003), the word “adjustment” was added to the “outcome” category.

The search connected the three categories with AND to ensure at least one keyword from each category was included in the results. Separate searches on all three databases using the keywords produced a total of sixty-eight outcomes, as summarized in Figure 2. Abstracts and full-text articles were examined to determine if the studies met the inclusion criteria (discussed below). The reference sections of relevant articles were further hand-searched for additional relevant studies. Duplicates identified among the articles were removed in the abstract screening process. The vast majority of articles that were found through the literature search were excluded based on the criteria identified through the search strategy.

Studies were screened for specific qualities in order to identify the best available evidence on the relationship between cultural intelligence and expatriate outcomes. Only published peer-reviewed journal articles were included. Studies that examined cultural intelligence at the level of organizational capability were excluded. Research which provided data accounting for the impact of cultural intelligence and/or its elements on the performance of

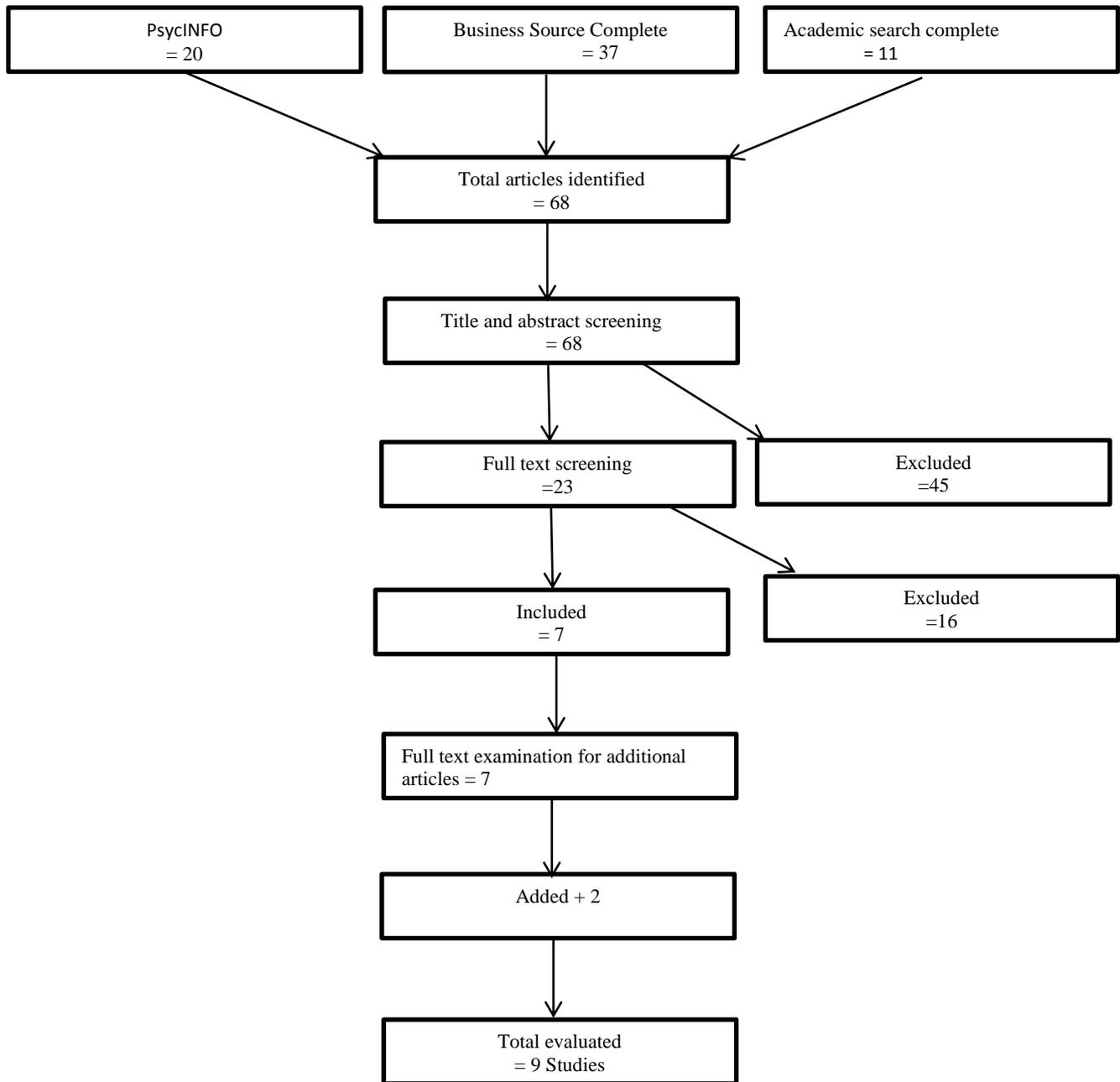
**Figure 2. Search strategy**

expatriates were included. Studies that assessed the predictor, cultural intelligence, using self-report measures met the criteria for inclusion. Studies that assessed expatriate performance in the task and contextual dimensions by utilizing peer/supervisor assessment or self-reporting met the inclusion criteria. Studies which examined expatriate performance but were not associated with CQ were excluded from the review. Length of expatriate assignment was not an inclusion criterion, so accounts of expatriates on both long- and short-term assignments were included.

According to Earley and Ang (2003), CQ research is motivated by the reality of globalization in the workplace; hence, the credibility of research seeking to address the impact of CQ on overseas performance hinges on its relevance to a global audience. In light of this, the diversity of research contributions and diversity of expatriate experiences were deemed to be important to the context of this specific research. In order to ensure that all applicable expatriate experiences were assessed, journal location and quality were not included as a screening requirement. A summary of the article selection process is given in Figure 3.

Full text screening of selected articles yielded seven satisfactory studies and, upon further examination of the reference sections for other related studies, two additional studies that provide unique contributions to this study were selected for review. One of the additional studies (Jyoti & Kour, 2015) was conducted on Indian managers in India. Although the study strays somewhat from the focus of this review, which is on expatriates, the paper was included after considering the contextual factors of that study; specifically because India is an immensely culturally diverse country and the Jammu province where the particular study was conducted is a highly multicultural jurisdiction. Jyoti and Kour (2015) examined the impact of CQ on the performance of local managers and managers from other provinces in India with separate cultural identities. The other study (Rockstuhl, Seiler, Ang, & Annen, 2011), examined the role of CQ on cross-border leadership effectiveness. The research is unique in the sense that it was conducted on military officers with cross-border leadership responsibilities. The paper was included because armed forces of different countries are increasingly involved in foreign assignments (Ang & Ng, 2007). The two additional studies provide relevant insight into the impact of CQ on performance in cross-cultural settings, and were published in academic journals. They were included in this study, making a total of nine papers that were reviewed.

**Figure 3: Article selection process**



## Findings

The systematic review yielded nine studies. These studies were generated without any deliberate screening based on the date of research or publication. All of the articles were published between 2010 and 2015, which confirms that academic research on the impact of CQ on expatriates is in its earliest stages. The fact that cultural intelligence itself is an emergent concept domain, along with the limited number of studies on CQ and expatriate outcomes, shows that there is significant ground to cover in our understanding of this concept.

The concept being explored demanded a careful approach to seeking diverse contributions from various contexts, with a general research approach that used CQ to predict expatriate outcomes. The studies were conducted in multiple countries, including but not limited to New Zealand, Switzerland, Turkey, Singapore, Taiwan, Malaysia, India, China, and Vietnam.. Studies involved data on expatriates from various countries including Australia, China, the UK, India, Taiwan, Turkey, Spain, Italy, Philippines, Belgium, Switzerland, the USA, and other unnamed countries in East Asia and the EU. All of the studies examined the impact of cultural intelligence and its components on performance outcomes of people on international assignments.

The expatriates that were assessed in the studies were predominantly educated individuals, and mainly held either management level or lower positions in multinational companies. One of the studies examined only lower-level expatriate laborers, half of which were not university educated, and all of whom were women (Chen, Lin, & Sawangpattanakul, 2011). Two of the papers specifically studied cultural intelligence as it related to the performance of leaders on international assignments (Ersoy, 2014; Rockstuhl et al., 2011). One of the studies, conducted in a military setting, highlighted the applicability of cultural intelligence outside the private sector (Rockstuhl et al., 2011).

All of the papers involved the use of the survey method, relying on self-reporting for information and the measurement of cultural intelligence. Expatriate performance, on the other hand, was not determined exclusively by using self-reported measures. Most (seven) of the studies relied on self-reporting for assessing the performance of the expatriates, but two other studies recorded performance by utilizing peer assessment (Ersoy, 2014; Rockstuhl et al., 2011) and one used supervisor assessments (Jyoti, & Kour, 2015). Of the nine different studies examined, most (eight) incorporated control variables. The gender breakdown of the studies indicated a leaning towards male expatriates, as most of the studies (eight) reported a majority of male respondents, except for one study (Chen et al., 2011) in which ninety-two percent of the respondents were female. The age distribution of participants was available in four of the nine studies, with the participants' age range falling between twenty-six to fifty-two years. The nine included articles are tabulated in Table 1.

Most (eight) of the studies revealed a positive relationship between cultural intelligence and performance of expatriates. One study (Lee & Sukoco, 2010), however, argued that while cultural adjustment is related to cultural effectiveness (which deals with the way expatriates use their abilities to achieve goals by relating with host partners), an individual's CQ needs to first be transformed to positive cultural adjustment, which leads to cultural effectiveness, before affecting the expatriate's performance. The two studies (Ersoy, 2014; Rockstuhl et al., 2011) which specifically studied cultural intelligence as it affects leadership performance in international assignments both indicated a positive correlation between CQ and expatriate performance. One of the studies conducted in a military setting (Rockstuhl et al., 2011) shows the applicability of CQ beyond organizations aiming to make a profit; this indicates that cultural

intelligence may also be relevant in addressing some of the challenges faced in the public sector as a result of globalization.

## **Discussion**

The purpose of this study was to examine the cultural intelligence construct and provide an evidence-informed assessment of its impact on expatriate outcomes. The review indicates a reasonable level of support for the validity of cultural intelligence as an important competency for predicting the performance of expatriates. However, evidence supporting this position is sparse and, therefore, leaves significant room for skepticism about the concept. Furthermore, shortcomings associated with the research that raise further questions about the extent of CQ's impact on performance are identified in the limitations section.

A significant finding from this review was that cultural intelligence leads to better cultural adjustment, which in turn increases cultural effectiveness, and this process needs to occur before having an impact on expatriate performance. This indicates an extended relational chain between CQ and performance, thereby undermining the argument in favor of a clear connection between CQ and expatriate performance (Lee & Sukoco, 2010).

By utilizing explicit expatriate supporting practices (ESPs), an organization can facilitate employee goal attainment, which boosts the employee's psychological bond with the organization. An expatriate's cultural intelligence level can, however, affect the impact of such supporting practices in different ways. Motivational CQ has a positive moderating influence on the relationship between ESP and adjustment, such that ESPs are not effective with expatriates who are not intrinsically motivated to work overseas. ESP showed only a weak link to the performance of expatriates with lower motivational CQ (Wu & Ang, 2011).

Culture shock is the depression and anxiety faced by many people when they are new to a social and cultural environment (Irwin, 2007). Culture shock is one part of the expatriate experience that has a detrimental effect on expatriate performance; the associated emotional challenges are caused by uncertainties surrounding what is considered acceptable and unacceptable in a new socio-cultural environment. If allowed to fester, these uncertainties can lead to mental health issues. CQ and culture shock have a negative relationship, as expatriates with higher CQ were found to suffer less culture shock (Chen et al., 2011).

Having more international experience will not necessarily lead to better performance and does not imply that expatriates will have better levels of adjustment, unless they have high CQ. Extensive international experience combined with low levels of CQ can lead to poor adjustment. In other words, higher CQ rather than more international experience was strongly associated with better adjustment (Lee & Sukoco, 2011).

The selection of leaders of a global organization based on cultural intelligence would likely benefit the global organization in the long run. The impact of cultural intelligence on international leadership's effectiveness suggests that it would be a useful tool for effective global leaders (Ersoy, 2014; Rockstuhl et al., 2011).

Finally, the review indicates that cultural intelligence may be relevant for the performance of employees operating within a multicultural collectivist national context (Jyoti & Kour, 2015). This finding may be relevant for international assignments between collectivist countries, such as in Africa, a continent with multiple collectivist cultures.

## **Implications**

The findings of this study have implications for the selection, motivation, and development of expatriates. It also has implications for immigration and the development of future global leaders.

***Selection:*** The results of the study have implications for the identification of the knowledge, skills, and abilities (KSAs) required of expatriates for global assignments. While a manager may be impressed by an applicant who has international experience, this review has revealed that international experience does not predict a better level of adjustment or performance by the expatriate (Lee & Sukoco, 2010). On the contrary, international experience by itself has the potential to increase the stresses that lead to poor performance unless it is combined with sufficient levels of cognitive and motivational cultural intelligence. Companies need to choose the right employees for expatriate assignments and assessments of CQ may be helpful for those purposes. The consideration of cultural intelligence testing as part of applicant selection processes seems promising based on the findings reported herein. While cultural intelligence has implications in other areas of immigration, which are discussed below, consideration should be given to testing for cultural intelligence in the selection of visa officers for assignments in embassies across the world. Since cultural intelligence has been found to lead to effectiveness in foreign assignments, it would be beneficial to utilize cultural intelligence in addition to other testing methods that are utilized in the selection of immigration officials. The push for accountability and responsibility in the public sector by taxpayers provides a rationale for this action.

***CQ development:*** Although the review did not find sufficient evidence to justify a strong recommendation to train for CQ, the evidence is enough to suggest that human resource

managers should consider incorporating CQ development into the design of learning architecture programs of global organizations and organizations seeking to go global. The findings suggest that global organizations would likely benefit from providing cultural intelligence training as part of general training and development for employees, and organization-wide participation should be encouraged by involving the support and participation of management. This company-wide approach to CQ development should be considered by global companies, as it will likely benefit global consciousness across the organization and prepare potential expatriates for future overseas assignments.

***Expatriate supporting practices:*** Companies with limited resources for providing ESP are better off selecting individuals with higher cognitive-based cultural intelligence, and should seek to maximize outcomes from providing such extensive support to expatriates. It would benefit global organizations to test specifically for cognitive and motivational cultural intelligence in the selection of expatriates, with cultural intelligence training and development considered as a part of ESP. This is in response to the suggestion by McNulty (2014) that without the ability to secure a return on investment on expatriates, overseas assignments may be an enormous waste of an organization's resources.

***Temporary foreign labor:*** As companies look abroad for labor without making the capital-intensive investments involved in actually relocating operations abroad, organizations that utilize or are interested in utilizing TFL should seek to maximize their investments in an ethical manner, as most TFL currently comes from less developed countries. In cases where TFL is an option for businesses, companies that benefit from temporary foreign workers should seek to select those likely to perform best in their TFL assignments. Temporary foreign laborers can be indirectly classified as expatriates, and since cultural intelligence has been positively

correlated with expatriate performance, organizations could benefit from cultural intelligence testing as part of TFL selection processes.

***Immigration:*** Cultural intelligence was found to lead to cultural effectiveness and, as discussed earlier, testing for cultural intelligence should be included in the selection of immigration officials. However, the dynamic nature of cultural intelligence is such that this finding is also significant in the debate on how to effectively screen potential immigrants that would effectively integrate into the host society, especially in light of recent global events. The immigration departments of developed nations and countries in the Western world that are experiencing an influx of economic immigrants may benefit from the use of cultural intelligence testing as a screening tool.

In addition to language testing as a criterion for approving temporary foreign work visas, it may be beneficial to consider the use of cultural intelligence testing as an indicator of subsequent cultural adaptation and effectiveness. With additional research on this idea, operational use could be made of CQ for approval of other immigrant and non-immigrant visa categories such as visa applications, highly skilled work visas, permanent resident visas, and even citizenship applications.

Canada, with its extensive history of immigration, will benefit significantly from such testing, as it is experiencing negative population growth due to an aging population. Reports indicate that immigrants may need to be relied upon to fill in the necessary shortages. Cultural intelligence testing would serve as another useful layer in the screening of potential migrants. While it can be argued that this idea is ethnocentric, the aim is not to berate foreign cultures, but rather to foster the integration of minority cultures into the society.

## **Limitations**

Despite the strengths of the multisource design and similar findings among the studies reviewed, this systematic review and the primary studies included in it have limitations that should help guide immediate interpretation of the findings as well as future research. First, the study was done under significant time constraints, as the writer was actively employed while undertaking an MBA program which was greatly mentally demanding. Dedicating more time to focus solely on the study would have yielded a better analysis of relevant research. The small number of studies shows a narrow research base, and reflects that much research still needs to be done to enhance our understanding of the CQ concept and its impact on expatriate success.

Another limitation is that the findings were either assessments of the performance of expatriates from individualistic cultures working in other individualistic cultures or in collective cultures. This may be explained by the fact that trading agreements, like the North American Free Trade Agreement (NAFTA) and the European Union (EU), have reduced tariffs and barriers to trade, meaning “North America and Europe no longer have a monopoly on highly skilled labor” (Robbins & Langton, 2003, p. 14). However, the absence of research that examines the impact of CQ on the performance of expatriates from high-context cultures operating in low-context cultures weakens the argument that cultural intelligence is relevant in all multicultural situations.

Consideration was not extended to studies written in languages other than English, which gave room for exclusion of research from non-English speaking cultures. In addition, no studies were conducted in Africa or on expatriates operating in Africa, limiting the ability to generalize the concept as being applicable in that part of the world and, thereby, reducing our ability to generalize findings on cultural intelligence as being globally relevant.

All of the studies were on expatriates who are best described as assigned expatriates. No studies on self-initiated expatriates were found. As the self-initiated expatriate base rapidly expands in the labor market, human resource managers will benefit from studies on the effect of CQ on their performance for consideration in the area of selection as well as performance management.

All but one of the studies measured cultural intelligence using the CQS. While this may indicate acceptance of the CQS as a useful tool for measuring cultural intelligence, the self-reported nature of the measures may have a negative impact on the overall result of the studies due to the potential misrepresentation of data. The present review only included evidence from published scientific research without utilizing the input of grey literature that may include other relevant, but unpublished studies. However, all manner of published articles were considered, reviewed against the inclusion-exclusion criteria, and evaluated for quality based on their merits rather than on proxy indicators such as journal prestige.

Finally, my educational background, travel experiences, and research interests create the potential for bias in my assessment of the literature reviewed herein; however, I made every attempt to provide an objective and unbiased review.

### **Future research**

*Global public sector:* The world is now confronted with issues that were never considered in the past, and these issues are so complex in nature that unilateral action by an autonomous state has become inadequate in solving today's problems. Purposeful and continuing coordination among actors in the global system is required to address specific global issues such as climate change, human trafficking, regulation of nuclear proliferation, terrorism, immigration, poaching, cybercrime, and international health pandemics. Countries have realized that they need

to work together to solve such problems and certain organizations have been created to specifically address such complex global problems; they consist of international organizations, non-governmental organizations, transnational lobbies, activist groups, and various professional networks from all over the world (Cabrera & Unruh, 2012). This has led to the emergence of an industry known as the global public sector. This sector usually involves participants from different countries interacting and collaborating to achieve mutual objectives, and cultural intelligence may be relevant for productivity within such environments. The multicultural dynamics of this sector make it important for future research to be directed towards examining the significance of the competency of cultural intelligence.

***Cultural context:*** Future research on the impact of cultural intelligence should take cultural context into consideration and analyze the dynamics accordingly. Future research should specifically examine the impact of CQ on the outcomes of expatriates from high-context cultures operating in low-context cultures, such as a Chinese expatriate working in Canada. Research should assess the impact of cultural intelligence on the adjustment and performance of expatriates from high-context cultures to find out if there are moderating aspects of individualistic cultures that affect their adjustment and to what extent CQ affects their work performance.

***Temporary foreign labor:*** Proper definition of the TFL is necessary and research is needed on the impact of cultural intelligence on performance in lower-skilled international assignments. Organizations that rely on temporary foreign workers will benefit from research on what motivates TFLs and how to increase their productivity.

***Expatriate supporting practices:*** Human resource departments will benefit from a review of incentives to motivate productive expatriate performance in light of the findings on the impact

of the facets of CQ on the outcomes of international assignments. Further definition of self-initiated expatriates should be carried out and organizations should support SIEs through appropriate practices.

*Self-initiated expatriates:* The absence of material on the self-initiated expatriate is in line with previous contentions that the SIE category is an ignored source of international talent flow (Vaiman et al., 2013). This supports the position that neither companies nor academics have yet given due consideration to SIEs, despite the fact that they represent a considerable part of the global talent pool (Tharenou, 2013). This suggests future research possibilities worthy of exploration by academics – research in the area of the impact of cultural intelligence on self-initiated expatriate outcomes.

*CQ assessment:* Relying on self-reported measures for a competency to be used in selection is not sufficient, and the concept domain will benefit greatly from better assessment tools. The major tool used for the measurement of cultural intelligence is the CQS, which relies on self-reporting. The questionnaire items should be reviewed and the questions made less obvious to prevent impression-managed responses. This is particularly significant if a cultural intelligence assessment is to be used by immigration authorities in visa applicant selection, by organizations for personnel selection, for other decisions about individuals, or with incentives for CQ improvement. Research could also be directed towards creating a model for a cultural intelligence assessment in action. By this I mean initiating CQ assessment while the expatriate is in the process of operating in multicultural situations, possibly through the creation of an assessment centre for cultural intelligence.

***Cultural intelligence and integration:*** Since it is known that cultural effectiveness is influenced by cultural intelligence, immigration authorities will benefit from research on the relationship between cultural intelligence and the integration of immigrants.

## **Conclusion**

Many global companies have identified the significance of cultural intelligence as a strategic capability for overseas competition at the organizational level, but few have come to recognize the significance of CQ at the level of an individual capability. As globalization forces societies to become increasingly connected, the impact of globalization on the various aspects of business operations must be carefully evaluated. The reality is, however, becoming undeniable in light of the increasing number of international assignments, expatriates, and foreign laborers which is reflective of a growing global economy. As Western societies become more multicultural, research should examine the impact of cultural intelligence on the integration of immigrants, and global organizations may benefit from selecting those candidates who already have a predetermined base of CQ which should be cultivated through supporting practices both at home and abroad.

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**Table 1.** Findings from studies on cultural intelligence and expatriate outcomes

Author(s) (date)	Purpose of study	Sample size & location	Sample description	Method & data collection	Measures	Significant findings	Study assessment
Chen et al. (2011)	To examine the relationship between CQ and performance of foreign laborers with culture shock as the mediating effect.	N=500 Taiwan	<i>Participants origin</i> Philippine laborers in Taiwan.  100% non-managerial 50% University educated.  <i>Gender</i> Male – 8% Female – 92%	Survey	<i>Predictor variables</i> Cognitive CQ Motivational CQ behavioral CQ  <i>Outcome measures</i> Employee performance of in role behavior (IRB)  <i>Control variables</i> Age Number of visits to host country Foreign experience English and Chinese abilities	CQ was positively related to performance in cross cultural settings.  CQ was negatively related to culture shock.  Culture shock was negatively related to performance.	<i>Contribution</i> CQ can serve as a predictor of cross cultural effectiveness. Expatriates with higher CQ experienced less culture shock.
Ersoy (2014)	To examine the role of CQ in cross cultural leadership effectiveness.	N = 19 Turkey	Top and middle managers of 5-star hotels.  6 expatriates (2 Spanish, 2 Dutch 2 Italian) & 13 local managers	Survey	<i>Predictor variables</i> Cultural awareness, Motivational adaptation, Behavioral adaptation.  <i>Outcome measures (Peer assessment)</i> Perception of local managers about the ease of working with expatriate managers with respect to the understanding and attitude of the expatriates to the local culture  No Control variable	Expatriate leaders' CQ affect cross cultural leadership effectiveness.	<i>Contribution</i> Expatriate managers CQ should be taken into account in expatriate selection.

Author(s) (date)	Purpose of study	Sample size & location	Sample description	Method & data collection	Measures	Significant findings	Study assessment
Jyoti & Kour (2015)	To analyze the impact of cultural intelligence on task performance.	N=225 India	<p><i>Participants origin</i> 115 local managers 104 other Indian provinces</p> <p><i>Position</i> Managerial 100%</p> <p><i>Gender.</i> Males 171 Female 64</p>	Survey	<p><i>Predictor variables</i> Metacognitive CQ Cognitive CQ Motivational CQ behavioral CQ</p> <p><i>Outcome measures</i> Task performance</p> <p><i>Control variables</i> Age Experience of working outside home state Languages spoken</p>	<p>Cultural intelligence positively affects task performance.</p> <p>Cultural intelligence is positively related to cultural adjustment.</p> <p>Nonsignificant relationship between behavioral CQ and adjustment</p>	<p><i>Contribution</i> Organizations should pay more attention to CQ for adjustment and task performance of expatriates.</p>
Lee & Sukoco (2010)	To determine the consequence of CQ on cultural adjustment, cultural effectiveness, and expatriate performance.	N=900 South east Asia	<p><i>Expatriates origin</i> Taiwanese expatriates on assignment in east Asian countries.</p> <p>75% managerial positions. 15% non-managerial</p> <p><i>Gender</i> Male – 89% Female-11%</p>	Survey	<p><i>Predictor variables</i> Cognitive CQ Motivational CQ behavioral CQ</p> <p><i>Outcome measures</i> Task performance Contextual performance</p> <p><i>Control variables</i> Marital status Age</p>	<p>No direct link between CQ and performance</p> <p>Higher CQ leads to better levels of adjustment</p> <p>Higher cultural adjustment leads to better cultural effectiveness</p> <p>Higher cultural effectiveness leads to better performance</p>	<p><i>Contribution</i> Managers should pay attention to CQ in staff selection.</p> <p>CQ does not predict performance directly but leads to adjustment and cultural effectiveness which are associated with performance</p> <p>International experience leads to low adjustment unless expatriate has high CQ.</p>

Author(s) (date)	Purpose of study	Sample size & location	Sample description	Method & data collection	Measures	Significant findings	Study assessment
Malek & Budhwar (2013)	To investigate the role of CQ as a predictor of expatriate adjustment and their subsequent performance during their overseas assignments.	N=700 Malaysia	<p><i>Expatriates' origin</i></p> <p>Europe 42% Asian 28% Other, non-Asians 30%</p> <p><i>Gender</i></p> <p>Male – 76% Female – 24%</p>	Survey	<p><i>Predictor variables</i></p> <p>CQ awareness CQ interaction</p> <p><i>Outcome measures</i></p> <p>Task performance Contextual performance</p> <p><i>Control variables</i></p> <p>Time in host country Accompanied family member Local language ability Previous experience</p>	<p>Awareness CQ and interaction CQ were positively related to expatriate adjustment.</p> <p>Work adjustment only significantly affects task performance.</p> <p>Interaction adjustment was positively related to job performance</p>	<p><i>Contribution</i></p> <p>CQ affects expatriate adjustment which positively affects their performance.</p> <p>Managers should pay attention to CQ in staff selection</p>
Ramalu, S., Subramaniam, R., Che, R., et al. (2012).	To ascertain the nature of the relationships between cultural intelligence and job performance, and to examine the mediating effects of cross cultural adjustment.	N=1000 Malaysia	<p><i>Expatriates' origin</i></p> <p>15.4% from India 11.7% from UK 9.6% from Australia 63.3% from the EU &amp; other countries.</p> <p><i>Position</i></p> <p>50.9% - managerial, 49.15 non-managerial</p> <p><i>Gender</i></p> <p>Male 75.9% Female 24.1%</p>	Survey	<p><i>Predictor variables</i></p> <p>Metacognitive CQ Cognitive CQ Motivational CQ behavioral CQ</p> <p><i>Outcome measures</i></p> <p>Task performance Contextual performance Assignment specific performance</p> <p><i>Control variables</i></p> <p>Gender Prior overseas experience Length of stay in Malaysia Language proficiency</p>	<p>Higher CQ leads to cross cultural adjustment.</p> <p>Cross cultural adjustment predicts job performance.</p>	<p><i>Contribution</i></p> <p>Expatriating firms should consider use of selection methods that include testing for CQ.</p>

Author(s) (date)	Purpose of study	Sample size & location	Sample description	Method & data collection	Measures	Significant findings	Study assessment
Rockstuhl et al. (2011)	To examine the role of CQ as a competency for cross border leadership effectiveness.	N=126 Switzerland	<p><i>Expatriates' origin</i> 100% Switzerland (Swiss military)</p> <p><i>Gender</i> Male Caucasians – 100%</p> <p><i>Position</i> All in senior positions with cross border leadership responsibilities.</p>	Survey (Peer comparison)	<p><i>Predictor variables</i> Metacognitive CQ Cognitive CQ Motivational CQ Behavioral CQ Emotional intelligence General intelligence</p> <p><i>Outcome measures</i> General leadership effectiveness &amp; Cross border leadership effectiveness by peer assessment</p> <p><i>Control variables</i> Age Leadership experience IQ, Emotional intelligence, Intl experience Big 5 personality</p>	<p>IQ was positively related to general leadership effectiveness and cross border leadership effectiveness.</p> <p>EQ was positively related to general leadership effectiveness but not to cross border leadership effectiveness.</p> <p>CQ positively related to cross border leadership effectiveness not general leadership effectiveness.</p>	<p><i>Contribution</i> CQ was a stronger predictor of success in cross border leadership effectiveness.</p> <p><i>Limitation</i> Study conducted in military context with all male, Caucasian Swiss participants. Homogeneity of sample may have skewed the results of the survey.</p>

Author(s) (date)	Purpose of study	Sample size & location	Sample description	Method & data collection	Measures	Significant findings	Study assessment
Rose (2010)	To investigate how CQ related to job performance of expatriates.	N=1000 Malaysia	<p><i>Expatriates' origin</i> 15% India 11% UK 9% Australia The rest from 42 other countries</p> <p><i>Position</i> 50.9% - managerial, 50% - non managerial.</p> <p><i>Gender</i> 75.9% male 24.1% female</p>	Survey	<p><i>Predictor variables</i> Metacognitive CQ Cognitive CQ Motivational CQ Behavioral CQ</p> <p><i>Outcome measures</i> Task performance Contextual performance Assignment specific performance</p> <p><i>Control variables</i> Gender Prior overseas experience Length of stay in Malaysia Language proficiency</p>	<p>Metacognitive CQ related positively with contextual and assignment specific performance.</p> <p>Behavioral CQ related positively with contextual performance.</p> <p>Motivational CQ related positively with contextual and assignment specific performance.</p> <p>Cognitive CQ related positively with contextual performance.</p>	<p><i>Contribution</i> Expatriating firms should consider selection methods that test for CQ.</p> <p>Organizations may benefit from considering CQ in preparing employees for overseas assignments.</p>
Wu & Ang (2011)	To test the relationship between expatriate supporting practices (ESP) and cultural intelligence on cross cultural adjustment and performance of expatriates.	N = 169 Singapore	<p>Expatriates of multinational companies.</p> <p>52.1% from Europe, 29.6% from Asia, 13% from North America 5.3% from Australia.</p>	Survey	<p><i>Predictor variables</i> Metacognitive CQ Cognitive CQ Motivational CQ Behavioral CQ Expatriate supporting practices (ESP)</p> <p><i>Outcome measures</i> Contextual performance &amp; Task performance</p> <p><i>Control variables</i> Cultural distance Years of international experience Language ability Role novelty Performance goal orientation</p>	<p>High Cognitive CQ = weak impact of ESP.</p> <p>Low Cognitive CQ = high impact of ESP.</p> <p>Higher motivational CQ = high impact of ESP.</p> <p>Low motivational CQ = weak impact of ESP.</p>	<p><i>Contribution</i> CQ is an important competency to look out for in expatriate selection.</p> <p>Companies can maximize outcomes by selecting expatriates with higher efficacy-based CQ.</p>