CULTURAL INTELLIGENCE, JOB SATISFACTION AND JOB PERFORMANCE: A STUDY OF HOTEL INDUSTRY IN SELECT REGIONS OF NORTH INDIA

Thesis Submitted for the Award of the Degree of

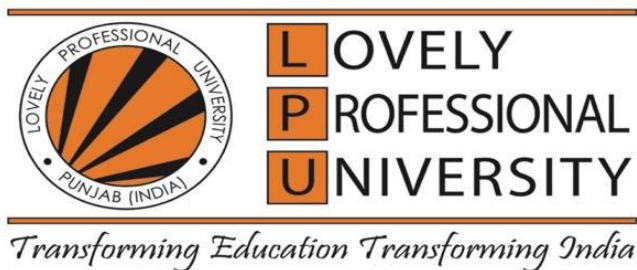## DOCTOR OF PHILOSOPHY

In

MANAGEMENT

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DECLARATION

With great pleasure, I declare the completion of my thesis, **"Cultural Intelligence, Job Satisfaction, and Job Performance: A study of Hotel Industry in select regions of North India**." Throughout the research process, Dr. Nancy Sahni, an Associate Professor at Mittal School of Business, Lovely Professional University offered direction. The content of this thesis is the result of my own original study, but I have made sure to properly credit other people's contributions by citing relevant works and recognizing group projects and conversations. Prior to this declaration, no fellowships or degrees have been awarded using this thesis as the foundation.

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CERTIFICATE

I certify that Aaliya Ashraf worked with me to complete her doctoral thesis, which was entitled **"Cultural Intelligence, Job Satisfaction, and Job Performance: A study of Hotel Industry in select Regions of North India**," as part of requirements for a Ph.D. She carried out her research at Mittal School of Business, Lovely Professional University.

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ABSTRACT

Workplaces these days are more diverse than ever, and interacting with individuals from a diverse array of origins and locations is commonplace. This has created new opportunities as well as a number of new challenges. Distinctions between cultures go beyond issues of one's identity, ethnic background, or faith. Everyone works in an intergenerational environment these days, surrounded by younger and older employees whose cultural references, assumptions, and attitudes diverge greatly from our own. Within the same company, disputes over customs can also occur between departments and teams. This implies that people should get better at comprehending and navigating a range of cultural contexts. It is at this point that cultural intelligence, or CQ, becomes important. This idea is a measure that comes from IQ and is also referred to as the Cultural Quotient (CQ). CQ is defined by Earley and Ang as a set of abilities required to thrive in environments where the culture is unfamiliar.

A good emotional response that one experiences while carrying out their responsibilities or showing up for work is what is known as job satisfaction. In an effort to measure this feeling, the majority of organizations now routinely administer job satisfaction questionnaires. Remembering that every worker experiences work satisfaction to a different extent is vital. For a variety of reasons, a worker's level of job satisfaction can differ from another person's regardless of the same workplace. Culturally savvy workers are happy in their roles, according to past research in this area. The ability to get along well with team members is a sign of cultural intelligence. The company culture seems to fit him or her well. Employees that feel comfortable in their work and environment are more positive about it. Conversely, workers that possess low cultural intelligence experience cultural shock, which leaves them irritable and dissatisfied with their work.

The ability to carry out one's employment obligations and responsibilities with efficiency is known as job performance. Annual or quarterly performance reviews are a typical procedure for many firms, which help identify areas that require improvement and promote long-term success in areas where employees meet or perform beyond expectations. Performance is critical to a business's success because it raises employee morale, boosts profitability, and improves overall productivity. By conducting regular performance reviews, organizations may identify areas for staff development, provide support and training, and guarantee that goals are being pursued in

unison. Earlier research looking into the connection between CQ and JP has shown a strong correlation between the two. Those with strong CQ are more adept at handling clients. Customer satisfaction is an indicator of improved employee performance. Since clients in service-oriented sectors come from a variety of cultural backgrounds, providing exceptional customer service is an important factor in evaluating work success, CQ is important in these circumstances. Workers that possess CQ are able to provide them with superior service and keep their regular clients.

Previous studies on cultural intelligence have mostly focused on the international business arena. Though a large amount of research has been done on the relationship between cultural intelligence and workplace effectiveness, little research has been done on how cultural intelligence, job satisfaction, and job performance interact, especially in the Indian context. This study is unique in that it takes job satisfaction into account as a mediating factor. This study aims to explore the connections between CQ, JS, and JP in the hospitality industry.

.**Research Objectives**

1. To investigate the impact of cultural intelligence on job performance of employees in hotel industry
2. To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry.
3. To study the impact of job satisfaction on job performance of employees in hotel industry.
4. To examine the mediating role of job satisfaction on cultural intelligence and job performance.

Research Methodology

Data for the study were gathered via a survey method, following a descriptive cross-sectional methodology. The investigation of the ideas of CQ, JP, and JS is the main goal of the study. The CQ construct is used to gauge how culturally intelligent employees think they are. The JS Construct gauges how happy culturally intelligent employees are at work. The final construct, JP gauges how well culturally competent employees perform on the job. The study participants comprised of front office staff from 3-star, 4-star, and 5-star hotels located in specific regions of North India (Amritsar, Jalandhar, Ludhiana, Agra, Prayagraj, and Ayodhya). A 305 respondent

sample size was used for the investigation. IBM SPSS 22 and Smart PLS 4 were software programs utilized to analyze the data.

Conclusion

The study's findings surely advanced our understanding of this field of study, since there had been a very little prior research on cultural intelligence in India. The company can better grasp how cultural intelligence affects performance by looking at the relationship that has been studied between employee job performance and cultural intelligence. An analysis of the mediating effect of job satisfaction is another way that the study improves the literature review and adds something new to the scholarly discourse on cultural intelligence. Creating recruiting practices after considering every facet of cultural intelligence is another really helpful technique that helps firms handle workplace diversity concerns. So, in the current environment where diversity has become the new norm Thus, the knowledge shared with the aid of this study will act as a guide and will assist the organization as well as managers in taking appropriate action in helping employees develop this soft skill. This will be especially helpful in cases where new hires are experiencing cultural shock or where existing employees are struggling to provide quality customer service because they lack cultural intelligence, a crucial soft skill.

ACKNOWLEDGEMENT

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S.No	Descriptions	Abbreviations
1	Cultural Intelligence	CQ
2	Cultural Intelligence	CI
3	Job Satisfaction	JS
4	Job Performance	JP
5	Cultural Intelligence- Strategy	CQS
6	Cultural Intelligence –Knowledge	CQK
7	Cultural Intelligence – Motivation	CQM
8	Cultural Intelligence-Behaviour	CQB
9	Task Performance	TP
10	Contextual Performance	CP
11	Content Validity Ratio	CVR
12	Average Variance Extracted	AVE
13	Variance Inflation Factor	VIF
14	Variance Accounted For	VAF
15	National Integrated Database of Hospitality Industry	NIDHI
16	The Federation of Hotel & Restaurant Associations of India	FHRAI
17	Partial Least Squares	PLS
18	Statistical Package for Social Sciences	SPSS

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S.No	Description
1	Measurement Scales of Variables
2	Final Questionnaire

CHAPTER 1

INTRODUCTION

1.1 NAVIGATING CULTURAL DIVERSITY IN DIVERSIFIED BUSINESS SETTINGS

One of the major culminations of globalization is the business organizations crossing the domestic boundaries and becoming operational on a global level. Getting global means getting involved with several other countries and working together to achieve some common ends related to either production of goods or delivery of services. Globalization has really given a huge push to the international trade through buying and selling throughout the world. International business has gained so much importance that there are certain commodities which are branded and sold like hot cakes because they are produced in a specific country. For example the food items like pizza and pasta are originally from Italy; therefore customers are always willing to pay more if they get Italian brands of these products. Globalization has a lot to offer to the world, it has enabled the movement of labor across the borders in search of better work. With globalization in place people coming from diverse cultures are working together in order for achieving corporate objectives. The diversity in the organizations has increased manifold as a result of globalization. Since diversity is becoming increasingly recognized as a source of benefits, professional success demands the capacity to interact with people from a variety of cultural backgrounds.

Given the diverse culture of organizations there is a strong need of being culturally aware so as to be successful in the highly diverse organizational settings. To ensure a worthwhile benefit it becomes mandatory for enterprises to face and deal with cultural obstacles well. World has become a global village due to globalization as a result there is an augmented and consistent exchange between the people coming from different cultural backgrounds marked by distinction in languages, beliefs, standards, lifestyles etc. (Zakaria, 2000; Montagliani & Giacalone, 1998).

Globalization has entirely blurred international borders, making the world narrower and flatter (Friedman, 2005). However, Diversity and cultural differences continue to be a persistent

challenge for both businesses and individuals. Managers start considering cultural differences as a serious obstacle when they realize that individuals from diverse cultures have completely different ways of working and such differences do have bearing on the overall working of the organizations (Adler, 2007).

With the rise in service sector wide and far, the service sector is no longer limited to domestic territory. Service sector is having international presence that is at par with that of goods. In such a state of affairs there is an utmost necessity to transact and network proficiently with individuals from dissimilar nationalities as service sector involves a great deal of human contact. Hotels and other areas in the hospitality sector are faced with the challenge of interacting with customers from multi- ethnic backgrounds. The performance in hospitality sector is assessed on the basis of fulfillment of anticipations of the clienteles, personnel and traders who are from various different cultures (Mohsin, 2006).

The service encounter that appears in literature on service management is a commonly used term and defines the relationship between clients and service offerors (Stauss & Mang, 1999). Interactions with customers in the hotel sector are very much important as they are the very basis of the hotel service. A positive client experience not only helps the business establish a positive initial impression, but it also opens the door for the property's general goodwill to be raised. Customers believe that a good and amiable cultural bond constitutes the foundation of good service quality (Zeithaml & Bitner, 1996).

Service providers play a key role in terms of dealing with international clients. If the service providers are not well acquainted with the cultural norms of the clientele it is supposed to have a considerable bearing on the performance as a whole and will result in service gap (Mohsin, 2006). In the hospitality industry, where a wide range of clients representing different cultural backgrounds are regularly encountered, it is critical to understand cultural differences and act with respect for them. Among the many managerial skills that are essential when working with a global customer base that is diverse in terms of cultural backgrounds is "cultural intelligence". Cultural quotient/cultural acuity (CQ/CI) refers to the skill of being able to function well and skillfully in a workplace with a varied workforce. Cultural intelligence emphasizes on improving the social skills of the individuals and also enabling the development of such a mental framework that will aid in reducing the cultural differences. Cultural intelligence (CQ) is based

on the culture specific knowledge and also a general knowledge related to overall functioning of the cultures. It defines how certain individuals are able to face culturally diverse situations better than others. In the high contact sectors like hospitality sector the interactions with customers coming from different cultural backgrounds is inevitable. Most hotels around the world have a significant number of clientele coming from different parts of the world. CQ, or cultural intelligence, comes into the scenario in this situation. It acts an as important intermediary element that helps in reaping the perks of cultural heterogeneity in the global hospitality sector.

This research aims to comprehend the value of CQ in the hospitality industry, which is acknowledged as a high-contact service sector. In light of this, hotel staff members especially those in front-desk positions must have a high degree of CQ in order to improve client service. Investigating the relationship between staff members' CQ, JP, and JS in 3-, 4-, and 5-star hotels is the main objective of this study. Additionally, the study looks at JS's function as a mediator in the relationship between CQ and JP.

1.2 INDIAN HOTEL INDUSTRY

India's service sector, especially the hotel sector, is a major engine driving the nation's economy's overall expansion. As per IBEF the contribution of tourism and hospitality sectors to GDP increased to 23.6% in 2017. This sector is the 3rd major foreign exchange earner for the country. Due to stability of various macroeconomic variables by the end of 2018 there was an overall increase in the economic activities thereby, increasing the demand of hotel industry in the country.

When it comes to the travel and tourism industry's GDP contribution in 2019, India comes in at number ten out of 185 countries worldwide, according to the World Travel and Tourism Council (WTTC). Approximately 39 million jobs, or 8% of all jobs in the nation, were exclusively attributable to this industry in 2020. Hotel Chains from abroad are expanding their presence in the nation. International companies control around half of the nation's hospitality market.

Government of India has implemented several measures so as to make the country a major tourist attraction. Indian Government launched "Project Mausam" focused on promoting cross-cultural ties with about 36 nations across Indian Ocean. The 'e-tourist visa' facility has been extended by Government to about 161 countries so as to make their travel to India easy and

hassle free (Hindustan Times, 2017). In order to stimulate domestic tourism Government came up with 'Ek Bharat Shreshtha Bharat' programme (Ministry of Tourism, 2019). Such initiatives are meant to improve the ties, converge the cultural gaps and increase the tourist inflow.

The hotel business in India has flourished due to upswing in travel and tourism. In the coming times hotel business is expected to grow further due to increase in different types of tourist activities across the world. The domestic tourists in India prefer to stay in affordable hotels therefore paving a way for budget hotels to increase their number in the market. Since Indian economy is witnessing a growing trend it is highly expected that there will be a dearth of hotels in the organized sector.

In the coming years the supply demand gap will get widened and the demand for hotel rooms will get increased. In such a state of affairs the demand for all types of hotels is going to witness an increase. Numerous domestic and foreign hotel brands have already made significant investments in the low-cost hotel market. With bookings available online the demand is going to see an all-time surge. India is unquestionably the destination of choice for many internationally recognized hotel brands, and their presence in the nation has been apparent for a considerable amount of time.

According to Indian tourism statistics from 2021, there are now 1423 authorized rooms in the nation. The number of hotels and rooms that have been approved is displayed in Table 1.1.

Table 1.1, total number of approved hotels and rooms in India

S.No	Category of Hotels	No. of Hotels	No. of Rooms
1	One Star	10	346
2	Two Star	27	914
3	Three Star	533	18193
4	Four Star	419	21351
5	Five Star	226	28833
6	Five Star Deluxe	149	33877
7	Heritage Hotels	59	1778
	Total	1423	105292

Source: (Indian tourism statistics, 2021)

1.3 CLASSIFICATION OF HOTELS IN INDIA

❖ **Star Hotels:** Hotels are divided into several grades by the Ministry of Tourism, including 5-D, 5-star, 4-star, 3-star, 2-star, and 1-star. Notably, hotels that were once old palaces or havelis are historically significant and are categorized as Heritage Hotels. The hotel classifications undergo an evaluation every five years by the ministry.

❖ **Approved Hotels:** Approved hotels are the ones that have been approved by Ministry of Tourism but do not possess a star rating.

❖ **Licensed Hotels:** These hotels are those that have obtained a permit from the local municipal authorities to offer boarding and lodging options.

In addition to their ratings, the following are the other important factors used to classify hotels:

Figure 1.1 classifications of hotels

Chart 1: Classification of Hotels
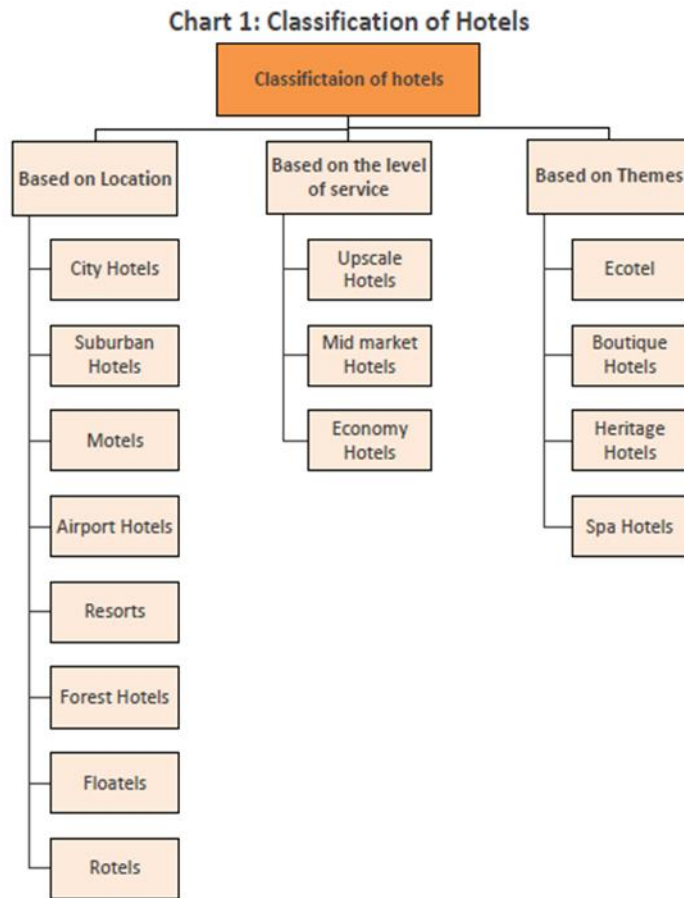
Source: CARE (Credit Analysis & Research Ltd) Ratings

1.3.1 STAR CLASSIFICATION

- ❖ **1- Star:** Small hotels with proprietor management that offer simple amenities and a welcoming ambiance are classified as 1 star. It has at least 10 rentable bedrooms, with 25% of those having an attached bathroom. On-site telephone service is available.
- ❖ **2-star:** Hotels with 75% attached bathrooms and at least 10 bedrooms. 25% of the rooms are required to have air conditioning. Every room must have a telephone facility.
- ❖ **3-star:** mostly situated close to commercial districts for easy access, with well-trained staff and elegantly decorated lobbies. At least 20 bedrooms must have associated

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bathrooms with contemporary shower stalls. 50% of them ought to be equipped with things like furniture, carpeting, drapes, and air conditioning. Other amenities include laundry, dry cleaning, round-the-clock housekeeping, telephones in each room, music or radio arrangements for guests, and decent and quality blankets and linens must be available at the hotel.

- ❖ **4-star:** Hotels must have different architectural characteristics and construction designs. Along with meeting facilities, a receptionist, a cashier, and highly qualified employees are essential. The hotel must be situated in a high-profile area with a typical environment. At least 25 bedrooms with attached bathrooms should be present. All restrooms must have the newest or most contemporary shower stalls, and 50% of them must have hot and cold water available all the time. Visitors must have access to a separate restaurant with a dining room, dancing areas, and music or radio amenities in each room. Each and every room must have a telephone facility.

- ❖ **5-Star:** including all the amenities listed under the 4-star level as well as ample of parking space and a swimming pool. Availability of high-quality food and beverage options, including both Indian and international cuisine are there in a 5 –star hotel.

1.4 FUTURE OF HOTEL INDUSTRY IN INDIA

According to WTO i.e. World Trade Organization the hospitality industry is expected to become huge by 2025 and develop triple of its current size. With anticipation of about 4 million tourists visiting India the overall growth rate is projected to be 8.8%. According to the Indian tourism statistics 2021, the foreign tourist arrivals in the country were 34.41 million in year 2019. Tourist inflow witnessed a fall in 2020 due to pandemic. But with things coming back to normal the number of international tourists visiting India is expected to witness an upswing.

Figure 1.2 Number of foreign tourist arrivals in India
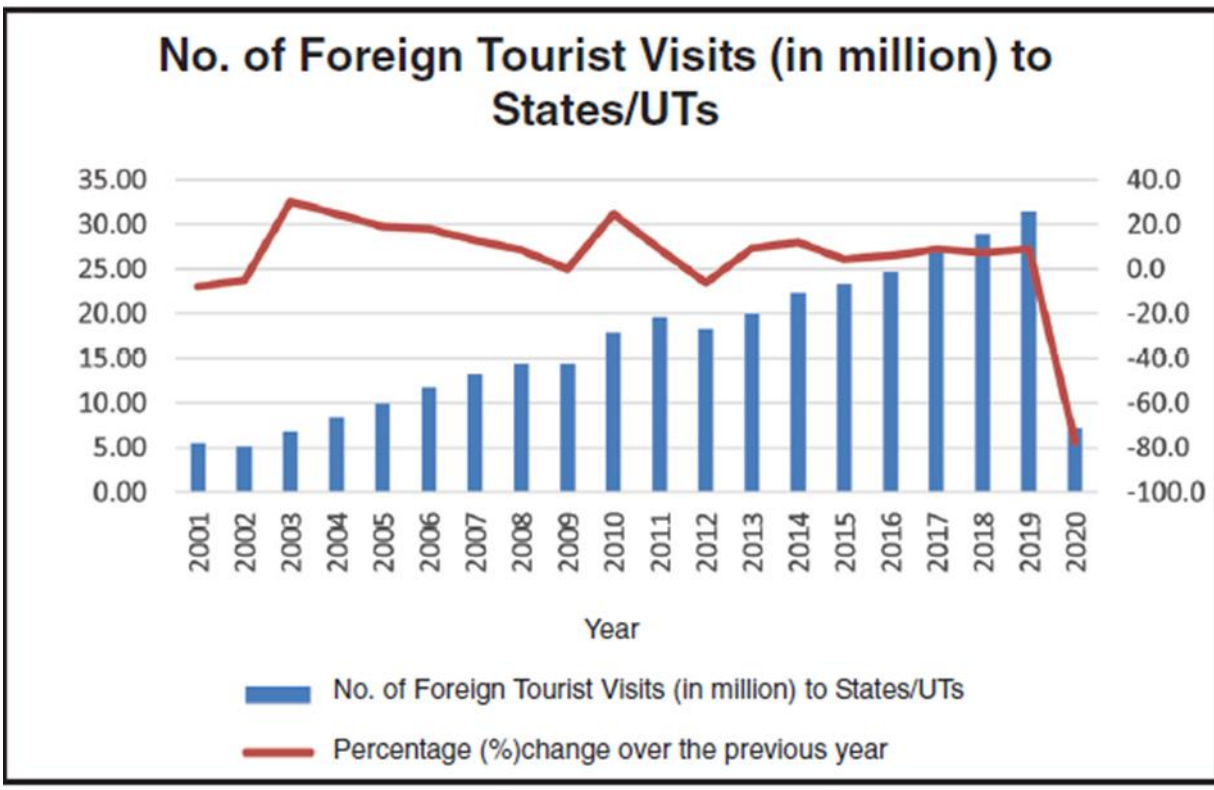
Source: (Indian tourism statistics, 2021)

It is very evident that hospitality sector is going to witness a boom in the coming times. Accordingly there will be a huge demand for professional and culturally intelligent hotel management professionals, thus making it an attractive career choice among the students.

1.5 RESEARCH GAP

Within India's services sector, the hotel business has become one of the key drivers of development. India has a lot to offer in terms of tourism because of its diverse ecology, landscapes, and natural beauty spots. It also has a rich cultural and historical past. India is a major attraction for tourists. So, given the movement of international clients to India due to one or other reason the role of hotel industry cannot be denied. For hotel industry to perform better cultural intelligence is required (FakhrElDin, 2011).

CQ is a relatively new concept, and the majority of the research that has been done so far has focused on how it can be used in international business and how well expatriates perform

(Ramalu et al., 2011). Recognizing and addressing the outstanding problems in this field is becoming more and more crucial. Cultural intelligence is becoming more and more popular among academics. In the context of the Indian hotel industry, this study adds to the body of literature on the relationship between CQ and JP which is quite limited. Prior research on Cultural Intelligence has mostly concentrated on foreign environments and the performance of employees assigned to international roles.

Keeping in view the diverse workforce and inflow of international clientele in the form of foreign visitors who visit India for a variety of reasons, among the sectors with the greatest diversity is the hospitality business. The idea of cultural intelligence seems to be quite relevant in every field as India is such a culturally diverse nation, but it is crucial in the hotel sector. For workers in this field to perform at a better level, they need to possess cultural intelligence. Employees must demonstrate CQ to work well with coworkers from different cultural backgrounds and provide outstanding service to a global customer base. Thus, CQ has a big impact on how well employees perform in the hotel business (FakhrElDin, 2011).

Training in cultural intelligence is beneficial for workers whose jobs require them to interact with people from different backgrounds. Gaining intercultural competency improves a person's capacity for productive work and effective communication in multicultural settings. As a result, performance failures can be prevented when staff is culturally aware, reducing the chances of cross-cultural confusions, misinterpretations, and confrontations. Whilst things go wrong, someone with cultural intelligence bounces back fast, enjoys the chance to experience other people's cultures, and maintains their sense of self whilst doing so. People with higher CQ are less likely to be inclined to leave their jobs, which is a characteristic that is frequently mentioned when talking about JS (Carsten and Spector, 1987; Judge et al., 2000). Nevertheless, limited studies have looked into how cultural intelligence (CQ) affects job satisfaction in the Indian hotel sector which calls for an extensive further study about the same.

It's worth noting that in Indian context there has been only one study on cultural intelligence in the hotel industry, in which cultural intelligence was compared to customer satisfaction, and only three hotels were evaluated in the study, which was limited to the Delhi NCR region (Arora, 2012).Such a limited approach in this field of research is not enough and calls for further research in the area.

The goal of this study is to fill the research gap by investigating the relationship between CQ and JP in the hotel industry, with a particular emphasis on the mediating function of job satisfaction.

1.6 RESEARCH MOTIVATION

The idea to commence this research work on this very topic came in researcher's mind during the MBA. In MBA one of the subjects taught was cross cultural management. There for the first time researcher got to know about the word cultural intelligence. This concept was quite new for the researcher therefore researcher thought of exploring it further by doing a full-fledged research on it. Then researcher tried to know the sectors where there is an immense need of this skill. The hotel industry as a sector where cultural intelligence is highly required and can do miracles was finalized by the researcher. The researcher then conducted the research considering three variables i.e. CQ, JS and JP. The study used a step-by-step methodology, with the first goal being to look into how cultural intelligence affects work performance. The study then investigated how cultural intelligence affects job satisfaction. The study's final focus was on how JS mediated the relationship between CQ and JP. The research also demonstrated how JS affects JP.

1.7 EXPECTED CONTRIBUTION OF STUDY

The idea of cultural intelligence hasn't gotten much attention, with a focus on its application in global business contexts rather than domestic business settings. This research aims to contribute to the corpus of literature on CQ across multiple domains, with the goal of correcting the imbalance in attention it has received. It's critical to comprehend the importance of CQ as a talent and skill. Recruiters at the time of recruitment will also look into this new aspect. Just as other skills the skill of cultural intelligence will also be given an equal weightage. Furthermore, this study's findings will help shape policies in a variety of industries because diversity is now a norm of the day in all the sectors. The cultural intelligence trainings can be included in the trainings being provided to employees from time to time in various sectors. Furthermore the university students who are going to join the workforce and be a part of different diverse organizations need to be inculcated with this ability in their colleges and universities so that on joining an organization they don't feel cultural shock. Thus a change in the curriculum is also

required. Having a culturally intelligent workforce will really improve the performance of organizations and will also leave employees very much satisfied.

1.8 VARIABLES AND THEIR OPERATIONAL DEFINITIONS

Globalization has made world a global village and in such a state of affairs the skills that are highly required and more talked about are the skills to handle the interconnectedness of the world in a better way. The highly globalized economy requires individuals to consistently get to know others from various cultural origins through interacting with them and be very much careful about the problems that usually are the consequence of the cross-cultural communication among individuals. It is essential to comprehend these exchanges and carry out a careful examination of the new culture. In situations where cross-cultural interactions occur frequently, cultural intelligence becomes crucial. CQ is the capacity to function well in culturally different workplaces and to resolve conflicts resulting from cultural differences.

It also includes developing very flexible individuals who are very well equipped in dealing with and getting accustomed to cross cultural situations. CQ focuses on bringing a new and very important social skill into the light that helps individuals in converging the cultural dissimilarities. CQ entails having a specific set of knowledge about different cultures and also being mindful regarding how cultures function.

In today's highly diversified work environment the Cultural Intelligence needs to be one of the core skills of the employees irrespective of the fact whether they are working in home country or in a foreign country on some international business assignment. Therefore, the capacity to successfully adapt to cross-cultural conditions and successfully navigate their intricacies is what is meant by the term "cultural intelligence." On the basis of their possession of characteristics that make them more skilled, efficient, and adaptable in contexts marked by cultural variety, culturally intelligent people can be differentiated from others.

1.8.1 THEORETICAL BACKGROUND OF CULTURAL INTELLIGENCE

In order to succeed in the global corporate world, international barriers must be reduced while also acknowledging the increased cross-border interaction between people from different cultural backgrounds. Till date many studies have discussed about certain traits that help individuals to

excel in multi-cultural settings (Cushner & Brislin, 1996). However, the notion of proficiency under the guise of CQ has gained popularity recently.

CQ according to Earley (2002) and Earley & Ang (2003) is the capacity of an individual to successfully adjust in multicultural environments. This definition includes behavioral, motivational, metacognitive, and cognitive aspects of CQ. One important measure of cultural intelligence is the capacity to function well in situations involving interactions across cultures. The development of a deep understanding of the guiding concepts of multiethnic communication is included in the concept of Cultural Intelligence, being attentive towards them, trying to get accustomed to such cross cultural situations and finally reflecting same in one's behavior in order to be successful in multi-cultural environment (Thomas & Inkson, 2003).

When collaborating alongside individuals with varied ethnic backgrounds it is critical to exercise caution, including as clients, coworkers, suppliers, and other people. According to Earley and Mosakowski (2003) currently, (CQ) is defined as the apparent ability to comprehend unique and confounding behaviors in a way that is comparable to friends' and peers', sometimes reaching the point of replicating them. Keeping in view the significance of being a part of diverse work culture and also the kind of benefits that diversity brings makes the Cultural Intelligence a very desirable skill which is an arrangement of interconnected skills and understanding, linked through CQ strategy that influences the ethnic features of their surroundings (Thomas et al., 2008). CQ is the ability to understand people from diverse cultural backgrounds (Thomas, 2006).

Culture is an amalgamation of many important elements like beliefs, values, customs, and attitudes and these vary with respect to various cultures therefore managing people who are culturally diverse can be a difficult task. It is very much possible that the behaviors of those culturally different might look eccentric and vague. capacity of a person to collect, decipher, and take action on these vastly varied clues so as to communicate commendably astride cultural boundaries or in a multiethnic setting is reflected in their cultural intelligence (Earley & Peterson, 2004). As a result, cultural intelligence, which equips managers to function and lead effectively in new circumstances, contributes to individuals' successful adaptation to firsthand cultural environs (Earley, Ang & Tan, 2006; Ang et al., 2007).

1.8.2 CULTURAL INTELLIGENCE

CQ is an person's skill to navigate well through ethnically dissimilar conditions (Ang et al., 2007) and this description is in line with the characterization of broad meaning of intellect given by Schmidt & Hunter who define general intelligence as "the capacity to comprehend, use ideas (concepts) correctly, and solve issues" keeping in view this definition CQ is defined as a specific type of intelligence that aids in a person's ability to comprehend situations that differ greatly between ethnic groups (Ang & Van Dyne, 2008). Cultural intelligence transcends cultural boundaries. It is not culture specific rather it takes wide range of cultures into consideration thus making it an etic concept (Aguinis & Henle, 2003). Cultural intelligence is supplementary type of intelligence that enables people to handle culturally diverse circumstances well. It can be also referred to as a sort of complimentary intelligence that aids in getting acclimatized to cross-cultural interactions (Van Dyne, Ang, & Koh, 2009).

1.8.3 FOUR DIMENSIONS OF CULTURAL INTELLIGENCE

The theory of CQ is multifaceted. The four dimensions of Cultural Intelligence are metacognitive (CQ strategy), cognitive (CQ knowledge), behavioral (CQ action) and motivational (CQ drive).

Figure 1.3, Dimensions of Cultural Intelligence
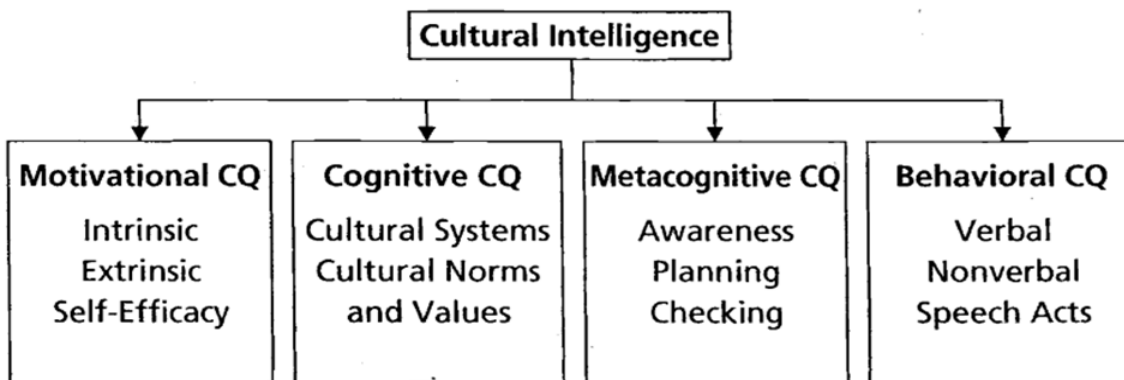
Source: Van Dyne and Ang study, 2008

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1.8.8.1 Metacognitive (CQ Strategy):

A mental state known as metacognitive CQ where an individual is mindful and careful towards cultural variations. With this mindfulness in place an individual is able to have a grip on the cross cultural interactions without much delay. Since an individual is well cognizant of the cultural differences therefore based on his knowledge he makes strategies regarding acing novel interactions with individuals from various cultural origins. Metacognitive CQ is considered to be the high level cognitive capability and an important initial point in the Cultural Intelligence (Ang & Dyne, 2006). Metacognitive CQ is about keenly observing the behaviors during cross-cultural interactions and this helps an individual in developing a deep understanding about different cultures and accordingly modifying the behaviors. It comprises of two important aspects. The first one deals with formulating strategies to easily understand a novel cultural setting and secondly it aids an individual in creating a map of other people's cultures. The accuracy of metacognition varies over time and according to task (Nelson & Narens, 1995). When working with varied personnel in a global organization, individuals who have the metacognitive CQ are capable of seeing and maneuver within and beyond various cultural contexts.

1.8.8.2 Cognitive (CQ Knowledge):

Cognitive CQ entails the cultural knowledge that a person has obtained via education and experience. The cultural knowledge comprises of the know how about customs, norms, rules and conventions that prevail in various cultures and also having an understanding of cultural variations. Cognitive CQ is seen as the most reproving component of cultural intelligence because past exposure to diverse cultures influences an individual's thinking, which in turn influences their behavior. Managers with a cognitive aspect are well competent to communicate with others from varied traditional credentials. Cognitive CQ aids in a deeper comprehension of the intricacies of interpersonal relationships with members of a specific culture. This dimension of CQ calls for having knowledge regarding the arts, crafts, laws, religious beliefs and nuptial systems of different cultures. Cognitive CQ aids an individual's capability to acquire knowledge by observation and questioning, as well as through asking others for information.

1.8.8.3 Motivational

Motivational CQ is referred to as a person's aptitude to focus his energies towards learning and working smoothly in cross cultural workplace settings. It refers to drive that actually makes an individual to incline his struggles towards working in a novel work culture. It speaks of a belief of the individual in engaging in multiethnic encounters and the degree of satisfaction they derive from doing so. It is the capacity of a person to operate commendably in cosmopolitan situations and relish relationships with folks from other social credentials.

1.8.8.4 Behavioral

When engaging with individuals from different beliefs, person's aptitude to display appropriate non-verbal and spoken conduct is referred to as behavioral CQ. It represents the extent to which a person can actually mold his/her spoken and conduct when interacting with others from other cultures. Communication and language allow for the observation of overt or observable behavior. It is regarded as a crucial element since it facilitates the development of improved social patterns of interaction with other individuals. The metacognitive, cognitive, and motivational aspects of CQ lead to culturally intelligent behaviors. Managers who score highly on the behavioral dimension are seen to be more adaptable and able to modify their behavior to fit the intricacies of each culture. As a result, a person's verbal and nonverbal communications offer a quick source of information for determining their level of cultural proficiency. Individuals who possess behavioral CQ are able to acquire superior cross-cultural self-presentation skills than their competitors.

1.9 JOB SATISFACTION

Because of its broad application, which encompasses organisational behaviour, psychology, human resource management, etc., JS has become a buzzword among academics and researchers. In the Indian context the most looked out word in the framework of an organization is JS. Researchers and officialdoms alike greatly value JS (Lu et al. 2005). Numerous studies have examined the idea of JS from various angles and have also connected it to a variety of other factors. In his 1935 book of the same name, Hoppock is credited with creating the phrase "job satisfaction." He defines job satisfaction in his book as the result of a confluence of environmental, physiological, and mental factors that enable a person to declare with assurance

that they are happy in their current position. While external factors do influence JS, an individual's JS is more significantly influenced by internal factors overall (Aziri, 2011).The majority of the time, internal variables like accountability, increased opportunities for career advancement, recognition of one's efforts and hard work, etc., lead to job satisfaction. The external factors only aid in reducing the level of job dissatisfaction like better work environment, compensation, social relations, and overall policies of the organization regarding various aspects of human resources Szymanski and Parker (1996).

How someone reacts to one's job determines his/her job satisfaction. High job satisfaction results in a positive reaction to the job and vice versa. According to Sowmya and Panchanatham (2011), people's expectations for their jobs affect their level of JS, but so does the nature of the job itself. Syptak et al. (1999) stated that gratified workers have a more positive approach towards their job which gets reflected in their actions by way of devotion, commitment, and the amount of hard work that is being put in. Those workers who are quite happy in their positions are present in the organization most of the times, their level of commitment towards the organization is quite high and they are pleased with the standard of living they have Lease (1998).

Different researchers have given different definitions of job satisfaction.

JS is the approach toward one's job which is the culmination of various factors which include job-related factors, group-related factors, and also the individual personality traits (Blum and Naylor, 1968).

A measure of how well organisational demands are satisfied is called JS, according to Mumford (1974). The individual requirements of an employee and a worker's job contentment will be high only when the organizational needs and employees are will be in sync.

Feldman and Arnold (1983) defined JS as an employee's degree of optimism regarding their place of employment. It is the sentimental reaction to one's profession. It is an individual's general strategy towards their work.

Armstrong's (2006) research indicates that JS is significantly influenced by an individual's personal feelings and emotions towards their work. Conversely, a negative viewpoint implies the opposite. Positive feelings about one's work indicate a high degree of contentment in one's work.

The overall evaluation of jobs by individuals is described as job satisfaction in a nutshell. Work satisfaction differs from person to person due to personality-related factors and also job-related factors.

1.9.1 FACTORS INFLUENCING JOB SATISFACTION

Job related factors

- ❖ **Compensation:** compensation in the form of wages and salaries is an important element that has a bearing on job satisfaction. With monetary rewards the employees will be able to fulfill their basic as well as higher order needs (Luthans, 1992).

- ❖ **Nature of work:** The routine tasks that employees must perform are crucial to their level of job satisfaction. The tasks that are required to be done have a substantial bearing over job satisfaction of an individual (Feldmann and Arnold, 1985). The working conditions need to be a little bit challenging so that employees enjoy the work. A work that is quite simple in nature will ultimately become monotonous and a job that is highly complex will result in stress and a feeling of failure (Ashwathappa, 2007).

- ❖ **Superintendence:** Many factors influence how satisfied one is at work, such as the immediate boss's supervision or superintendence. Employee satisfaction with their profession will vary depending on how a supervisor manages their subordinates. Employees feel good when the supervisor is reachable and receptive. They can easily voice their problems and get timely solutions. The satisfaction level of employees goes up when they are able to have one on one interaction with their supervisors. Asshwathappa (2007) asserts that effective communication is a crucial aspect of supervision, with higher levels of satisfaction resulting from effective interaction between superintendents and inferiors.

- ❖ **Opportunities for career growth:** employees want to grow in their careers and get promoted to next higher level in the organization. The organization that is good at providing such opportunities to their employees enjoys the benefits of a highly satisfied employee. Employees tend to get dissatisfied when their organization doesn't provide for their promotion.

- ❖ **Comrades:** workplace satisfaction calls for a continuous and healthy interaction with peers. One of the key elements of work satisfaction is a good relationship with peers in a

group. Cooperation among co-workers helps in improving satisfaction level as peers can prove to be best counselors and assistants in difficult times (Luthans ,1995).

- ❖ **Working conditions:** Employee job happiness is greatly impacted by the physical aspects of the workplace. A dedicated and committed employee calls for a pleasing work environment. A pleasant work environment comprises of having a hygienic work space, all the necessary facilities to ensure that workers are at ease and that everything is available like the tools and machines required for work (Luthans, 1995). Work environment is also related to the employee's intent of continuing with his/her job as it has a role to play in job satisfaction (Agbozo et al, 2017).

Individual related factors

- ❖ **Age and position:** with age people become more mature regarding various aspects of their work. They become more accepting in nature and very pragmatic in their approach. They work well with the available resources and do not expect an idealistic situation. Kaya (1995) stated that that age and job satisfaction has an association and that aged people are happier at work. Employees who advance to more senior roles typically have higher job satisfaction.
- ❖ **Experience:** an employee who has spent a considerable time in the organization tends to be very much aware of the rules and policies of the organization. With time he /she becomes quite comfortable with the organization. Such employees have a positive emotion associated with their job and feel quite satisfied.
- ❖ **Personality:** There is a clear relationship between personality traits and satisfaction. Qualities like self-worth, maturity, decisiveness, autonomy etc. are directly related to job satisfaction. The higher an employee climbs the Maslow's needs hierarchy higher will be his/her level of satisfaction. Therefore, it is highly recommended that organization should ensure that an employee is quite satisfied with him/her and has an optimistic approach in life.
- ❖ **Education:** In contrast to other graduates, Sinem and Baris (2011) found that graduates from career-focused disciplines are happier in their current positions. Such individuals have a clarity regarding their jobs and are always focused therefore their work gives them utmost satisfaction.

1.10 JOB PERFORMANCE

Job performance is a crucial tool that helps to find out how an individual is performing the tasks that have been assigned to him. It evaluates each member's performance individually as well as collectively. It is one of the important ways to manage human resources as it ensures extracting maximum output from the limited human resources. Although performance could be defined in terms of behavior, it differs from outcome in important ways (Campbell, 1993). According to (Norman et al, 1993; Rotundo et al, 2002; Sackett et al, 2001) job performance can be analyzed in terms of two aspects one of which is contextual in nature and other is related to task performance. While contextual performance is linked to contextual behavior, which is devoid of framework and situational components of behavior, task performance provides descriptions of required and mandated behavior. According to V.D. Linde (2005), job performance is essentially the whole process that culminates in the manufacturing of a good or service as the final output. Job performance not only talks about the performance of an employee on an individual level but also takes the external factors like social, economic, cultural, and technical into consideration which affects how well a job is done. Increasing a person's competence and productivity while also assisting them in acquiring the abilities and knowledge required to make optimal use of the assets that are available is the overarching objective of JP. Viswesvaran (1993) identified ten distinct dimensions of job performance which can significantly affect how well one performs their work. These dimensions can be easily identified by knowing the ins and outs of a particular job. The ten dimensions that he made a mention of are job performance, efforts, communication, quality, leadership, adhering to the rules, administrative skills, productivity, job related know how and interpersonal skills. The job dimension encompasses all the crucial factors that must be distinctly stated when assessing an individual's performance. The effort aspect simply refers to the amount of work and energy a person has put into their specific job in order to achieve certain goals. Communication is an important element that helps in smooth flow of information which is a vital input for getting the desired output. Quality on the other hand motivates an individual to strive for excellence. The ability to truly persuade people to follow one's instructions is referred to as leadership. Adherence to the rules refers to following a proper code of conduct while administrative skills help in proper management by virtue of creativity, innovation, delegation and a high level of team spirit (Viswesvaran, 1993). Productivity calls for becoming more

productive and effective at ones job by improving the job related knowledge that helps in performing better. Interpersonal skills are required to make sure that a good relation is shared by an individual with both superiors as well as subordinates. It also includes the ability of understanding the perspective of others and leading them with a compassionate approach (Viswesvaran, 19993). Task performance and contextual performance are the two methods used by Masrek et al. (2017) and Motowidlo et al. (1997) to assess JP.

❖ **Task performance:** The actions that lead to producing of finished goods and services are defined as task performance. It consists of the duties that are frequently particular to a position and specified in the job description (Aguinis, 2013). Task performance consists of carrying out duties and responsibilities connected to one's job, being informed about job-related information, working carefully and precisely, planning and organizing, and resolving problems Koopmans et al. (2011).

❖ **Contextual performance:** Contextual performance, another name for organisational citizenship behavior, is defined as conduct which advances the objectives of the company by improving its psychological as well as social atmosphere (Rotundo & Sackett, 2002). Activities requiring imagination, initiative, cooperation, or zeal are included in this concept (Koopmans et al., 2011).

1.10.1 JOB PERFORMANCE MANAGEMENT

It refers to a relentless technique that determines key components of human resource management. It reflects the idea of altering and improving worker productivity levels so they can produce the best results with the least amount of resources (Hellriegel et al, 2004). A system for managing job performance must effectively serve a variety of objectives. The following are some of the purposes listed by (Casio et al, 2005):

❖ **Strategic Objectives:** This job performance management function takes care of connecting and contrasting different employee performance-related events and initiatives keeping in view the strategic intent process, this includes the organization's short term goals, vision, and aims and objects.

❖ **Notifications about employment:** It encourages progression, expansion, direction, and withdrawal (voluntary/forced) happenings. It also paves the path for future worker

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performance analysis, with procedures for reward and punishment being put up in accordance.

❖ **Growth:** Feedback is gathered at both the best and lowest levels. It also paves the path for growth and development keeping in view the performance.

❖ **Dissemination:** It is in charge of acquiring, interpreting, organizing, and communicating relevant data an employee's work performance.

❖ **Supportive Organizational Analysis:** It promotes the inspection of employees' work performance. Furthermore, it measures employees' performance according to criteria as well as those that fall short. Also, it assists in the formulation of processes that enable for the rectification of inefficient performance and the consistency of effective performance.

1.10.2 COMPONENTS OF FRUITFUL JOB PERFORMANCE MANAGEMENT

An effective job performance system must be capable of identifying the various internal vulnerabilities that an organization has. Furthermore, it highlights the firm's assets by recognizing and scrutinizing key achievement drivers that keep the organization moving (Casio et al, 2005). Five components make up an effective Job Performance system in total (Stiffler, 2006), which are as following:

❖ **Alignment:** It develops a sort of logical and ordered system that arranges processes, aims, and objectives into the proper order. As required, the extent of centralization and decentralization is also specified.

❖ **Measurement:** Every company is mandated to evaluate individual and organizational effectiveness. The measurement equipment must be reasonable, rational, reliable, and without any partiality of any kind.

❖ **Reporting:** It is required to circulate and convey the information gathered to the respective functional areas.

❖ **Rewards:** Each individual works in exchange for some sort of reward. If reward systems are based on due process, performance is enhanced more effectively. Also, it includes monetary, formative, or pattern-based rewards.

❖ **Analysis:** It is responsibility of reviewing the existing circumstances and, on the basis of those observations, formulating future strategy.

CHAPTER 2

REVIEW OF LITERATURE

The organizations today are referred to as global organizations. The organizations are consistently trying to fit in the global world by reducing cultural differences. The leaders of the organizations and also the employees in general are being exposed to a diverse work culture wherein they are supposed to work in teams marked by multi-culturist team members. In such a state of affairs they are trying to mold their behavior and prior know how. It is crucial to comprehend how certain leaders and individuals can shape and adjust to work environments that are multicultural. This is where cultural intelligence plays a crucial role in helping people become more adept at adjusting to situations that are culturally dissimilar Dixit & Dogra (2017). Prior understanding of cultural differences enables people to take advantage of different chances and perform effectively in cross-border assignments Dogra & Dixit (2017). Cultural quotient, or "CQ," is another name for cultural intelligence. Ng & Earley (2006) refer to CQ as a "culture free construct" because it aids in understanding and interacting with the outside world. Increased cultural acuity people are more adept at interacting with local employees and vendors, take greater chances, particularly in multicultural settings, make wiser choices, and settle disputes brought on by cultural differences. They are also capable of inspiring creativity and innovation in their teams.

2.1 CULTURAL INTELLIGENCE

Scholars have provided multiple definitions for CQ. It is believed that the concept of CQ is interdisciplinary. Some authors have defined it as a capability to work smoothly in multicultural work environments (Earley & Ang, 2003). It has also been described as a particular skill set that aids individuals in better managing cross cultural situations and creating a good impression Thomas (2006). The first to define the notion of cultural intelligence were Earley & Ang (2003). According to their description, it's the capacity for cultural adaptation and tolerance. Based on this notion, cultural quotient (CQ) was proposed by Ang et al. (2007) and Ng and Earley (2006) as an intellectual condition that promotes successful communication with individuals from different cultural backgrounds. Earley agrees and defines cultural intelligence as the capacity for flexibility in order to comprehend a variety of cross-cultural situations. Owing to the growing

demands of changing conditions and globalization, fewer researchers defined cultural intelligence as being attentive to multicultural contexts and cognizant of the practical implications of globalization (Earley & Ang, 2003). Earley and Ang (2003) identified the following four components that comprise CQ:

CQ-Knowledge (Cognitive Cultural Intelligence): this aspect of CQ is correlated with knowledge of any culture (Imai, 2007). The ability to comprehend the customs, norms, and traditions of any given culture is known as cognitive cultural intelligence that comes from instruction and firsthand experience. Understanding how the fundamental structures of culture and subcultures are composed of sociological, legal, and economical frameworks as well as cultural values. Individuals possessing cognitive cultural intelligence are conscious of both cultural parallels and differences.

CQ-Strategy (Metacognitive Cultural Intelligence): Cultural intelligence with a metacognitive component reflects the thought patterns people employ to learn and comprehend cultural knowledge, including the capacity to acknowledge and control one's own mental processes. People who possess metacognitive CQ are aware of other people's cultural priorities before and throughout interactions. With their mental models, they remain in control and take into account cultural biases before, during, and after relationships (Ang et al, 2007). The process of controlling and modifying cognition is known as metacognition.

CQ- Drive (Motivational Cultural Intelligence): this is the term used to describe the innate desire to adjust to a new culture (Lugo, 2007).It is described as the drive, zeal, effort, or necessity to blend in with a new culture. It makes it easier for people to communicate with one another and to accomplish set goals. Through this, the learning about managing a cross-cultural context is further stimulated by encouragement or positive comments Inkpen & Ang (2008); Bovornusvakool et al. (2015).

CQ-Action (Behavioral cultural intelligence): Using appropriate verbal and nonverbal behaviors in diverse environments is the focus of this cultural intelligence factor. The strings of behavioral CQ in a person are strengthened when they receive gratifying comments, accolades, and acknowledgment from others from different cultural origins.

Ng et al. (2005) state that CQ is important for the development of military leadership. The role of military is not only limited to war like situations rather their functions are beyond that which require them to work with culturally diverse teams and troops. The authors also came up with a specific outline for a comprehensive cross cultural curriculum and training programme specially designed for army personnel. Janssens & Brett (2006) devised a model of teamwork for the global teams which are composed of individuals from multicultural backgrounds so that the chances of taking decent, innovative and pragmatic decisions get increased. Global teams are characterized by cultural diversity, which influences how they approach decision-making (Maznevski & Di Stefano, 2000).

Understanding and being skilled in various cultures, as well as incorporating the fundamental concepts needed to participate in cross-cultural interactions, comprise the knowledge component of CQ. This covers the specifics as well as the application-level understanding of how cultural dynamics function. Being fully present in the moment is a key component of mindfulness (Brown & Ryan, 2003). Information and behavior are connected through the crucial component of mindfulness. Using mindfulness in cross-cultural interactions is a good illustration of cultural intelligence. Understanding different cultures and how this understanding affects behavior, ultimately improving relationships in a global setting, is known as cultural intelligence. The behavioral skill entails selecting the proper behavior from a well-developed portfolio of acts that can be applied in many cross-cultural contexts and can also be generalized to produce new behaviors (Thomas, 2006).

In the organizations where the cross-cultural interactions are very much expected, such conversations become fruitful only when organizations are culturally intelligent Triandis (2006). Author has put forth a particular list of traits that needs to be inculcated in oneself so as to be culturally intelligent. First of all, people who are culturally knowledgeable learn to put off making decisions based on a variety of different signs because conclusions can't always be drawn based just on a person's nationality or ethnicity and may also take into account certain personality traits. Culturally knowledgeable people give situations a great deal of significance in addition to delaying judgment. Additionally, they require training in order to combat ethnocentrism, which can only be done by giving them a ton of training. It is accomplished mostly by exposing students to various societal beliefs in order to promote constructive critique

within the backdrop of why different cultures have different perspectives on the same item. Participation in diverse endeavors that advance cultural knowledge is another strategy used in the aforementioned frame of reference (Hofstede, Hofstede, & Pedersen, 2003).

Behavioral modification training also enhances the chances of appropriate and required behavior and diminishing the probability of undesired behaviors at the same time (Paige & Martin, 1996). The relationship between motivational cultural intelligence, realistic expectations for the work in general, and adjustment with regard to cross-cultural professional interaction (HR and global managers in Singapore) was studied by Temper, Tay, and Chandrasekar (2006). The findings showed that motivational CQ and the three adjustment criteria are positively correlated. Regulating the duration, gender, and age of stay in the host nation. Consequently, the study made it clear that motivational CQ plays a part in multicultural flexibility.

They carried out three prestigious studies in academic settings with US and Singaporean samples. The findings disclosed that behavioral and motivational skills could account for cultural adaptation. Both behavioral and motivational skills anticipate task performance. Gaining an understanding of cultural judgment and decision-making requires an understanding of the cognitive and behavioral components of CQ. The facet, which is also referred to as intercultural engagement, reflects social attitudes about diversity, providing for elasticity to evolve throughout such an interaction. The rationality component is covered by the cognitive dimension. It allows for the development of the mental frameworks needed for understanding, analyzing, and casting aspersions about cross-cultural interactions using linguistic and theoretical structures. The ability to recognize oneself as an ethnic person and to appreciate the nuances of people with different personalities is related to this quality. It is also known as cultural awareness. The behaviors inherent to an intercultural interaction are represented by the third dimension. It is linked to many forms of interpersonal communication abilities and is in duty of integrating the other two aspects by creating the communication topic. The conversation's content acts as a depiction of the issue or choices that will be confronted. The term "intercultural communication" is also used to describe this feature. To acquire an in depth sense of the intercultural encounter and enhance the ultimate result, all of the aforementioned dimensions are extremely relevant.

Lee & Sukoco (2007) examined the difficulties associated with expatriate adjustment within the framework of the mediating functions of personality and cultural intelligence. This empirical

study, involving 200 expat Taiwanese, verified the link between cultural intelligence, adaptability, and personality attributes. The research also revealed that an expatriate's adaptability may be boosted if they put forth the effort to correctly adjust to a new culture. Furthermore, pre-departure learning, along with cognitive and experiential training, positively improves the likelihood for expats to smoothly adjust to a fresh and unusual environment. Openness to experience was found by Moody (2007) to be the good determinant of CQ, trailed by conscientiousness.

As stated by Thomas et al. (2008), CQ is a system of interconnected skills that supports the growth of culturally intelligent behaviour. The authors argue that a culturally intelligent conduct must be rooted in cultural awareness, competences, and metacognition. Cultural awareness comprises of both a content aspect and stored methods, such as cultural prescribed guidelines that aim to address unique challenges. There are three distinct types of abilities, notably perceptual, relational, and adaptive abilities, alongside cultural knowledge. The perceptive abilities comprise of neutrality, acceptance for ambiguity, and open-mindedness. Flexibility, sociability, and empathy are relational abilities used in cross-cultural encounters. Throughout a cross-cultural encounter, the adaptive competence comprises being able to show the right attitude that is taken from a well-defined toolbox or immediately generated actions. Self-regulation, behavioral flexibility, and self-monitoring are all included. The term "cultural metacognition" relates to metacognition within a specific field, especially one that is linked to new cultures and methods. As a result, thorough integration of cultural knowledge, abilities, and metacognition is made easier, which helps to effectively cultivate intercultural behavior.

By providing theoretical support, Kumar, Rose, and Subramanian (2008) significantly advance the field of study on Cultural Intelligence and its relationship to success for expatriates. Their research offers a solid framework for comprehending the connection between cultural intelligence and expatriate productivity. It enhances the existing body of information on expatriate management and includes a full investigation of the mechanisms making CQ and personality traits liable for the effectiveness of overseas assignments.

Menon and Narayanan (2008) emphasized how crucial it is to include cultural intelligence in a worldwide market strategy, particularly in internationally integrated delivery systems that cover industries like finance, manufacturing, sales, and human resources. It is imperative that higher-

ups recognize the significance of overcoming cultural differences. Managers can work well in multinational organizations by utilizing strategies such as CQ. Crowne (2008) investigated a range of prerequisites for the formation of cultural intelligence. Similar to earlier research that combined to identify potential CQ outcomes, this study aimed to understand the various preconditions that give rise to CQ. The results imply that some cross-cultural experiences such as studying abroad, working overseas, travelling abroad, and having similar experiences help people become more culturally intelligent. The information acquired from these interactions also raises a person's CQ. These findings have important ramifications for companies that hire, nurture, educate, and ready executives for global assignments. Additionally, the study demonstrated a relationship between global work experience and every other aspect of CQ apart from inspiring CQ.

While the number of countries traveled for leisure purposes indicated motivational CQ, the number of nations toured for academic reasons explained cognitive and behavioral CQ. Furthermore Shannon & Begley's (2008) research concluded that both metacognitive and motivational CQ was influenced by the variety of countries in which the individuals previously worked. According to Tay, Westman, and Chia's (2008) research, the period of time dealing abroad was only associated with cognitive CQ. Moreover, it was observed that individuals who had reduced speed requirements had shown to have a higher correlation between possessing overseas job experience and CQ as they maximized the best of their previous employment encounters and underwent minimal pre-departure counseling. While cognitive and metacognitive CQ was indicated by period of stay, according to Tarique and Takeuchi (2008), the participants' varied travel experiences demonstrated every facet of cultural intelligence.

2.2 JOB SATISFACTION

The notion "job satisfaction" generally pertains to how well a job offers an employee a sense of satisfaction and a way to enjoy themselves. A slew of scholars have proposed their own strong definitions JS is a psychological reaction that is helpful to one's work, according to the majority of the explanation. While other researchers have introduced more contemporary theoretical concepts on job satisfaction, Hoppock (1935) stands out as a highly cited researcher. He could be considered one of the earliest contributors to the field, defining job satisfaction as the emotional response of an employee towards their job, influenced by various psychological, physiological, environmental variables, and other external factors. A person's opinion of their location of employment is what Smith et al. (1969) defined as JS. A satisfying and favorable response to evaluations of one's position, professional accomplishments, or work experiences is what Locke (1969) defined as job satisfaction. According to Vroom (1982), JS is the psychological attitude that a worker has towards their current duties while highlighting the importance of an employee in the workplace. Similarly, according to Schultz (1982), individuals' mental opinions concerning their work play a role in determining how content they are at their respective jobs. The cognitive element of job satisfaction, as per Organ and Near (1985), consists of evaluations and ideas about the work, whereas the affective aspect comprises of emotions and thoughts related to the job.

According to Siegel and Lane (1987), job satisfaction is a sentiment that expresses how much people care about their jobs. According to Reilly (1991), an employee's attitude towards their work or employment is shaped by how they see their position within the company. According to Brown and Peterson (1993), employees' emotional reactions to the many aspects of their jobs might be interpreted as a measure of their job satisfaction. Later, Spector (1997) connected how people interpret, thought, and feel about their occupations to individual job satisfaction. Ellickson and Logsdon (2002) defined work satisfaction as employees' level of liking their jobs. Finn (2001) defined job satisfaction similarly, stating that it is the degree to which an employee is content with their current role given that their needs and desires are being fulfilled. According to Brief and Weiss (2002), job happiness can also be positively impacted by emotional connection to an organization. Job satisfaction can also be measured by looking at how influential people think they are at work. According to Kabir (2011), a person's psychological

state that results from particular work experiences both positive and negative is known as job satisfaction. Khan et al. (2012) state that an individual's overall sense of job fulfillment and "workplace attitude" can be ascertained from their level of JS.

2.2.1 JOB SATISFACTION THEORIES

Three beliefs dominate the field among the numerous explanations that explain satisfaction with work. The first is the content hypothesis, which holds that when a person's demands for personal development and self-actualization are satisfied at work, job satisfaction results. The second theoretical approach, which is also known as process theory, analyses how closely a job relates to an individual's goals and values in order to explain why people get satisfied with their jobs. The third theoretical framework, which integrates contextual theories, postulates that an individual's degree of job satisfaction is contingent upon the interplay between their personality traits and the unique attributes of their organization.

Content Theories: The oldest and most well accepted theory of how needs, development, and self-actualization processes shape human behavior is Abraham Maslow's "hierarchy of needs" (Maslow, 1954). His theory of the five human needs is thought to be the basis for employee satisfaction. Basic needs for survival, such as food and shelter, are at the bottom of the hierarchy. The necessities for one's bodily and financial security are covered in the following level, while the need for affection, connection, and acceptance in society is covered in the third level. At the apex of the triangle, there was a need for self-actualization, which covers items like determination and self, as well as needs for self-esteem and group recognition. The demands of an entity arise logically, in line with Maslow, and the basic, relatively low -level wants must be addressed before proceeding on to the higher requirements. Once the primary needs are fulfilled, they keep serving as motivational sources for a person. Despite the more complex requirements, job satisfaction is still present. The perception of a job as providing opportunity for advancement and meeting higher-level requirements increases with work satisfaction levels. Organizations must recognize the requirements of disgruntled parties and take appropriate action.

Expanding upon Maslow's theories, Herzberg (1974) proposed that an important component in determining employee satisfaction is the nature of the work itself. Herzberg's hypothesis states that elements that contribute to satisfaction are different from those that cause discontent. He

defined "hygienes" and "motivators" as variables affecting each dimension. Intrinsic factors known as motivators affect pleasure by meeting higher-level demands including opportunity for growth, acknowledgment, and achievement. The hygiene aspects are external requirements that must be addressed to prevent discontent, encompassing workplace environment, remuneration, and social communication. When hygiene standards are low, work will be unpleasant. Merely getting rid of bad hygiene issues, though, doesn't ensure contentment. Similar to this, people who are happy in their employment have motivating elements; nevertheless, eliminating these things does not always result in unhappiness. To put it simply, in order to fulfill the rising demands of the workplace, one must consider the extrinsic features of a vocation.

Process Theories: Process theories recognized expectations and values in order to explain why people are satisfied in their jobs (Gruenberg, 1979). This viewpoint on employee happiness holds that people choose their work based on what they need from them. Scholars Adams (1963) and Vroom (1982) have gained recognition in this area. According to Adams (1963), individuals should see their work as a blend of inputs and outputs. Experience, aptitude, and work are examples of inputs; opportunities, recognition, and remuneration are examples of results. The general idea behind the concept is that a person's degree of job satisfaction is closely related to how fairly they perceive themselves to be treated in relation to others. As per the "equity theory," individuals seek social justice and equality in the rewards they receive for their achievements. Stated differently, when an individual is involved in a task and their commitment to it is comparable to that of their coworkers, they feel satisfied with their jobs.

Social fairness, according to Milkovich and Newman (1990), frequently extends beyond the confines of a single organization and entails comparisons to other contexts thought to be analogous workplaces. Similar in that it studies the relationship between personal and occupational factors, Vroom's (1964) theory of JS also takes employee expectations into account. According to the principle, employees will receive higher compensation if they exert more effort and accomplish better on the job. Nevertheless, if they are unfairly treated and not reimbursed in line with individuals' standards, discontent may happen. On the contrary hand, exorbitant payments could end in unhappiness and make the individual feel terrible. Even though the payouts could take other shapes beyond money, remuneration does have the ability to purchase the material items found in this world.

As according Gruneberg (1979), it could also be a symbol of recognition, institutional position, and personal achievements. The staff opinions are further addressed by Vroom's thesis. As per Vroom (1982) asserts that people make decisions about accepting job obligations based on their assessment of their capacity to finish the work and obtain just recompense. In an effort to clarify and exemplify his views, Vroom developed a three-dimensional equation that measures job satisfaction in a way that is both accurate and scientific. Expectancy, or the conviction that one can complete the task at hand, is the first element. The other side of the equation, called instrumentality, has to do with how certain someone is that they will be fairly compensated for the task they complete. The significance of the expected benefit to the individual is taken into consideration in the third variable, valence. Each variable in Vroom's formula has a significance level, and when all three are strong, employees will feel more happy and motivated. Job performance and staff motivation will deteriorate if any of the variables are poor.

Situational Theories: The contextual occurrences paradigm was first proposed by Glassman, Quarstein, and McAfee in 1992. This theory states that two things disturb an individual's level of JS: environmental features and contextual events. Situational factors are things that a worker usually considers before accepting a job offer. These include things like pay, supervision, working environment, opportunities for growth, and organisational procedures. Events known as "situational occurrences" might be good or painful, tangible or intangible, and they can occur after a post has been accepted. Additional incentives are an example of a good event; on the other hand, a malfunction in machinery or poor relations among colleagues is instances of negative events. Based on this conceptual perspective, contextual factors and circumstantial occurrences equally influence JS.

2.2.3 CULTURAL INTELLIGENCE AND JOB SATISFACTION

Culturally intelligent (CQ) individuals are typically understanding and accommodating in multicultural situations (Earley and Ang, 2003). To lessen the difficulties in communicating across cultural boundaries, managers from high power distance cultures might find satisfaction in their capacity to understand and fit in with low power distance cultures (House et al., 2001). Accordingly, it is suggested that establishing and carrying out suitable conditions will result in a rise in JS (Best et al., 2005).

Higher levels of self-efficacy, which is a crucial aspect of one's self-concept, have actually been associated with more positive work attitudes, especially job satisfaction (Erez and Judge, 2001). In particular, work satisfaction and other workplace behaviors will improve with strong self-efficacy (Solomon and Steyn, 2017). On the contrary hand, people who are unable to engage in social relationships in various contexts may have a hard time adapting to their environments (Bandura, 1997). These individuals are more inclined to have low CQs, which will impair job satisfaction (Earley and Ang, 2003). High self-efficacy people, in Bandura's opinion, are first and foremost eager and driven to face and overcome problems (1997). They also resist giving up easily. Self-efficacious individuals are more inclined to set targets that result in favorable processes and attitudes (Locke and Latham, 1990). Higher CQ managers look for effective and efficient way possible to involve their environment in achieving their objectives (Earley and Ang, 2003).

According to Thomas et al. (2015) CQ is crucial for those working in the global hospitality industry. Specifically, hotel employees need to acquire and utilize a variety of cultural capabilities to interact with guests from different backgrounds. According to Wall et al. (2011) and Lo and Au Yeung (2020), clients of luxury hotels consider sincere and professional service to be a necessary part of lavish accommodations. The Hong Kong Tourism Board found that travellers to the city prefer to stay in five-star hotels in its 2019 research. This suggests that employees in such businesses need to be culturally competent in order to cater to a wide range of clients. There are significant relationships between visitors' satisfaction and frontline staff workforces' perceived CQ, as according Lam et al. (2020). When interacting with clients from a variety of backgrounds, service personnel who have metacognitive CQ are capable of recognizing and understanding cultural peculiarities and deviations and can react appropriately (Bücker et al., 2014).

When combined with cognitive CQ in opulent lodging situations, professionals in the service sector can use their combined cultural skills and experiences to effectively communicate with customers by expressing compassion for their needs and wants. Moreover, they might do so with compassion and sensitivity, building good ties with other ethnicities, costumers' perspectives, and service employees. Additionally, that would raise employee satisfaction. Research in the hotel and tourism fields has indicated a connection between employees' job satisfaction and their

Cultural Intelligence (CQ), underscoring the importance of examining these associations in the market for upscale hotels (AlMazrouei and Zacca, 2021; Fata et al., 2017; Takdir et al., 2020).

Apart from participating in cross-cultural work groups, CQ can assist individuals in cultivating their proficiency in managing cross-cultural scenarios, conducting cross-cultural dialogues, and assisting cross-cultural adjustment to manage the stress of cultural disparity and the consequent dissatisfaction and ambiguity. Furthermore, according to Livermore (2011), enhancing one's CQ can lead to significant improvements in overall wellness and personal satisfaction in settings involving a variety of ethnic backgrounds. Individuals with CQ may be better positioned to deal with minimizing fatigue and other negative effects from cross-cultural interactions and issues experienced, resulting in greater employee satisfaction and health.

Motivational CQ and adaptation were found to be positively correlated by Templer et al. (2006). Sims (2011) examined CQ (knowledge, strategy, drive, action) and job satisfaction for foreign teachers. She discovered a significant correlation between the two variables. Sahin (2011) did more study and found a relationship between high levels of a leader's motivational and cognitive CQ and the evaluations of contentment of their subordinates with their leadership style and organizational citizenship behaviors. Amiri et al. (2010) state that staff performance as a whole and CQ, or the metacognitive, cognitive, and motivational components of CQ, is highly correlated.

2.3 JOB PERFORMANCE

Acquiring new knowledge, honing new skills, and exhibiting drive in the face of expanded work duties, such as formal assignments, all impact task performance effectiveness (Campbell, 1990). According to Katz and Kahn (1978), performance evaluation measures how well people fulfill their role expectations. Given that cultural intelligence (CQ) should enable people to comprehend the demands of roles and fulfill them in a way that is considerate of cultural diversity, we suggest that all four CQ dimensions are pertinent to cognitive comprehension. Role expectations are motivated and performed in a behavioral manner. One of the dependent variables that interest academicians, companies, the administration, and community the most is job performance. Just now are researchers and businesses able to agree on accepted definition and conceptual frameworks of individual level jobs performance. According to Rotundo (2000), a consistent

definition of job performance emphasizes individual behaviors and actions rather than the results or repercussions of these behaviors or activities. This is true notwithstanding the different conceptual frameworks that scholars have proposed. Smith (1976) expresses doubts regarding the explanations offered for job performance, highlighting behavior monitoring as an essential element of precisely determining employment success. Murphy (1989) argues that the best way to assess a job's quality is through its actions rather than its outcomes. For instance, a retail sales clerk's regular responsibilities include assisting customers, responding to inquiries about the store's inventory, and demonstrating knowledge of rules and regulations. However, the total income for a given week or month would be an outcome metric. Staff members may disregard certain behaviors, such as being kind to customers, in an attempt to maximize sales by encouraging customers to make purchases if revenue indicators are the only ones used for evaluation. Performance is also defined by Murphy as actions that assist organizations goals. According to Campbell (1990), performance can be described as the person's manageable actions or practices that lead to the company success and that can be assessed in accordance with the individual's personal degree of competence, which is in line with the previous definitions. These theories of job performance share similar characteristics. These features have included a focus on activities that individuals can control rather than outcomes and on actions that advance the objectives of the business Job performance and other performance metrics should not be confused with one another, as they are frequently and incorrectly used in tandem. Campbell (1990) defined individual effectiveness as an assessment of behavior and actions rather than productivity, which is concerned with the attitudes and behaviors that follow a behavior. The link between the components and the results in a particular industrial process is what Mahoney (1988) defined as productivity.

The goals of the organization are affected by some actions even when they are labeled as tasks. By simulating the performance of work in a group of 19 entry-level Military positions known as Military Professional Specialties, Campbell, McHenry, and Wise (1990) examined five quality determinants. These factors include acts and behaviors associated with finishing assignments, working with others while reserving one's own space, and lending support to others Campbell (1990) proposes an eight-item performance model to explain job performance across all occupations included in the Lexicon of Occupational Titles. This model seeks to be more inclusive of all vocations than Campbell, McHenry, and Wise's (1990) framework, which was

created to replicate entry-level Army job performance. Five of these factors, according to Rotundo (2000), are similar to those put forth by Campbell et al (1990). Core task competency, task proficiency not related to a specific career, maintaining personal discipline, and evidenced effort ramping up and peer achievement. Rotundo points out that this approach is more complete when it comes to sustaining personal discipline since it covers a wider spectrum of actions that are ineffective. Additionally, according to her, the eight-factor structure has three unique characteristics. These include of management and administration, leadership and supervision, and oral and written communication. Based on an analysis of these two ontologies, task behaviors as well as interpersonal and self-awareness behaviors are all covered.

Although the ontologies that have been examined so far suggest multiple models of work performance, all of the models share certain sets of behaviors. These actions include task completion or meeting obligations, cooperation or social interactions, and irrational behavior (Rotundo, 2000). Hunt (1996) examined supervisors' evaluations of extracurricular activities in a range of hourly entry-level positions. He did so because he believed that hourly, entry-level positions only needed a minimal amount of employment specific knowledge, skills, and talents.

2.3.1 DIMENSIONS OF JOB PERFORMANCE

Task performance: As per Borman and Motowidlo (1993), task performance is "the efficiency with which workers carry out tasks that are officially acknowledged as a component of their job's functioning." "acts which contributes to the technological level of the organization at all though straightforwardly by trying to implement a part of its procedure, or indirect means by supplying it with necessary products or services" (Borman & Motowidlo, p. 73). Certain activities convert raw materials in such a way that ultimately relates to the scientific foundation of an organization, while other jobs make an indirect contribution by refilling raw resources, delivering finished goods, or offering supportive help (e.g., mangers, accountants). Work performance should consider any actions and behaviors that advance the technological core, either directly or indirectly, in line with Motowidlo and Borman. Two essential elements of this task performance idea are tasks that are formally recognized as part of the work and that support the technological foundation. Task performance, according to Murphy (1989), is a candidate's capacity to carry out duties that are specified in their job description.

The technical core of a job and actions that are identified as being an element of a job or job description are how researchers conceive task performance. But according to Rotundo (2000), it is challenging to assess performance across an organization when a job's success or any aspect of it is limited to the behavior patterns listed in a position specification. This is because job descriptions vary amongst organizations even when they pertain to the same position. Furthermore, Rotundo asserts that job definitions frequently fail to reflect the ways in which jobs are changing. Consequently, performance metrics that rely on the information in a job description may not be trustworthy. With these explanations in hand, according to Rotundo, behaviors and actions pertaining to task performance should be categorized as those that either directly or indirectly support the production of an item or the rendering of a service.

Organizational Citizenship Performance (Contextual Performance): Organisational Citizenship Behaviour (OCB) was defined by Organ (1988) as the voluntary, discretionary actions that employees take that enhance the effectiveness and overall performance of the company but are not expressly mentioned in their official job duties. From this perspective, OCB are essentially voluntary extracurricular activities that are not required for employment. Organ (1988) classified OCBs into five categories, which included acts that improve the work environment, helping colleagues, and conscientious behavior. Organ (1997) revised his description upon realizing that the term "extra-role" had issues and that there are positive aspects of OCB that should be acknowledged. His revised theory now takes into account optional actions that improve the efficiency of the organization.

2.3.2 CULTURAL INTELLIGENCE AND JOB PERFORMANCE

According to Campbell (1999), a person's abilities or skills have an impact on their performance and also by factors like motivation, and skills geared towards a behavior required by a role, such as a professional job assignment. There is a favorable association between this attribute and cultural intelligence. Because they are unwilling to conform to culturally specific role expectations, people from varied ethnic origins frequently obtain unfavorable performance ratings. This is primarily because they are unaware of these expectations (Stone-Romero et al., 2003). Ang et al. (2007) carried out research that indicates those with higher meta-cognitive and behavioral CQ scores are more adept at carrying out their given tasks. They are more cognizant

of the roles that should be played in environments where there is cultural variety (Ang et al., 2007).

Motivation and job performance have been related to behavioral CQ (Kumar et al., 2008; Ng et al., 2012). A higher CQ is associated with a greater likelihood of intrinsic motivation to thrive in cross-cultural settings, which make them more persistent in achieving their goals in a range of cultural contexts. Elevated behavioral CQ people are more adept at altering their spoken and nonverbal cues to conform to the expectations of others, which enhances task efficacy and comprehension (Kumar et al., 2008). Because they concentrate on comprehending obligations and responsibilities, individuals with high motivational CQ are probably going to cope better on assignments, especially in circumstances where cultural differences make role transmitter cues unclear, as emphasized by Stone-Romero et al. (2003). By enabling individuals to comprehend and communicate with persons from different backgrounds, cultural intelligence enhances performance.

Higher metacognitive intelligence individuals are more skilled at understanding and making cross-cultural decisions, which improves job performance by taking individual differences into account (Triandis, 2006). According to Ang et al. (2007), task performance in a multicultural expatriate situation is positively impacted by meta-cognitive cultural intelligence. Persistent and enthusiastic people are more likely to form new habits and get better at something over time (Ang et al., 2007). Raub and Liao (2012) contend that frontline staff involvement in the hospitality industry is fueled by cognitive motivational processes, emphasizing the positive relationship. According to Tsang's (2007) findings, front-line staff members who deal with individuals from diverse cultural backgrounds must possess a high level of motivation to successfully handle daily tasks, successfully meet the distinctive requirements of their clients, develop interactions with people from different backgrounds, and provide adequate service. Chen et al. (2012) discovered that sales to clients from diverse cultural backgrounds are positively impacted by an individual's motivational CQ.

Shaffer et al. (2006) claim that when there is behavioral flexibility, performance crosses cultural boundaries. Ang et al. (2007) found that individuals possessing high behavioral cultural intelligence modify their nonverbal and verbal cues to accommodate people from diverse cultural

backgrounds. Task performance and behavioral CQ were found to be positively correlated by Ang et al. (2007).

2.4 JOB SATISFACTION AND JOB PERFORMANCE

JP and JS are significantly correlated, according to research on organisational behavior. The basic idea is that when one feels positively about something, they act in ways that either reinforce or reflect that feeling, while when one feels negatively about something, they act in ways that contradict that feeling (Eagly and Chaiken, 1993; Fishbein and Ajzen, 1975).The majority of supervisors' directors, and employees in Fisher's first primary analysis that feelings of pleasure were related to work performance, according to Fisher's 2003 analysis of two of his studies. During his second study, Campbell (1999) found that most of his survey respondents, who were experienced students, thought that people who are happy in their careers will perform well. Later research, however, found a positive correlation between JP and JS. For example, Gu and Siu (2009) found a significant correlation between JP and JS among workers in Macao casino hotels.

A study by Nimalathasan and Brabete on job satisfaction and productivity was conducted in 2010. Strong correlations between two variables were found in the results. High levels of equitable promotion, a suitable pay scale, and a positive work environment a good working environment and the nature of the task are two factors that lead to outstanding employee performance. According to study by Prasanga and Gamage, job pleasure emerges as a critical predictor of employment success, encouraging high performance (2012). According to Kappagoda (2012), work performance and conceptual performance development are influenced by factors such as job happiness. According to Indermun and Bayat (2013), job happiness and employee performance are positively correlated, and they highlight the important influence of both material and psychological rewards on job satisfaction. They were of the opinion that employees should be rewarded for finding job satisfaction and encouraged to seek it, as this will ultimately have a significant, positive impact on workers' productivity and efficiency, leading to enhanced overall performance. Significantly increasing job happiness includes organizational culture and employee empowerment. As a result of this, when employees have influence over corporate decisions and work in a nice environment, their level of satisfaction will improve.

Employee JS and JP are significantly correlated. In contrast to unhappy employees, who are seen as a liability for any business, contented and fulfilled employees are more productive and positively help an organization achieve its overall objectives and succeed (Shmailan, 2016). According to Platis et al. (2015), there are several variables that impact employee performance including job satisfaction. Aspects of job happiness have the capacity to both predict and affect job performance, according to Funmilola et al. (2013).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology describes the methodical and organized approach that is used in carrying out investigations to explore particular research questions or analyze occurrences. It is essential to all research investigations since it establishes the accuracy, dependability, and generalizability of the results. Research technique entails a number of phases, including formulating research questions, choosing a study design, assembling and analyzing the data, and finally formulating recommendations. The following are the key components of research methodology:

• **Research Design**: The general plan that researchers employ to carry out their study is referred to as research design. Research designs can vary between qualitative, quantitative, or mixed methods, depending on the study's questions and the approaches used in data collection and analysis.

• **Sampling:** The procedure for choosing a representative set of individuals or things from a broader population to be investigated is known as sampling. It is a crucial stage in the research technique since it guarantees the validity and dependability of the data that is gathered. Probability sampling techniques or non-probability sampling techniques can be used for sampling.

• **Data Collection:** Information gathering from multiple sources, such as questionnaires, personal interview, observations, or secondary sources, is known as data collection. The study topic, sample size, and overall research framework are a few of the elements that affect the decision about which data collection method to use.

• **Data Analysis**: To address the research problem and make inferences, the data analysis process entails gathering, analyzing, and summarizing data. The methods of research and the features of the data gathered inform the choices made regarding data analysis techniques, such as theme analysis, content analysis, inferential statistics, and descriptive statistics, among others.

• **Ethics:** A crucial component of research technique is ethical issues. Respecting participants' rights is essential, and researchers need to make sure the study is carried out ethically. Informed

consent must be obtained, confidentiality must be upheld, and participants must not be harmed or exploited.

• **Validity and reliability:** Validity and reliability are important indicators of a research study's calibre. The extent to which a study correctly assesses its claims is known as validity, while the consistency and accuracy of the research findings are known as reliability. Researchers can ensure the legitimacy and credibility of their study by utilizing appropriate approaches and techniques.

3.2 OBJECTIVES OF STUDY

An important phase in the research process is framing the study objectives. Objectives that are specific and well-defined serve as a guide for the study, inform its questions, and serve as a benchmark for assessing its performance. The current study's objective is to investigate JP, JS, and CQ in relation to the hotel sector, with a particular emphasis on Northern India. The following objectives are included in the design of the study.

1. To investigate the impact of cultural intelligence on job performance of employees in hotel industry.

2. To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry.

3. To study the impact of job satisfaction on job performance of employees in hotel industry.

4. To examine the mediating role of job satisfaction on cultural intelligence and job performance.

Table 3.1 various tests used for achieving objectives

Objectives	Test Used	Reason behind using a particular test
1. To investigate the impact of cultural intelligence on job performance of employees in hotel industry.	Regression Analysis	Understanding the link between one or more independent variables and a dependent variable is made

2. To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry. 3. To study the impact of job satisfaction on job performance of employees in hotel industry.		easier with the help of regression analysis. Determining how changes in independent factors affect the dependent variable is crucial. It expresses how strongly and what kind of link there is between the variables. This involves figuring out how much one variable influences another and if that influence is favorable or negative. As a result, this instrument is ideal for achieving the first three objectives of the study.
4. To examine the mediating role of job satisfaction on cultural intelligence and job performance.	Structural Equation Modelling (SEM)	Direct, indirect, and total effects are the interactions between variables that can be simultaneously analyzed with SEM. When conducting mediation analysis and looking to understand the connections between an independent variable (X), a mediator (M), and a dependent variable (Y), this is especially helpful. Formal hypothesis testing of mediation effects is possible with SEM. To choose the best-fitting model, you can evaluate several mediation

		models and assess the importance of indirect effects, or the impact of X on Y through M. Thus, this tool is effective in achieving the last objective of the study.

Source: Author's Own

3.3 CONCEPTUAL FRAMEWORK AND MODEL

The definition of cultural intelligence can be found in various places. Cultural intelligence, according to a 1995 UNESCO declaration, is the capacity to engage with people from different cultural backgrounds in an efficient manner while showing respect for their distinctive characteristics, diversity, and values.

Judge and Hurst (2008) and Locke (1976) both claim that job satisfaction is the entire mindset and state of well-being that represents a person's feelings, perspective, or assessment of their work experience and shapes how they interpret success in their line of work.

Job performance is a crucial factor in determining how effective an organization is (Wall et al., 2004). Job performance was defined by Schermerhorn (1989) as the quantity and quality of results that a person or group achieves after completing a task.

Figure 3.1, Conceptual Model
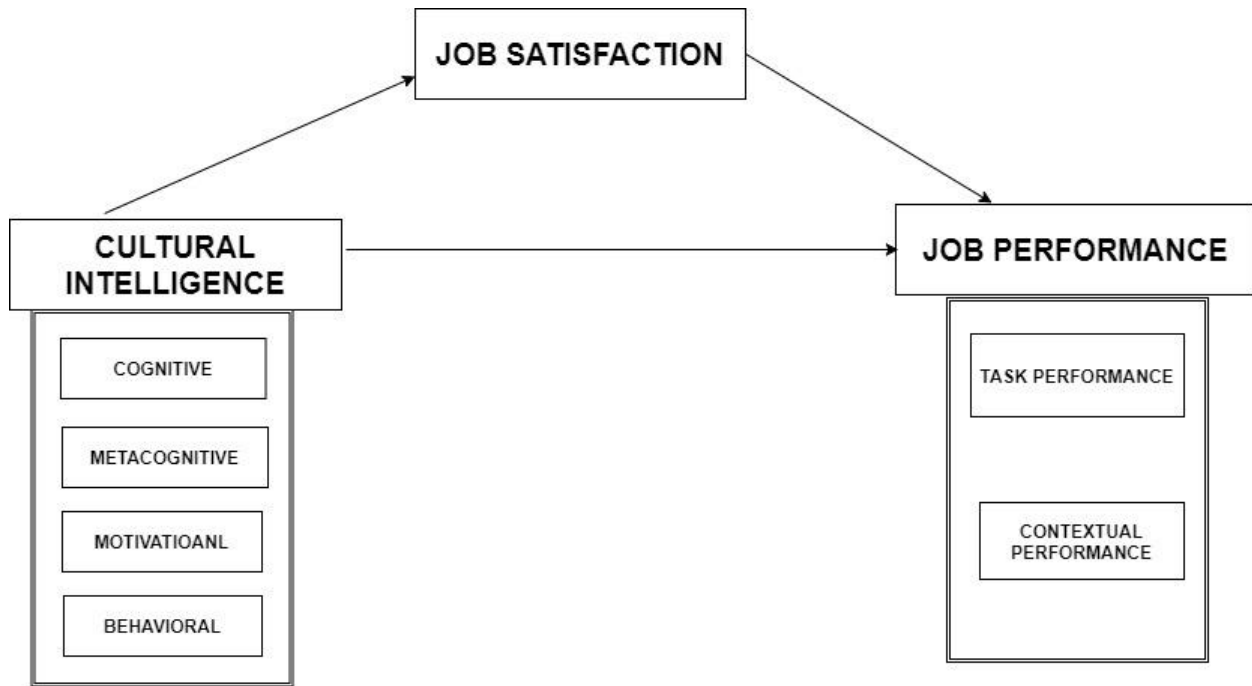
(Source: Author's own)

Higher levels of CQ were found to be correlated with increased JS by Takdir et al. (2020). Therefore, the current study's foundation is the positive correlation between higher JS and higher worker productivity. A significant positive relationship between CQ and JS, which improves JP overall, was discovered by Barakat et al. (2016) in another study. Furthermore, TP is strongly impacted by CQ, as demonstrated by Jyoti and Kaur's 2014 study.

3.4 HYPOTHESES OF STUDY

An informed guess or a feeble explanation for phenomena or a group of observations is called a hypothesis. It is a claim that can be verified using science in order to determine if it is true or not. The scientific process depends heavily on hypotheses, which are fundamental to scientific investigation. A hypothesis must be able to be tested and refuted, or shown to be false, if it turns out to be false. This is crucial because it ensures that any conclusions reached from the research are supported by empirical evidence and that the scientific approach is impartial and objective. The present study studies three important variables viz. CQ, JS and JP. Based on the suggested

research models, four potential hypotheses have been developed for the current investigation. The framed hypotheses are as following:

H1: There is a significant impact of cultural intelligence on job performance

H2: There is a significant impact of cultural intelligence on job satisfaction

H3: There is a significant impact of job satisfaction on job performance.

H4: Job satisfaction acts as a mediator between the relationship of cultural intelligence and job performance

3.5 RESEARCH VARIABLES AND INSTRUMENTS

A variable in research is an aspect or quality that has multiple possible degrees or values. Anything that can be measured or witnessed can be a variable, including age, gender, weight, height, IQ, attitude, conduct, and any other trait that differs between people or groups.

Research involves two key types of variables: independent variables and dependent variables. Researchers manipulate or control the independent variable to assess its impact on the dependent variable. The dependent variable is the one that is measured or observed, and its potential changes in response to variations in the independent variable are subject to analysis.

For example, in a study on the effect of caffeine on memory, the participants' memory performance (e.g., recall of words, numbers, or images) would be the dependent variable, while the amount of caffeine consumed (none, low, moderate, or high) would be the independent variable. Since they enable investigators to investigate hypotheses and draw conclusions about the cause-and-effect interactions between various elements, variables are essential to research. Researchers can learn more about how various factors interact and affect outcomes in various contexts by changing and monitoring variables.

The study's independent variable is cultural intelligence (CQ), which encompasses crucial traits like cognitive, metacognitive, motivational, and behavioral CQ. In contrast, it has been discovered that the dependent variable, which is used to represent JP, has two dimensions: task performance and contextual work behavior. Furthermore, job satisfaction is included in the study

as a mediating variable. To accomplish the goals of the study, a research instrument needs to be created. The primary function of research instruments is to collect data.

The identification of dependent, independent, and mediating factors forms the basis of the study instrument. A thorough understanding of these characteristics is necessary for the research instrument's design, especially for creating questionnaires that will effectively gather data. Three questionnaires were used to assess the ways in which CQ affects JP, JS, and the mediating role of JS.

A detailed literature review that was done to determine and accomplish the study's objectives served as the process's guidance.

3.5.1 MEASUREMENT SCALE FOR JOB PERFORMANCE

The dependent variable in this study is JP, and the independent variable influencing it is CQ. The job performance scale, developed and validated by Koopmans (2015), with a total of 13 items, is used for the evaluation of job performance. The scale used for measuring job performance is being taken from an already validated scale (Koopmans, 2015). The first dimension i.e. task performance comprises of 5 items. The second dimension is contextual performance which consists of 8 items. . The scale items are given at the end in annexures.

3.5.2 MEASUREMENT SCALE FOR CULTURAL INTELLIGENCE

Cultural intelligence is the independent variable that affects how well individuals perform on the job in the hotel sector. To measure cultural intelligence, the CQ scale which was created and validated by Ang et al. (2007) is utilized. There are twenty items in the scale. The annexures at the end contain details for each item. The first dimension i.e. CQ- strategy comprises of 4 items, the second dimension CQ-knowledge consists of 6 items. The third dimension is CQ – motivation and it consists of 5 items. The last dimension named as CQ- behavior comprises of 5 items.

3.5.3 MEASUREMENT SCALE FOR JOB SATISFACTION

The mediating variable in this study is JS, which functions as a mediator in the relationship between JP and CQ. The job satisfaction scale, developed by Agho, Price, and Mueller (1992), is

used to measure employee satisfaction. There are six items to this one-dimensional scale. The details of scale items are given at the end in annexures.

3.6 RESEARCH PLAN

A research plan serves as the framework for all of the study that will be done. It is a blueprint that details the fundamental essence of the research being done, as well as a very clear plan for how the study will be carried out and how much significance and relevance it holds. The development of the research design is the first step in a carefully planned process that also includes data gathering, finalizing the construct, designing the survey, and determining the scale of measurement. The following points provide an explanation of the research strategy in light of the ongoing research.

3.6 .1 RESEARCH DESIGN

A research project follows a well-defined framework or action plan as it progresses, beginning with the identification of the problem and continuing through report collection and presentation. The phrase "research design" refers to this particular arrangement or flow of steps that serves as a guide for the researcher while they gather and examine data. For the most part, the research design serves as a framework that directs the investigation. The study is classified as descriptive research and uses a questionnaire to collect data. A thorough examination of the current environment and an exploration of correlations between various study variables constitute descriptive research. This method has made it easier to analyze how CQ affects employee JP in the hotel sector and how JS functions as a mediating component between their relationship.

3.6.2 SURVEY INSTRUMENT

Accurate data are necessary for carrying out a comprehensive investigation. After the objectives of the study are clearly established, the next stage is to choose among a variety of data collection techniques. Different approaches from a wide range can be used to gather data such as focus groups, comprehensive interviews, observation, and more. But out of all the possibilities, the questionnaire is the one that researchers use to collect data the most frequently. Most researchers prefer to use questionnaires to gather data for their specific studies. It takes talent, creativity, and work to create a questionnaire; it is not an easy task. Doing a literature study is very helpful in

creating a reliable questionnaire. The questionnaire must be created in such a way that it includes all the topics that support the study objectives and aids in their fulfillment. The questionnaire's questions should be asked in the proper order. The analysis of the data is a crucial next step after the respondents complete the survey and submit their responses. A well-designed survey will always produce positive and desired findings.

3.6.3 MEASUREMENT SCALE

Nominal, ordinal, interval, and ratio scales are among the scales used in research. The nominal, ordinal, and interval scales are three of these four that are frequently employed in research.

❖ **Nominal Scale**: This is the most basic measurement system. A nominal variable in this scale has two or more separate categories. For instance, gender can be classified as either male or female, and a household's possession of an iPhone can be answered with a simple "Yes" or "No." In order to sort replies, units, or individuals on this scale, they must be placed in different categories. The essential feature of a nominal scale is that individuals are classified according to a certain variable, and the classifications are differentiable.

❖ **Ordinal Scale:** Ordinal scales are similar to nominal scales in every way, but they also let you arrange categories according to a given criterion on a continuum. If numerical values are assigned to the categories of the ordinal scale, these numbers serve just as ranks, going from least to most, to order the observations according to the measured attribute.

❖ **Interval Scale**: Interval scales display the distance or gap between categories in addition to all the characteristics of nominal and ordinal scales. It becomes possible to state that, in a formal sense, A is superior to B and B is superior to C. Interval scales can be used to assess things like investments, income, and ageing. It's important to remember, nevertheless, that an interval scale lacks an absolute zero point. It need not begin at 0 and can be set to any point on a continuum, for example, an age range of 20 to 60 years. As a result, ratio comparisons that imply A is twice as powerful as B are invalidated by this feature.

❖ **Ratio Scale**: Equal intervals between neighboring points and a true zero characterize a ratio scale. The variable you are measuring is completely absent when the scale is zero,

as opposed to an interval scale. Every feature found in the other three scales is present in the ratio scale. Values can be sorted, classified, assigned equal intervals, and given a true zero at the ratio level. Examples of ratio scales include length, area, and population

A five-point Likert ordinal scale is used in this study to assess the three variables: CQ, JS and JP. The Likert scale has five explicit values, which are: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5) respectively.

3.6.4 METHOD OF DATA COLLECTION

Data collecting is a must for any research projects. Quantitative or qualitative data might be collected, depending on the situation. Often theoretical in nature, qualitative data cannot be interpreted numerically. Quantitative data, on the other hand, is numerical in character, allowing for a variety of mathematical operations to be performed on it and conclusions to be reached as a result. Data can take on any shape; it can be expressed as words, graphics, figures, or numbers. Data is originally presented in a raw form; it is only after thorough and expert analysis that it acquires significance and enables the drawing of relevant conclusions. Data has to be collected correctly in order to yield accurate and desired outcomes. A well-designed questionnaire is utilized to collect the responses. Data can be obtained from primary sources, where firsthand information is gathered, or secondary sources, where data that already exists is utilized in the course of the investigation.

- ❖ **Primary Data:** Primary data is information that has been gathered in its unedited, raw form straight from reliable sources. Direct techniques of gathering this kind of data include questionnaires, interviews, and surveys. For the data to be handled effectively, it is imperative that the information that has been collected meet the needs and demands of the target audience for analysis.
- ❖ **Secondary Data:** Information that has already been gathered and is being utilized again for a legitimate reason is known as secondary data. This data is produced from primary data that was previously gathered and comes from two sources: internal and external.

3.6.5 COLLECTING DATA THROUGH A QUESTIOANNIRE

A thorough literature research was completed before creating the questionnaire. The questionnaire contains the independent variable, dependent variable, and mediating variable items. Hotel front desk staff members were used to gather the data. Only 3-star, 4-star, and 5-star hotels were used to acquire the data. Four separate sections make up the questionnaire. The following information about it is provided:

Questions about general information are included in the **first section.** It asks about the respondents' age, gender, state of residence, region, hotel type, educational qualification, and designation. So, we may conclude that this section is solely meant to collect demographic and personal data from respondents.

Questions about cultural intelligence were asked in the **second section**. It covers CQ-Strategy, CQ-Knowledge, CQ-Motivation, and CQ-Behavior questions. There are CQ-Strategy problems concerning understanding other cultures, how to change cultural knowledge, how accurate cultural knowledge is, etc. Knowing foreign cultures' non-verbal behaviors, laws of other languages and legal and economic systems are a few examples of CQ-Knowledge questions. CQ-Motivation is concerned with how to enjoy interactions in diverse cultural contexts, engage with individuals from various cultural perspectives in a productive way, and interact with them. Finally, questions regarding CQ-Behavior have been posed, including both verbal and nonverbal-related inquiries. The questions pertaining to job performance are found in the **third part**. The two aspects of JP are CP and TP. Questions like time management, doing work on schedule, getting the required results, etc. have been asked in task performance. Contextual performance questions have included things like starting new tasks, staying informed, looking for solutions to issues, etc.

Job satisfaction questions are asked in the questionnaire's **fourth and final part**. It is a one-dimensional scale that asks questions on things like finding true enjoyment in one's work, avoiding boredom at work, being enthusiastic about one's work, etc.

The purpose of the questionnaire-based data collection was communicated to hotel front desk employees in an endeavor to boost the rate of response. On visiting the hotels, it was discovered that the front desk staff have extremely busy schedules, making it impossible to personally

distribute questionnaires and have them filled up on the spot. As a result, the official email addresses of the individual hotels were provided with a Google form link for the questionnaire. Also, the front office managers' phone numbers were taken so that reminders could be sent reminding them to request their subordinates to complete the surveys. The hypothesis was tested following the completion of the required responses. With the help of several tools, including simple regression and SEM (Structural Equation Modeling) all the defined hypotheses were tested. The data were analyzed using Smart PLS 4and SPSS.

3.7 SAMPLE PLAN

A sample plan is a step-by-step procedure that involves choosing certain extremely significant factors, which finally aids in the collecting of the final data. The right steps are taken in the right order to help determine the sample population, the sampling technique to be applied, the sample design, the sampling unit, the location of the sample, and the sample size.

3.7.1 POPULATION OF SAMPLE

Populations comprise certain subsets of people or non-people elements, including things, groups, regions, times, prices of commodities, and individual incomes. Populations can be referred to as the universe by some. Conversely, samples are representations of subsets of the population. Researchers choose a sample that is typical of the entire community because it is impracticable to investigate the complete population. Before deciding on a sample, it is essential to have a thorough grasp of the target demographic. The target population in this research context refers to a certain demographic that has been chosen based on its suitability for the study. The present study's sample population consists of front office employees from different 3-star, 4-star, and 5-star hotels.

3.7.2 SAMPLING TECHNIQUE

A sampling approach or method is the process of selecting a group that is representative of a population using statistical techniques. Non-probability and probability are the two main types of sampling. In this process, the gathered demographic data is carefully examined, and a suitable sample is chosen based on data. With probability sampling, every member of the overall population has an equal chance of being selected because random selection is used. Probability

sampling has the advantage of providing the best chance to choose a sample that accurately represents the population. Nevertheless, compared to non-probability sampling, this approach is more expensive and time-consuming. Non-probability sampling selects the sample based on the researcher's subjective opinion; not all elements are selected equally. The proportionate stratified random sampling technique was used in this investigation. The survey covered hotels in three- four- and five-star categories, and the sample size from each group was divided proportionately, therefore this method was selected.

3.7.3 SAMPLE LOCATION

The data has been collected from 3 -star, 4 -star and 5 -star hotels in the states of Punjab and Uttar Pradesh. These two states have been chosen as these two states have witnessed the highest arrival of tourists in North India (Indian tourism statistics report, 2021& 2022). Further in each of the two states three regions have been narrowed down for data collection. These are the regions where the tourist arrival in highest. These regions are Amritsar, Ludhiana and Jalandhar in the state of Punjab (Indiastatdistricts) and in the Uttar Pradesh the three regions chosen are Agra, Ayodhya and Prayagraj (Uttar Pradesh Tourism).

3.7.4 SAMPLE UNIT

Sample unit is basically the respondents from whom the data is to be collected. In the present study the front office employees of 3-star, 4-star and 5 -star hotels are the sample unit. The data has been collected from some specific regions of Punjab and Uttar Pradesh.

3.7.5 SAMPLE SIZE

The sample size, or the number of observations required to make inferences about a given population, is determined by selecting members of a particular group. The process of choosing a subset of the population from which to infer characteristics of the entire population is known as sampling. The selection of the subset is based on how comprehensive it is. For the purposes of this study, the total sample size is comprised of 305 individuals who are employed as front desk employees in 3-star, 4-star, and 5-star hotels located in various parts of Punjab and Uttar Pradesh. Taking into account the known population, Yamane's formula was applied to determine the final sample size.

Accurately determining the sample size requires knowledge about the entire population. This required counting the total number of 3-star, 4-star, and 5-star hotels in certain Uttar Pradesh and Punjab regions. The Department of Tourism and Cultural Affairs, Government of Punjab, and the National Integrated Database of Hospitality Industry (NIDHI), respectively, provided the pertinent data. Knowing the average number of front desk staff members in these facilities was crucial once the overall number of hotels in each category was determined. The hotel industry study for 2020 was sourced from FHRAI (The Federation of Hotel & Restaurant Associations of India) provided this data. The following tables contain the whole dataset as well as the computations used to determine the sample size.

Table 3.2 Calculation of total population in 3 star, 4 star and 5 star hotels in select states

STATE	3 STAR	4 STAR	5 STAR	TOTAL
Punjab	1141	160	170	1471
Uttar Pradesh	112	90	153	355
TOTAL POPULATION	**1253**	**250**	**323**	**1826**
Percentage Proportion	68.61993428	13.6911281	17.68893757	100

Source: Author's own Calculation

3.7.6 SAMPLE SIZE CALCULATION

Yamane's formula:

$$*n = \frac{N}{1 + N(e)^2}$$

Where   n = Sample size
         N = Population size
         e = Level of precision or Sampling of Error

         which is ±5%

Fig. 3.1 Source (Yamane's, 1967)

$n = N/1+Ne^2$

N= size of population which is 1826

n = sample size

e= margin of error (5%)

$n = 1826/1+1826(0.05)^2$

n = 1826/1+1826 (0.0025)

n = 1826/1+5

n = 1826/6

n = 304 (approx. 305)

Table 3.3 Applying proportionate sampling hotel wise

Distribution according to sample size	3star(proportionate % of total population*305/100)	4star(proportionate % of total population*305/100)	5star(proportionate % of total population*305/100)	TOTAL
	209	42	54	305

Source: Author's own Calculation

(Note: Proportionate percentage of population taken from table 3.2)

CAHPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

Data collection is followed immediately by analysis and interpretation. While the data analysis aids in arriving at the final results, it is a crucial phase in the overall research process. The data must then be properly organized after being collected. Data must be scrutinized and examined for any flaws that could interfere with data analysis. The responses obtained from primary data must be carefully observed in order to make the necessary adjustments as needed. It is necessary to transform the data the researcher has collected following questionnaire distribution into a tabular format. This makes additional data analysis very simple. Data needs to be cleansed before analysis can begin. Data analysis is surely a monumental undertaking, but if done properly, it can produce highly profitable results that will serve as the basis for further study. The objectives that a researcher initially established for the study are achieved by data analysis.

Using job satisfaction as a mediating factor, data was collected through a questionnaire to evaluate the relationship between CQ, JS and JP. The goal of the research, which concentrated on front desk employees in 3-, 4-, and 5-star hotels, was to determine how cultural intelligence affects performance in a diverse workplace. Many analytical techniques were used, the two main ones being regression analysis and structural equation modeling (SEM). IBM SPSS 26 and Smart PLS 4 are the two important software mostly used for data analysis. The data was collected from approximately 305 front desk staff members who held various front desk jobs at 3, 4, and 5-star hotels.

4.2 CONTENT VALIDITY RATIO (CVR)

Content validity was employed to validate the adapted scales that the researcher used for this investigation. In fact, (Lawshe, 1975; Ayre and Scally, 2014) is credited with creating the concept of assessing an instrument's content validity. In simple words, content validity ratio refers to a test that is used on scaled items to check for items and ensure that only those items are

retained that are necessary and relevant for the study. For ensuring the same the subject matter experts and industry experts are being consulted and their opinions are taken into consideration for deleting and retaining the items. A questionnaire was given to industry professionals and subject matter experts to classify goods into three groups: not essential, beneficial but not essential, and essential. $CVR = (Ne - N / 2) / (N / 2)$ is the formula used to calculate the content validity ratio. If N is the total number of experts interviewed, then Ne is the number of experts who deem an item important. Ten specialists were consulted for this study; three of them were from the business sector and seven from academia. The CVR is a figure that depends on the number of experts and varies from -1 to 1. The CVR for this study, which involved ten experts, ought to be 0.62 or higher. As a result, items were kept if their CVR value was 0.62 or higher and deleted if it was lower than 0.62.

Table 4.1 Details of experts

S.no	Profession
1.	Industry Expert
2.	Industry Expert
3.	Industry Expert
4.	Academic Expert
5.	Academic Expert
6.	Academic Expert
7.	Academic Expert
8.	Academic Expert
9.	Academic Expert
10.	Academic Expert

Source: Field Survey

It was determined that not all items are equally vital after a thorough debate with the experts. There were a few items that were removed because experts deemed them to be unnecessary. These are therefore excluded from the final questionnaire. Taking into account the CVR values from (Lawshe, 1975). Only the items with values of 0.62 or higher were kept; everything else was removed. According to the advice of specialists, all scales had one to a maximum of four

items that were removed. As per the advice of experts, further changes, such as those to the terminology, grammar, tense, etc., were also incorporated.

The first scale is Cultural Intelligence scale. In the CQ- Strategy the items CQS3 was being removed as it was considered to be a repetition. So it was considered to be not essential. In CQ- Knowledge the two items coded as CQK4 and CQK6 were being deleted. Understanding foreign marital customs and understanding nonverbal cues that are appropriate in various cultural contexts were the subjects of these items, respectively. The item coded CQK4 was considered to be not essential for the study. However, the item CQK4 is again there in CQ-behavior dimension that is why it was deleted. In CQ- Motivation only one item coded as CQM5 was deleted. It was related to being able to getting used to shopping situations of other cultures. Experts considered it to be not essential and not very much relevant to the study and thus it was removed. It is interesting to note that no items were deleted in CQ- Behaviour dimension. All the items were treated as essential and relevant to the study. Before CVR total number of items was 20. Following CVR and expert recommendations, 4 items were discarded in total. Further there were some double barreled questions in the questionnaire which were divided into two distinct questions as per the suggestions of experts. Thus, the scale retained a total of 18 items.

The second scale is about job performance. In first dimension i.e. Task Performance no items were deleted. All the items were considered to be essential for the study. All these items are about being able to complete targets, managing time; setting priorities etc. in Contextual Performance again no items were deleted. All were considered to be essential. The items in this dimension are about taking new initiatives, accepting new challenges, updating ones skill set etc. all these items are quite relevant in measuring contextual performance. So, before CVR total items in the scale were 13. The total number of items retained was 13 as no items were deleted in this scale.

In third scale i.e. job satisfaction, only one item coded as JS4 was deleted. This item was about not considering any other job. Experts concluded that this was not necessary, so it was removed. There were six elements in all prior to CVR. Following professional advice and suggestions, one item was removed. There are five items remaining in the scale overall.

Table 4.2 CVR calculated on the basis of experts responses

cultural intelligence Ang et al (2007)			Job performance Koopmans (2014)			Job Satisfaction Agho, Price, & Mueller (1992)		
Item Label	Ne	CVR	Item Label	Ne	CVR	Item Label	Ne	CVR
CQS1	10	1	TP1	10	1	JS1	9	0.8
CQS2	9	0.8	TP2	10	1	JS2	9	0.8
CQS3	7	0.4	TP3	9	0.8	JS3	9	0.8
CQS4	9	0.8	TP4	10	1	JS4	7	0.4
CQK1	9	0.8	TP5	10	1	JS5	9	0.8
CQK2	9	0.8	CP1	10	1	JS6	9	0.8
CQK3	9	0.8	CP2	10	1			
CQK4	7	0.4	CP3	9	0.8			
CQK5	9	0.8	CP4	10	1			
CQK6	7	0.4	CP5	10	1			
CQM1	10	1	CP6	10	1			
CQM2	10	1	CP7	10	1			
CQM3	9	0.8	CP8	9	0.8			
CQM4	9	0.8						
CQM5	5	0						
CQB1	9	0.8						
CQB2	9	0.8						
CQB3	9	0.8						
CQB4	9	0.8						
CQB5	9	0.8						

Source: Field Survey

The content validity ratio (CVR), which ranges from -1 to 1, is calculated. The number of experts engaged for validation determines the minimal value. The minimum value in this investigation is 0.62. Therefore, all items with CVR values of 0.62 or higher have been accepted, and vice versa. The removed items are not included in the final questionnaire. The final questionnaire has 18 items about cultural intelligence, 13 items about job performance, and 5 items about job satisfaction.

Table 4.3 CVR table

No. of Panellists	Minimum Value
5	.99
6	.99
7	.99
8	.75
9	.78
10	.62
11	.59
12	.56
13	.54
14	.51
15	.49
20	.42
25	.37
30	.33
35	.31
40	.29

Source: Lawshe, 1975

4.3 PILOT TESTING

Pilot testing involved 35 participants in all, including respondents from each of the six regions under investigation. The respondents didn't respond to some questions like in demographic section they were not willing to give their names. Therefore in final questionnaire the name option in the demographic section was eliminated. Further, they found some words not difficult to understand but quite ambiguous. Therefore the wording of such items was demystified so as to bring more clarity. On the basis of the responses given by respondents using Cronbach's Alpha in SPSS, the reliability of the scales used in this study was assessed, and the outcomes met our

expectations. As a result, every scale used in this study is considered reliable. The Cronbach's Alpha coefficients for the used scales are shown in Table 4.4.

Table 4.4 Reliability testing

Reliability Statistics of CQ Scale	
Cronbach's Alpha	Number of items
0.945	18
Reliability Statistics of JP Scale	
Cronbach's Alpha	Number of items
0.941	13
Reliability Statistics of JS Scale	
Cronbach's Alpha	Number of items
0.860	5

Source: Author's Own Calculation

4.4 DESCRIPTIVE STATISTICS

Prior to doing the final analysis, it is imperative that the demographic information of the participants be examined using a frequency distribution to better understand the investigation and its findings.

Sample size was determined by using statistical methods which suggested a sample size of 305 on the basis of total population. Data was collected online by sending questionnaire via Google forms. In order to obtain data from the front office hotel employees a questionnaire link was shared with them.

4.4.1 Demographic Profile

In terms of age about 3 percent of employees are below the age of 25. 28.9 percent employees fall in the age of 24-35. 35 to 45-year-olds make up about 53.4% of the workforce. Additionally, 14.8% of workers are between the ages of 45 and 55.In addition, about 47.2 percent employees

are females. So there are about 47.2 percent female employees who have participated in this study. 51.1 percent are males and remaining 1.6 percent belongs to "other" category.

When taking into account their educational background, a great deal of participants holds postgraduate degrees. Approximately 39.3% of the workforce holds postgraduate degrees in various disciplines. About 15.4 percent respondents are graduates. Further about 13.1 percent of respondents are undergraduates and about 32.1 percent respondents are having a professional degrees in different hospitality and tourism courses.

A total of 305 responses were recorded out of which 209 responses were given by front office employees of 3-star hotels, 42 responses by 4-star hotel front office employees and 54 responses by the front office employees of 5-star hotels.

Talking about job experience about 2.0 percent of respondents has experience of less than 1 year. 23.3 percent respondents have a job experience of about 1-3 years. 15.7% of respondents had over five years of experience, while the vast majority of employees had three to five years of job experience. Three to five years of employment experience is held by slightly more than 59% of employees.

Table 4.5 Demographic Profile

Demographic Indicators	Frequency	Percentage
Age		
<25	9	3
25-35	88	28.9
35-45	163	53.4
45-55	45	14.8
55>	0	0
Gender		
Female	144	47.2
Male	156	51.1
Others	5	1.6
Educational Qualification		
Undergraduate	40	13.1
Graduate	47	15.4
Postgraduate	120	39.3

Professional	98	32.1
Type of Hotel		
3 star	209	68.5
4 Star	42	13.8
5 Star		17.7
	54	
Job Experience		
Less than 1 yr.	6	2
1-3 yrs.	71	23.3
3-5 yrs.'	180	59
Above 5 yrs.	48	15.7

Source: Author's Own Calculation

4.5 FIRST OBJECTIVE

To investigate the impact of cultural intelligence on job performance of employees in hotel industry.

The first objective of the research is to determine how cultural intelligence affects hotel sector personnel's job performance. This goal has been accomplished by the use of Smart PLS 4.

Figure 4. 1: Structural Model (Validating lower order constructs)
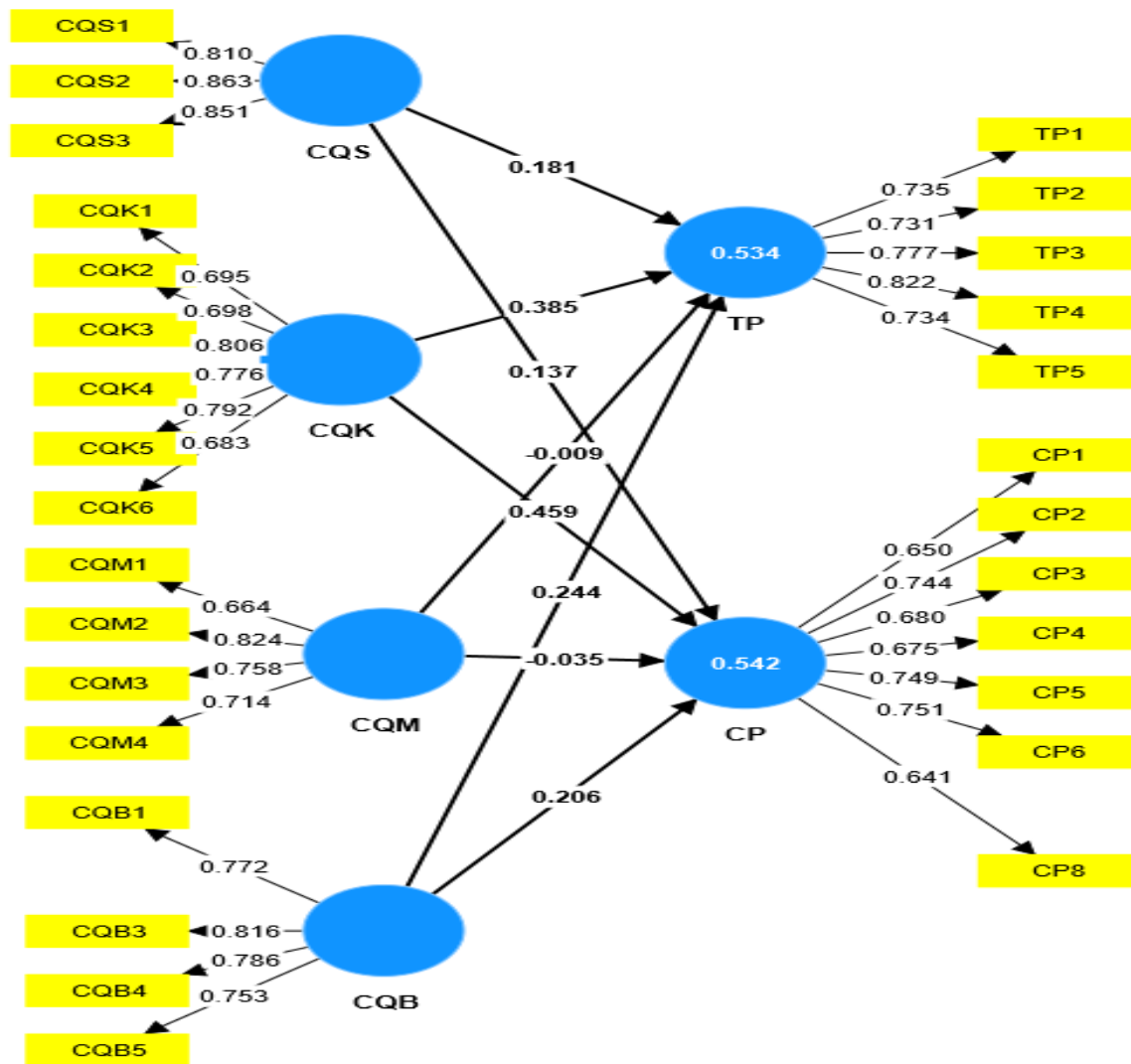
Source: Author's Own Calculation

4.5.1 Instrument Validity and Reliability

Latent variable validity and reliability are essential for a thorough and conclusive investigation of the structural model. The reliability and validity are summarized in table 4.6. The concept of convergent validity evaluates the extent to which two independent measurements that are theoretically predicted to be related actually show a meaningful connection or alignment. Put more simply, it looks at the relationship between two measures used to evaluate similar or related ideas, verifying that they are convergent toward a common core idea.

Table 4. 6 Result Summaries for Validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CP	0.826	0.831	0.87	0.50
CQB	0.789	0.79	0.863	0.612
CQK	0.837	0.841	0.881	0.553
CQM	0.741	0.76	0.83	0.551
CQS	0.794	0.797	0.879	0.709
TP	0.817	0.819	0.872	0.578

Source: Author's Own Calculation

The scale items' convergent validity was evaluated using three criteria. First, each construct's composite reliability needs to be more than 0.70. Second, factor loadings ought to exceed the 0.50 cutoff, according to Hair et al. (2007). Last but not least, Fornell and Larcker (1981) urge that the average variance extracted (AVE) for each construct be more than the suggested cutoff of 0.50. Reliability is measured using both Cronbach's Alpha and composite reliability; scores greater than 0.70 for Cronbach's Alpha are typically regarded as favorable. Furthermore, Cronbach's Alpha scores in the range of 0.61 to 0.70 are likewise considered acceptable, according to Konting et al. (2009). Likewise, the range of composite reliability values is 0 to 1. As composite reliability rises, so does the level of reliability. According to Hair et al. (2014), the range of composite dependability ratings between 0.60 and 0.70 is acceptable. The table 4.6 illustrates that each parameter is within the ranges that are acceptable. As a result, validity and reliability are established.

4.5.2 Discriminant Validity

The next step in the concept validation process is to evaluate discriminant validity, which can be done in a few different ways. In research and statistics, discriminant validity assesses a construct's uniqueness and verifies that it differs from other comparable constructs. Its main objective is to show that there is no substantial correlation between an assessment of one component and another. In order to do this, the Heterotrait-Monotrait ratio of correlations (HTMT) was introduced by Henseler et al. (2015). HTMT levels such as 0.85 and 0.90 are commonly used by researchers to evaluate their findings.

Table 4.7 Discriminant Validity for Cultural Intelligence impacting Job Performance

Column1	Column2	Column3	Column4	Column5	Column6	Column7
	CP	CQB	CQK	CQM	CQS	TP
CP						
CQB	0.775					
CQK	0.851	0.895				
CQM	0.173	0.123	0.159			
CQS	0.731	0.783	0.874	0.14		
TP	0.865	0.791	0.836	0.126	0.751	

Source: Author's Own Calculation

A crucial part of model evaluation is evaluating the discriminant validity of PLS structural equation modelling, and HTMT is a contemporary approach for doing this. If discriminant validity isn't defined, researchers can't be certain that the data supporting suggested systemic routes are real or just the result of statistical anomalies. The Fornell-Larcker criteria and (partial) cross-loadings, two traditional approaches to discriminant validity assessment, typically fail to detect a loss of discriminant validity. While clearly outperforming them is the HTMT requirement. The values in Table 4.7 show how Cultural Intelligence affects Job Performance; these values are less than the 0.90 cutoff point recommended by Gold and Arvind Malhotra (2001). This result confirms that the study successfully demonstrates discriminant validity. In conclusion, the study has effectively demonstrated the measures' discriminant and convergent validity.

4.5.3 Multicollinearity

When two or more independent variables—also referred to as predictor variables or features—in a regression model are substantially associated with one another, a statistical phenomenon known as multicollinearity arises. To put it simply, multicollinearity occurs when there are linear interactions between two or more independent variables, making it more difficult to isolate the individual effects of each variable on the dependent variable. Multicollinearity must be addressed in regression analysis in order to produce accurate and meaningful results. Multicollinearity must be addressed in order to prevent incorrect inferences and poor decision-making.

Table 4.8 Multicollinearity of Cultural Intelligence impacting Job Performance

Column1	VIF
CP1	1.486
CP2	1.783
CP3	1.654
CP4	1.558
CP5	1.873
CP6	1.828
CP8	1.409
CQB1	1.484
CQB3	1.787
CQB4	1.698
CQB5	1.473
CQK1	1.574
CQK2	1.587
CQK3	2.278
CQK4	2.152
CQK5	1.927
CQK6	1.454
CQM1	1.129
CQM2	1.525
CQM3	1.799
CQM4	1.782
CQS1	1.569
CQS2	1.868
CQS3	1.706
TP1	1.596

Column1						
	TP2					1.569
TP3						1.668
TP4						2.316
TP5						1.923

Source: Author's Own Calculation

A statistical metric used to determine whether multicollinearity exists in datasets is the Variance Inflation Factor (VIF). Generally speaking, we need a VIF of 5 or less to prevent the collinearity issue (Hair et al., 2011). Additionally, several studies have found that "VIF value greater than 3.3 can be regarded as indicative of collinearity" (Knock & Lynn, 2012). All of the observed items' VIF values are less than 3.3, which is an indication of minimal collinearity between them. As a result, we can say that the items have negligible collinearity.

4.5.4 Outer Loadings

The degree to which each indicator aids in characterizing and expressing the underlying latent construct is measured by these loadings. To put it another way, outer loadings show how closely each question or item on a scale is related to the construct it is meant to measure. Greater outer loadings imply a closer relationship between the latent construct and the observed variables, proving that the items make a useful contribution to the construct's measurement.

Reflective measurement models use either the outer loadings or the estimated relationships (shown as arrows) from the latent variable to its indicators to assess an item's contribution to the related construct. Henseler et al. (2015) define highly satisfactory as an outside loading of 0.7 or above. According to Chin (1998), values above 0.5 are deemed acceptable, whereas those below 0.5 should be eliminated.

Table 4.9 Outer Loadings

Column1						
	CP	CQB	CQK	CQM	CQS	TP
CP1	0.65					
CP2	0.744					
CP3	0.68					
CP4	0.675					
CP5	0.749					
CP6	0.751					
CP8	0.641					

CQB1	0.772		
CQB3	0.816		
CQB4	0.786		
CQB5	0.753		
CQK1		0.695	
CQK2		0.698	
CQK3		0.806	
CQK4		0.776	
CQK5		0.792	
CQK6		0.683	
CQM1			0.664
CQM2			0.824
CQM3			0.758
CQM4			0.714
CQS1			0.81
CQS2			0.863
CQS3			0.851
TP1			0.735
TP2			0.731
TP3			0.777
TP4			0.822
TP5			0.734

Source: Author's Own Calculation

Since each item's outer loading is larger than 0.5 or greater than 0.7, they are all deemed satisfactory. Items such as CP7 and CQB 2 were loaded negatively, resulting in their discard and exclusion from further investigation. Table 4.9 above illustrates that every other item's outer loading value is at least 0.7 or more than 0.5 indicating that it is all deemed highly satisfactory and will be kept for further analysis.

4.5.5 Hypotheses Testing

H1: There is a significant impact of cultural intelligence on job performance.

Cultural Intelligence is exogenous variable impacting endogenous variable Job Performance is presented for evaluation in Figure 4.2. The structural model path coefficients and the coefficient of determination (R2) were tested as part of the assessment.

Figure 4. 2. Structural model: Impact of CQ on JP
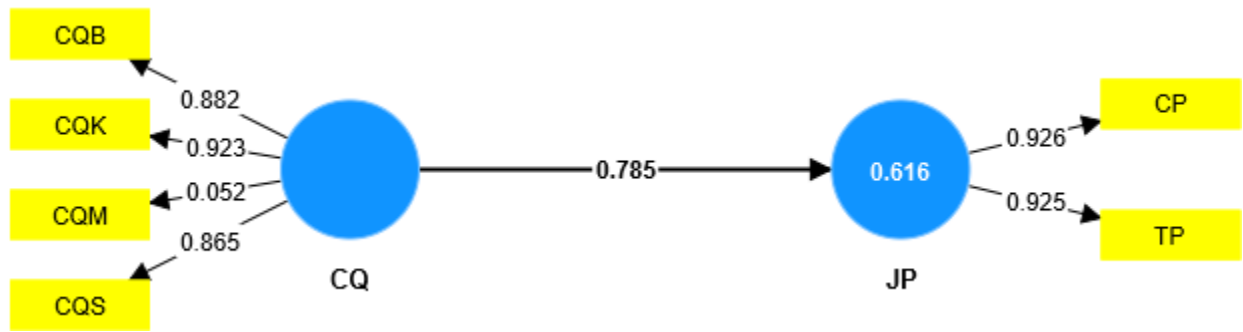
Source: Author's Own Calculation

Figure 4.3. Structural model: Impact of CQ on JP
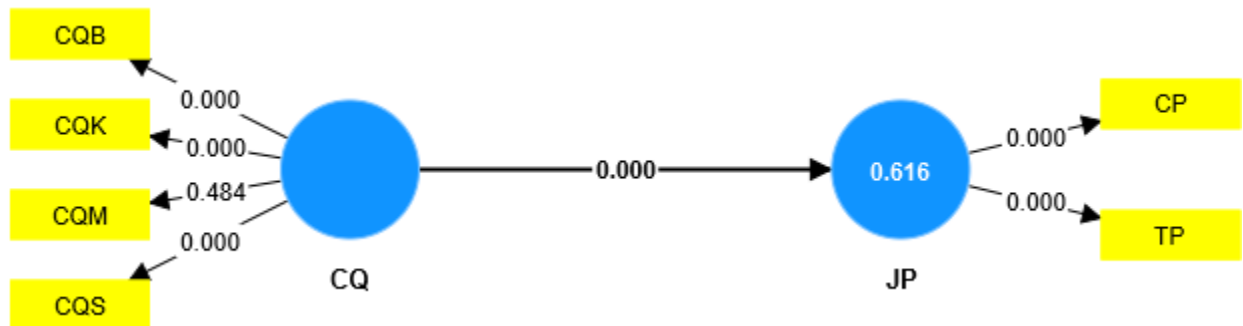
Source: Author's Own Calculation

Table 4.10 R -Square and R-square adjusted

Column1	R-square	R-square adjusted
JP	0.616	0.614

Source: Author's Own Calculation

Table 4.11 Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JP	0.785	0.785	0.029	26.836	0

Source: Author's Own Calculation

With an R-square value of 0.616, Table 4.10 unequivocally shows that the independent variable in the model accounts for roughly 61.6% of the variation in the dependent variable (JP). Even after accounting for the number of predictors, the adjusted R-square, which is 0.614 and stays quite close to the R-square value, indicates a strong fit for the model. JP is the dependent variable in this case, and the modified R-square and R-square values provide important information about how well the model explains JP. Greater R-square values often suggest a better fit, meaning that the model accounts for a higher proportion of the variation in the dependent variable.

As advised by Hair et al. (2014), the bootstrapping approach was applied to test the hypothesis for goal 1, and Table 4.11 displays the route coefficient. Second-order factor models may provide a more succinct and intelligible explanation than first-order techniques, as suggested by Arnau (1998) and corroborated by Chen, Sousa, and West (2005). This shows that second-order factor models may be superior to first-order approaches in terms of wider theoretical applicability. Second-order constructs for CQ and its effect on JP were established on the basis of these ideas. With a path coefficient less than 0.05, the data unmistakably show that CQ has a favorable and statistically significant impact on JP.

The results of the hypothesis test demonstrate that employees' job performance in the hotel business is highly impacted by cultural intelligence. Consequently, the hypothesis is approved.

4.5.6 Discussion

Analogous research across several industries has likewise demonstrated a strong correlation between CQ and Work Performance. Performance is defined by the skills, knowledge, and motivation aimed towards the conduct that is required by a role, such a job assignment for a professional (Campbell, 1999). Positive correlation exists between this phenomenon and cultural intelligence. Unfavorable performance reviews are regularly given to people from a variety of ethnic backgrounds. Since they are ignorant of culturally particular expectations for roles, they are unwilling to conform to them (Stone-Romero et al., 2003). According to Ang et al. (2007), individuals exhibit greater awareness of expected role behaviors in settings that are marked by cultural diversity.

Kumar et al. (2008) and Ng et al. (2012) discovered a relationship between motivation and behavioral Cultural Intelligence (CQ) with job performance to be similar to the stronger intrinsic drive for success in cross-cultural situations exhibited by those with higher levels of CQ. They are more adaptable while pursuing goals in diverse cultural situations due to their heightened motivation. Individuals possessing a high behavioral CQ are skilled at modifying their spoken and non-spoken actions to conform to the expectations of others. , claim Kumar et al. (2008), which promotes more effective job performance and lower risk of misunderstandings. Furthermore, according to Stone-Romero et al. (2003), folks having strong motivation CQ are predicted to perform well on tasks by concentrating on comprehending their roles and responsibilities, especially in circumstances when cultural variations make role sender cues unclear. It is suggested that a person's overall cultural knowledge improves performance by facilitating effective engagement and conversation with individuals from various cultural backgrounds.

According to Triandis (2006), individuals possessing elevated metacognitive intelligence are more adept at comprehending individuals from diverse cultural backgrounds, making culturally sensitive decisions that boost efficiency. Ang et al. discovered that task performance in multicultural expatriate environments was positively impacted by metacognitive cultural intelligence (2007). Persistence and enthusiasm were identified by Ang et al. (2007) as crucial traits, suggesting that individuals with these attributes are more likely to form new routines and enhance their performance through practise. Raub and Liao (2012) suggest that frontline staff

engagement in the hospitality business is influenced by cognitive motivational processes. Additionally, they saw a favorable correlation between self-efficacy and the caliber of the client experience.

In the hospitality sector, there appears to be a positive association between CQ and JP, according to recent research. According to Chen et al. (2020), front desk staff members with high CQ are better suited to manage cross-cultural interactions, which raise customer satisfaction and enhance productivity. This is a result of their improved capacity to recognize and appreciate cultural variances, which is essential for offering individualized and efficient service. Additionally, people with high CQ may modify their behaviour and communication style to fit different cultural circumstances, which lowers the likelihood of miscommunication and conflict (Bücker et al., 2014). In the hospitality sector, where providing high-quality services are crucial, this flexibility is especially crucial.

When interacting with guests from different cultural backgrounds, frontline staff members with high CQ feel more competent and confident, which increases their likelihood of being interested in their work (Li et al., 2021).Engaged workers are more dedicated to their jobs and are more willing to go above and beyond to satisfy customers, which improves productivity on the job. Training and development initiatives aimed at improving cultural intelligence are crucial if we are to fully realize the advantages of CQ. According to research by Moon (2013), these kinds of training programmes can greatly raise front desk staff members' CQ, which will enhance their performance on the job. These programmes frequently incorporate activities like role-playing, acquiring cultural information, and authentic cross-cultural interaction scenarios.

The importance of CQ in improving JP in the hospitality sector is emphasized in the study's conclusion. Higher metacognitive intelligence scores enable people to comprehend individuals from diverse cultural backgrounds more effectively and to make decisions that are sensitive to cultural differences (Triandis, 2006; Ang et al., 2007). This aligns with research by Chen et al. (2020), which demonstrates that front desk employees with high CQ excel in interacting with people from diverse cultural backgrounds, thereby enhancing productivity and customer satisfaction. According to Bücker et al. (2014), knowing and valuing cultural differences is essential to offering individualized and effective service, which lowers the possibility of

miscommunications and conflicts. The majority of studies show that CQ greatly enhances JP. The majority of the study's conclusions are consistent with this study.

4.6 Second Objective

To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry

Examining the effect of CQ on workers' JS in the hotel business is the study's second goal. To accomplish this, Smart PLS 4 is employed.

Figure 4. 4: Structural Model (Validating lower order constructs)
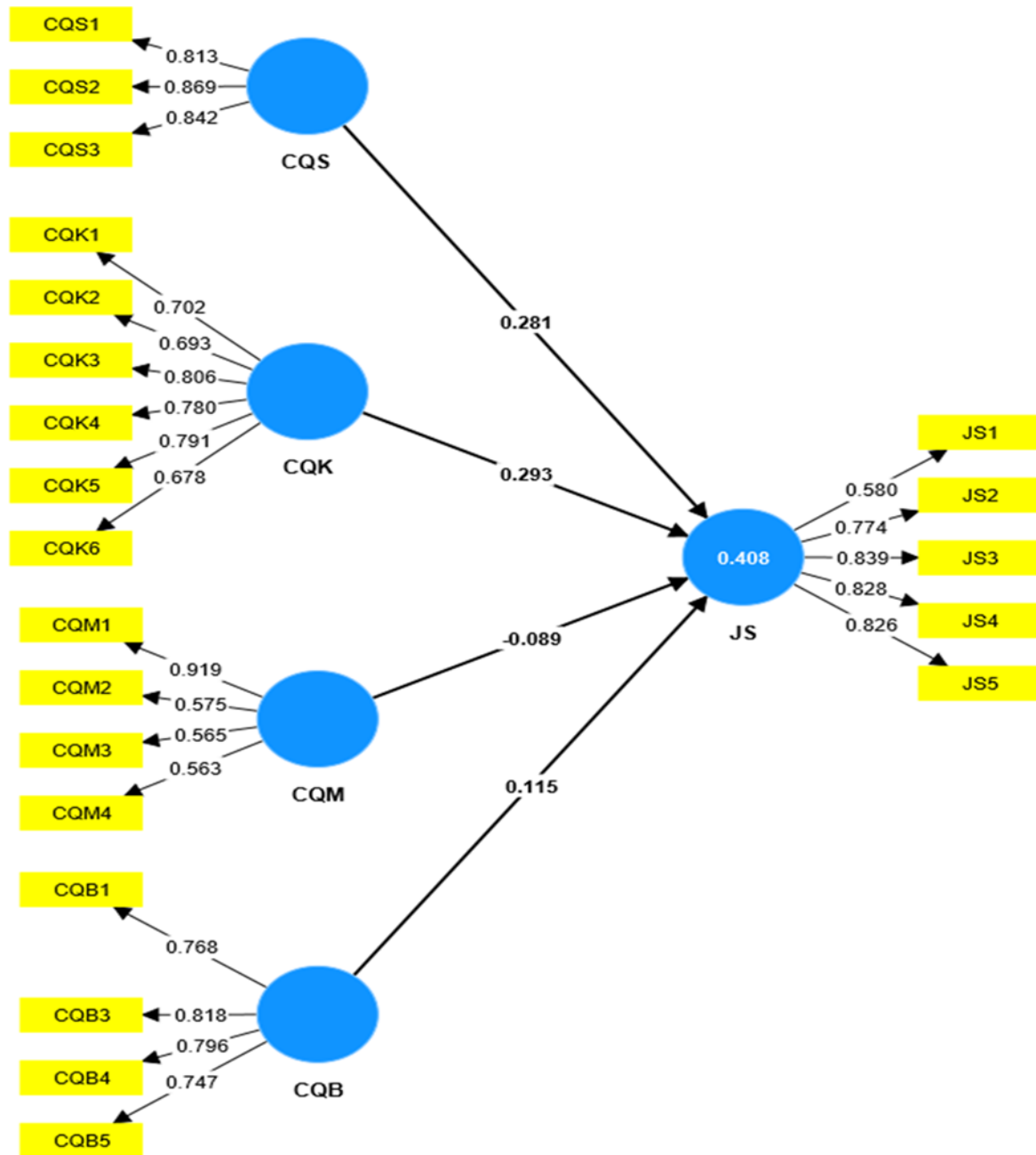
Source: Author's Own Calculation

4.6.1 Instrument Validity and Reliability

In research validity and reliability are essential concepts, especially in the fields of psychology and social sciences. These ideas are essential for guaranteeing the precision, consistency, and applicability of data collected using a tool, like a questionnaire, test, or survey. Table 4.12 summarizes the validity and reliability of the instrument.

Convergent validity is a kind of construct validity that looks at the actual correlation between the outcomes of two separate assessments that are theoretically expected to be related. In other words, it investigates whether two or more measurements designed to gauge the same or comparable constructs actually converge and produce findings that are comparable.

Table 4.12 Result Summary for Validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CQB	0.789	0.79	0.863	0.612
CQK	0.837	0.841	0.881	0.553
CQM	0.741	1.315	0.758	0.453
CQS	0.794	0.796	0.88	0.709
JS	0.828	0.835	0.881	0.602

Source: Author's Own Calculation

The scale items' convergent validity was evaluated using three criteria. Factor loadings should be greater than 0.50, composite reliability for every construct should be greater than 0.70, and average variance extracted (AVE) should be greater than the suggested threshold of 0.50 (Fornell & Larcker, 1981), as stated by Hair et al. (2007). Composite reliability and Cronbach's alpha were used to assess reliability; values between 0.61 and 0.70 were regarded as acceptable, while values of 0.70 or higher were desirable (Konting et al., 2009). Furthermore, Hair et al. (2014) highlighted that higher composite reliability values suggest stronger reliability and indicated that levels of composite reliability between 0.60 and 0.70 were appropriate. Every parameter is shown in the table to be within the permitted ranges, indicating the reliability and validity of the findings.

4.6.2 Discriminant Validity

The Cultural Intelligence HTMT levels that affect job satisfaction are listed in Table 4.13. A lower than 0.90 HTMT value indicates discriminant validity.

Table 4.13 Discriminant Validity for Cultural Intelligence impacting Job Satisfaction

Column1	Column2	Column3	Column4	Column5	Column6
	CQB	CQK	CQM	CQS	JS
CQB					
CQK	0.895				
CQM	0.123	0.159			
CQS	0.783	0.874	0.14		
JS	0.633	0.706	0.169	0.708	

Source: Author's Own Calculation

According to Henseler et al. (2015), the Heterotrait-Monotrait ratio of correlations (HTMT) is the suggested method for evaluating discriminant validity. Researchers often use thresholds like 0.85 and 0.90 to evaluate their HTMT results. The impact of CQ on JS is broken down in Table 4.13. The numbers indicate that discriminant validity is appropriate for this inquiry because they are below the indicated cutoff points of 0.90, as proposed by Gold and Arvind Malhotra (2001).

4.6.3 Multicollinearity

A regression model is said to be multicollinear when two or more independent variables show a statistically significant association with one another. To put it another way, it means that the predictor variables have significant linear relationships with one another. This phenomenon may give birth to a number of analytical hurdles and problems.

Table 4.14 Collinearity Statistics

Column1	VIF
CQB1	1.484
CQB3	1.787
CQB4	1.698
CQB5	1.473
CQK1	1.574
CQK2	1.587
CQK3	2.278

CQK4	2.152
CQK5	1.927
CQK6	1.454
CQM1	1.129
CQM2	1.525
CQM3	1.799
CQM4	1.782
CQS1	1.569
CQS2	1.868
CQS3	1.706
JS1	1.201
JS2	1.713
JS3	2.095
JS4	2.254
JS5	2.308

Source: Author's Own Calculation

The Variance Inflation Factor (VIF) is a statistical method for finding multicollinearity in data. To eliminate the collinearity issue, we typically require a VIF of 5 or lower (Hair et al., 2011). Table 4.14 lists out the multicollinearity of CQ impacting JS. All of the observed items have VIF values that are less than 3.3 indicating that there is little collinearity between them. As a result, we can state that the items' collinearity is minimal.

4.6.4 Outer Loadings

Table 4.15 reelects the outer loadings of CQ impacting JS. Henseler et al. (2015) state that an outside loading of 0.7 or more is considered to be very good. Those above 0.5 are thought to be acceptable, but those below 0.5 needs to be deleted (Chin, 1998).

Table 4. 15 Outer Loadings

Column1	CQB	CQK	CQM	CQS	JS
CQB1	0.768				
CQB3	0.818				
CQB4	0.796				
CQB5	0.747				
CQK1		0.702			
CQK2		0.693			
CQK3		0.806			

CQK4	0.78			
CQK5	0.791			
CQK6	0.678			
CQM1		0.919		
CQM2		0.575		
CQM3		0.565		
CQM4		0.563		
CQS1			0.813	
CQS2			0.869	
CQS3			0.842	
JS1				0.58
JS2				0.774
JS3				0.839
JS4				0.828
JS5				0.826

Source: Author's Own Calculation

All of the items' outer loadings which are either larger than 0.7 or greater than 0.5 are satisfactory. Only one item CQB 2 had negative loadings, so it was rejected and left out of the subsequent study. Every other item, as can be seen from the table 4.15 has an outer loading value of at least 0.7 or more than 0.5, which indicates that it is all judged to be extremely satisfactory and will be preserved for future analysis.

4.6.5 Hypotheses Testing

H2: There is a significant impact of cultural intelligence on job satisfaction.

Figure 4.5 presents the evaluation of CQ as an independent variable and its effect on JS as a dependent variable. The investigation included assessment of Coefficient of determination (R^2) and structural model path coefficients.

Figure 4.5. Structural model: Impact of CQ on JS
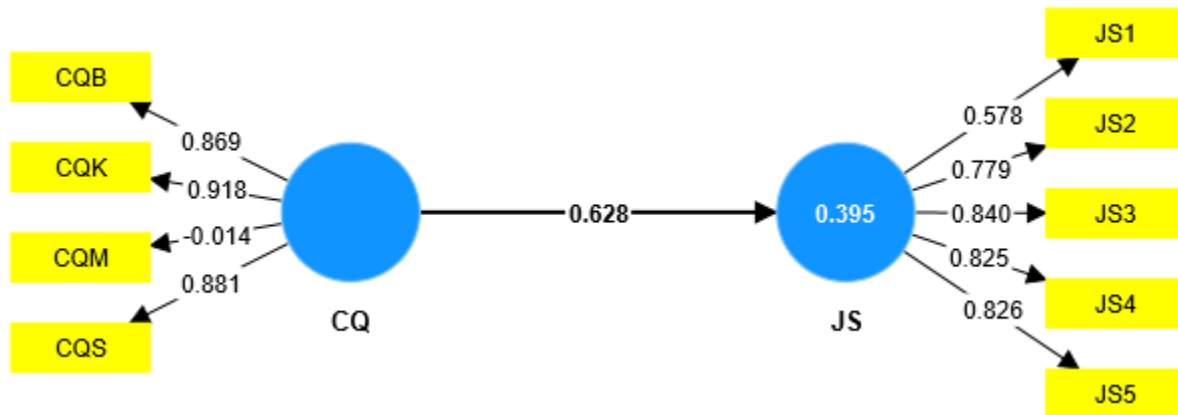
Source: Author's Own Calculation

Figure 4.6 Structural model: Impact of CQ on JS
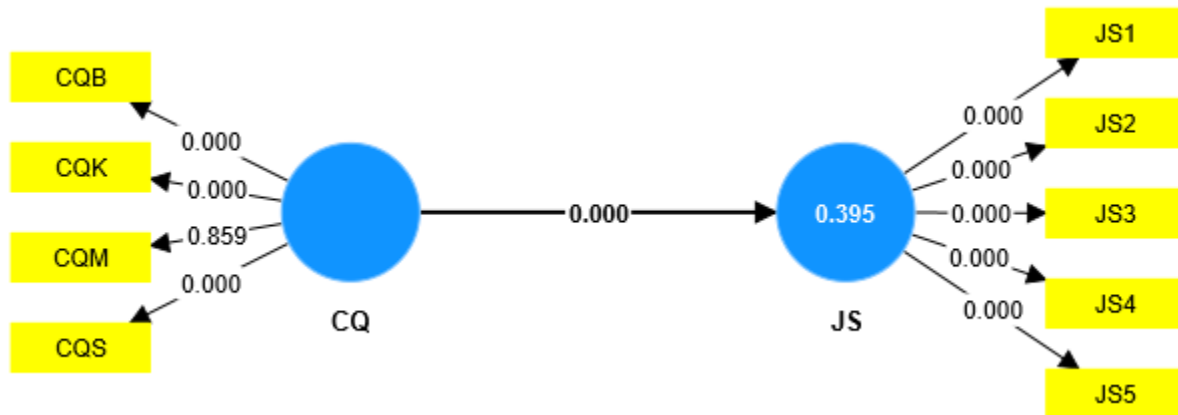
Source: Author's Own Calculation

Table 4.16 R - Square and R-square adjusted

Column1	R-square	R-square adjusted
JS	0.395	0.393

Source: Author's Own Calculation

Table 4.17 Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JS	0.628	0.632	0.04	15.894	0

Source: Author's Own Calculation

With an R-square value of 0.395, the model's independent variable accounts for 39.5% of the variability in the dependent variable (JS). Strong model fit is indicated by the adjusted R-square, which is 0.393 and remains close to the R-square value after accounting for the number of predictors. The R-square and adjusted R-square values reveal how closely the regression models resemble the corresponding dependent variable, i.e. Job Satisfaction. Higher R-square values often denote a better fit since they suggest that the model explains a greater percentage of the variation in the dependent variable.

Table 4.17 illustrates how Cultural Intelligence affects Job Satisfaction. Given that the P value is less than 0.05, it is clear from the table that cultural intelligence positively and significantly affects job satisfaction.

The hypothesis test results show that job satisfaction among employees in the hotel industry is significantly impacted by Cultural Intelligence. Thus, it is thought that the hypothesis is correct.

4.6.6 Discussion

Studies carried out in various other industries have revealed, as did this study, that cultural intelligence significantly affects employees' job satisfaction. Persons possessing a decent CQ are more likely to respond and adjust positively in cross-cultural situations, claim Earley and Ang (2003). High power distance culture corporate managers, for instance, would probably be satisfied if they could understand and integrate into a low power distance culture. This would mitigate the challenges related to multiethnic communication (House et al., 2001). Thus, the idea argues that creating and implementing a positive work environment will increase JS (Best et al., 2005).

Self-efficacy is a crucial aspect of one's self-concept, and it has been associated with improved working attitudes, particularly workplace contentment (Erez and Judge, 2001). Particularly high self-efficacy will improve behavior at work, including job satisfaction (Solomon and Steyn, 2017).On the other side, individuals who are incapable to interact socially in a variety of settings may find it challenging to adjust to their surroundings (Bandura, 1997). According to Early and Ang (2003), these people are more likely to have poor CQs, which will reduce job satisfaction.

Bandura (1997) claims that those who enjoy great levels of self-efficacy are at first and foremost willing and driven to address and resolve challenges. They don't give up easily either. Job satisfaction is frequently found to be negatively correlated with unwillingness (Carsten and Spector, 1987; Judge et al., 2000). Self-efficacious people are more likely to develop goals that produce positive behaviors and perspectives (Locke and Latham, 1990). Higher CQ managers seek out the most effective and efficient means of involving their milieu in accomplishment of their ends (Earley and Ang, 2003).

The study's findings are consistent with a number of earlier research studies in the hotel sector. In order for hotel staff to effectively engage with visitors from a variety of cultural backgrounds, Thomas et al. (2015) assert that cultural quotient (CQ) is essential in the international hospitality sector.. There are significant correlations between frontline staff assessments of CQ and visitor satisfaction, as per Lam et al. (2020). In order to respond appropriately to clients from diverse backgrounds, service providers possessing metacognitive cognitive skills (Bücker et al., 2014) are able to identify and understand cultural quirks and differences.

Livermore (2011) claimed that cultivating the CQ could lead to a great degree of personal fulfillment and general wellness in surroundings with a diversity of ethnic backgrounds. Greater employee satisfaction and health may arise from people's ability to deal with decreasing fatigue and other detrimental impacts from cross-cultural interactions and challenges. High-CQ individuals are more adept at building and maintaining positive relationships with colleagues from diverse cultural backgrounds. According to Van Dyne et al. (2012), their capacity for effective communication, comprehension of diverse viewpoints, and avoidance of misconceptions promotes a positive work atmosphere and amplifies JS. Workers with high CQ are more flexible in multicultural environments. They can lessen stress and feel more at ease in

their roles by modifying their behaviour and expectations in accordance with the cultural context. A more fulfilling work experience results from this flexibility (Kim et al., 2008).

Conflicts and misunderstandings based on cultural differences are less common among high-CQ workers. Their capacity to resolve disputes amicably and negotiate cultural differences fosters a more favorable work atmosphere, which raises job satisfaction (Imai & Gelfand, 2010). The literature review highlights the crucial function of cultural intelligence (CQ) in augmenting job satisfaction within multicultural work settings. According to Livermore (2011), developing CQ can have a major positive impact on one's general well-being and sense of personal fulfillment, especially in settings where there is ethnic variety. One of the most important aspects of job happiness is this sense of fulfillment, which suggests that workers with cultural intelligence are more satisfied with their jobs. Van Dyne et al. (2012) have noted that persons with high CQ are capable of building meaningful relationships and communicating successfully with colleagues from varied cultural backgrounds. The ability to communicate effectively across cultural boundaries is crucial for preventing miscommunications and creating a positive work atmosphere, both of which are important factors in increasing job satisfaction. Understanding and appreciating diverse cultural viewpoints improves interpersonal interactions and fosters an inclusive, encouraging work environment, both of which promote employee satisfaction.

In summary, a great deal of research has demonstrated the importance of CQ in raising job satisfaction in a variety of work environments. Because they are skilled at managing cultural differences, high-CQ employees are less likely to have conflicts or misunderstandings, which foster a more peaceful and happy work environment (Imai & Gelfand, 2010). This supportive atmosphere promotes personal fulfillment and general wellness in addition to facilitating meaningful relationships and effective communication among coworkers from all backgrounds (Van Dyne et al., 2012). (Livermore, 2011). Understanding and appreciating diverse cultural viewpoints improves interpersonal relationships and fosters an inclusive and encouraging work environment. Thus, the results of this study are consistent with other studies showing that higher levels of CQ are linked to increased JS in a variety of industries. These outcomes broadly corroborate past research demonstrating the beneficial impact of cultural intelligence on worker JS in a variety of industries.

4.7 Third Objective

To study the impact of job satisfaction on job performance of employees in hotel industry.

The third study objective is to determine the relationship between job satisfaction and employee performance in the hotel industry. PLS Algorithm Smart PLS 4 was used to achieve the goal in the same way as the first two objectives.

Figure 4.7 Structural Model (Validating lower order constructs)
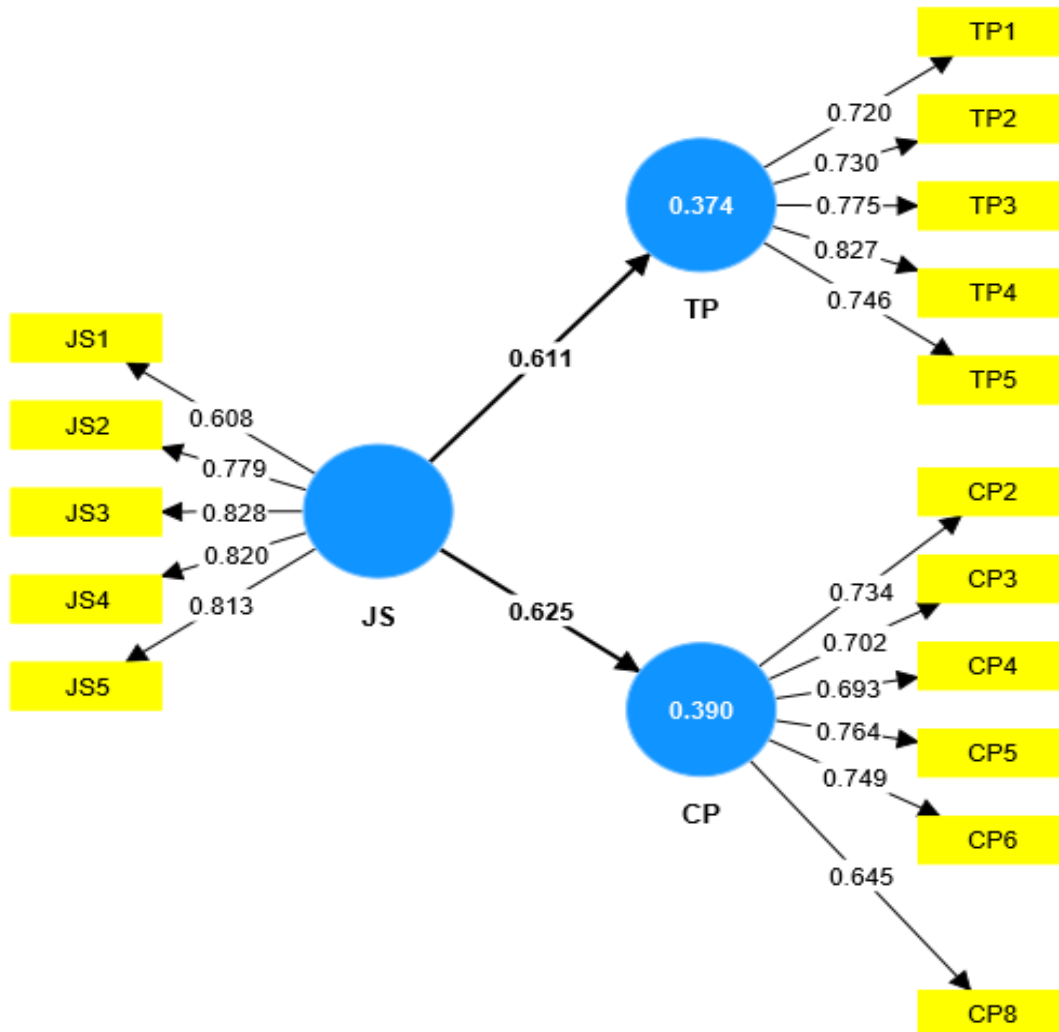
Source: Author's Own Calculation

4.7.1 Instrument Validity and Reliability

The convergent validity of the scale items was evaluated based on three criteria. As mentioned by Hair et al. (2007), factor loadings have to be higher than 0.50 and each construct's composite reliability ought to be higher than 0.70. Additionally, the final average variance extracted (AVE) value for each component must be higher than the 0.50 threshold recommended by Fornell and Larker (1981).

Table 4.18 Result Summary for Validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CP	0.809	0.813	0.863	0.512
JS	0.828	0.826	0.881	0.599
TP	0.817	0.819	0.873	0.579

Source: Author's Own Calculation

Reliability is evaluated using Cronbach's Alpha and Composite Reliability. Good Cronbach's alpha is defined as a value of 0.70 or higher. Additionally, according to Konting et al. (2009), Cronbach's Alpha scores between 0.61 and 0.70 are considered acceptable. A composite reliability level is a number that ranges from 0 to 1, with a higher number denoting greater reliability. Hair et al. (2014) state that composite reliability ranges from 0.60 to 0.70. Validity and reliability have been established since each number is indicated in Table 4.18 to be within acceptable boundaries.

4.7.2 Discriminant Validity

Table 4.19 lists the HTMT Job Satisfaction Levels that have an effect on Job Performance. Discriminant validity is suggested by an HTMT score of less than 0.90.

Table 4.19 Discriminant validity for Job Satisfaction impacting Job Performance

Column1	Column2	Column3	Column4
	CP	JS	TP
CP			
JS	0.757		
TP	0.876	0.741	

Source: Author's Own Calculation

According to Heseler et al. (2015), the Heterotrait-Monotrait ratio of correlations (HTMT) is the technique that has to be used. Researchers use thresholds such as 0.85 and 0.90 to assess their HTMT results. Determining the discriminant validity of PLS structural equation modelling is a critical component of model validation, and HTMT provides a state-of-the-art method for doing so. Job Satisfaction's effects on Job Performance are listed in Table 4.19. Discriminant validity is appropriate for this investigation since the results given fall below the 0.90 threshold limitations suggested by Gold and Arvind Malhotra (2001).

4.7.3 Multicollinearity

The multicollinearity values of how Job Satisfaction affects Job Performance are shown in Table 4.20.

Table 4.20 Collinearity Statistics

Column1	VIF
CP2	1.656
CP3	1.622
CP4	1.554
CP5	1.869
CP6	1.734
CP8	1.405
JS1	1.201
JS2	1.713
JS3	2.095
JS4	2.254
JS5	2.308
TP1	1.596
TP2	1.569
TP3	1.668
TP4	2.316
TP5	1.923

Source: Author's Own Calculation

The Variance Inflation Factor (VIF) can be used to statistically identify data multicollinearity. In order to tackle the collinearity problem, we frequently need a VIF of 5 or less (Hair et al., 2011). All of the observed items have VIF values that are less than 3.3, which show that there is

negligible collinearity between them. As a result, we may say that there is no collinearity between the components.

4.7.4 Outer Loadings

Table 4.21 shows the outer loading values of Job Satisfaction impacting Job Performance.

Table 4.21 Outer Loadings

Column1	CP	JS	TP
CP2	0.734		
CP3	0.702		
CP4	0.693		
CP5	0.764		
CP6	0.749		
CP8	0.645		
JS1		0.608	
JS2		0.779	
JS3		0.828	
JS4		0.82	
JS5		0.813	
TP1			0.72
TP2			0.73
TP3			0.775
TP4			0.827
TP5			0.746

Source: Author's Own Calculation

The outer loadings of all the components, that have values either more than 0.7 or above 0.5, are acceptable.   Due to the negative loadings, item CP7 was discarded in the similar way item CP1 was also overlooked due to less value and excluded from the ensuing study. Table 4.21 shows that every other item has an outer loading value of at least 0.7 or more than 0.5, indicating that all of them have been deemed to be extremely satisfactory and will be kept for later analysis. Each item is considered to be extraordinarily satisfactory and is kept for further analysis since, it is apparent from the above table 4.21 , that the outer loading value for everything else is above 0.7 or higher than 0.5.

4.7.5 Hypotheses Testing

H3: There is a significant impact of job satisfaction on job performance.

The graph presents job performance as a dependent variable and job satisfaction as an independent variable for assessment. Evaluation of the structural model route coefficients and the coefficient of determination (R2) are part of the analysis.

Figure 4.8 Structural model: Impact of JS on JP
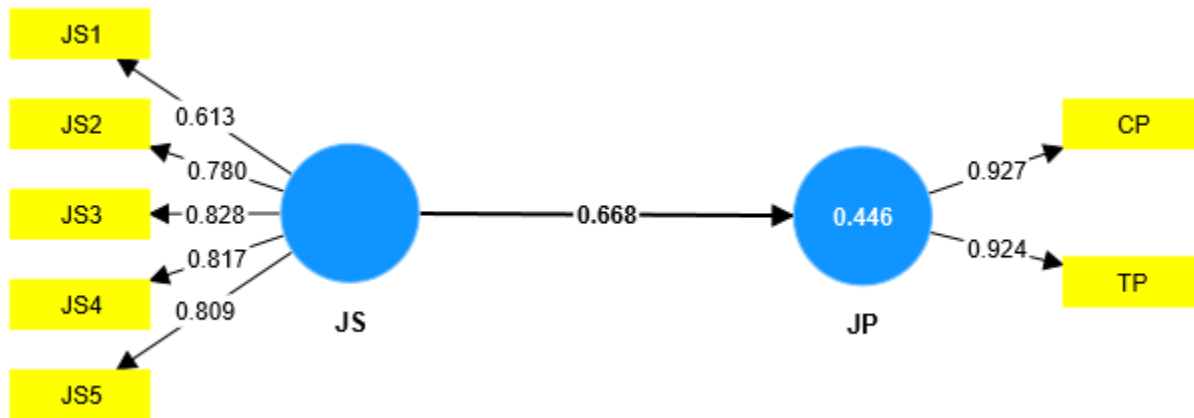
Source: Author's Own Calculation

Figure 4.9 Structural model: Impact of JS on JP
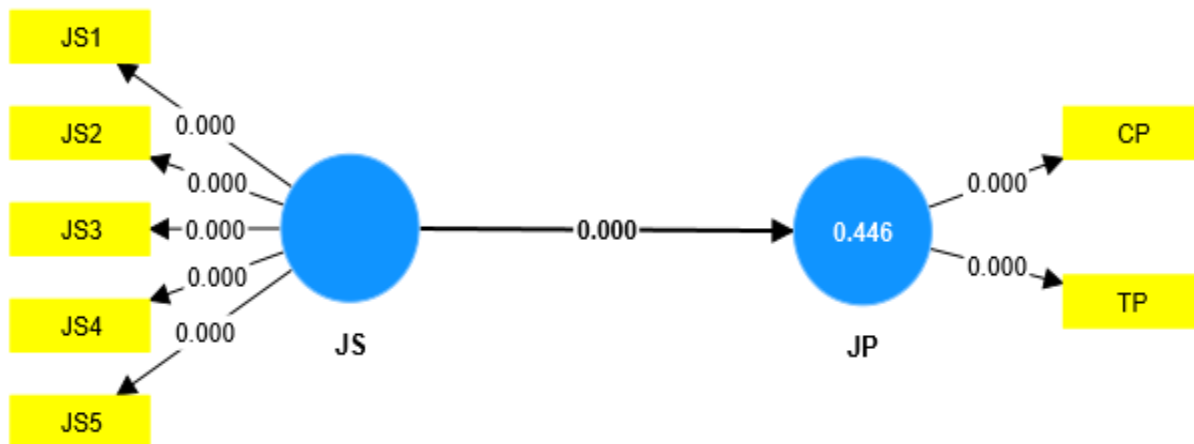
Source: Author's Own Calculation

Table 4.22 R -Square and R-square adjusted

Column1	R-square	R-square adjusted
JP	0.446	0.444

Source: Author's Own Calculation

Table: 4.23 Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
JS -> JP	0.668	0.67	0.036	18.688	0

Source: Author's Own Calculation

Table 4.22 shows strong model fit is indicated by the adjusted R-square, which is 0.444 and remains close to the R-square value after accounting for the number of predictors. The R-square and adjusted R-square values reveal how well the regression models correspond to the JP i.e. dependent variable. Greater percentages of the change in the dependent variable that can be explained by the model are indicated by higher R-square values, which are generally indicative of a better fit. The adjusted R-square value for JP is 0.446, and Job Satisfaction explains approximately 44.6% of the variation in JP. According to this, job satisfaction accounts for roughly 44.6% of the fluctuations in JP.

Table 4.23 illustrates the relationship between JS and JP. The P value of less than 0.05 in the table indicates that JS has a substantial impact on JP.

The hypothesis testing's findings demonstrate that job satisfaction has a major influence on employees' job performance in the hotel sector. That the hypothesis is accepted follows naturally.

4.7.6 Discussion

Research on organisational behavior shows a strong relationship between JS and JP. The fundamental idea is that positive emotions produce actions that exemplify or validate an idea, while negative emotions result in actions that contradict an idea (Eagly and Chaiken, 1993; Fishbein and Ajzen, 1975). According to Fisher's 2003 study of two of his research, the majority of supervisors, executives, and employees in his first primary analysis believed that emotions of

fulfillment were linked to work performance. In his further investigation, he found that most students who answered his poll believed that successful workers are those who are happy in their positions. Additional research on the topic indicates that JP and JS are positively correlated in the workplace. For instance, Gu and Siu (2009) found a strong correlation between employees' job happiness and productivity in Macao casino hotels.

These results are entirely consistent with the current study's conclusions. Nimalathasan and Brabete conducted a similar investigation of JP and JS in 2010. The findings showed a significant correlation among two variables: high rates of just promotion, a suitable compensation plan, and a respectable work atmosphere. Good working circumstances and the task at hand both contribute to optimal employee performance.

According to Prasanga and Gamage (2012), one important factor in predicting job success and encouraging positive performance is satisfaction with work. Kappagoda (2012) states that improving JS greatly improves TP and CP. Furthermore, Indermun and Bayat (2013) confirm a clear relationship between employee performance and satisfaction with work.

Performance of employees is strongly impacted by job contentment. Compared to disgruntled employees, who are viewed as a burden for any business, happy workers are more vivacious and actively contribute to the company's overall goals and achievements (Shmailan, 2016). Job happiness is listed among the various variables that affect employee performance by Platis et al. (2015). According to Funmilola et al. (2013), there is a chance that aspects of JS might both predict and influence JP. Satisfied employees in the hotel industry exhibit higher levels of motivation and engagement, leading to increased effort and commitment in their roles (Lee & Way, 2010). When workers strive to meet both personal and organisational goals, their motivation increases JP. According to Kim et al. (2017), job satisfaction among hotel staff has a favorable impact on both service quality and guest satisfaction. Content staff members are more likely to provide exceptional customer service, have a pleasant attitude towards visitors, and take proactive steps to go above and beyond what visitors anticipate. Employee satisfaction increases the likelihood that they would participate in organisational citizenship activities, such as supporting colleagues, working well in teams, and creating a positive work atmosphere (Podsakoff et al., 2000).In the hotel sector, these actions lead to improved job performance and organisational effectiveness.

Kim and Jogaratnam discovered that JS highly predicted JP in their 2017 study involving hotel staff, especially when it came to service excellence and guest pleasure. Following an analysis of the relationship between JS and JP in Bangladeshi hotels, Haque and Rahman (2017) came to the conclusion that happy workers performed better on the job, which aided in the success of the company. In their 2010 study, In their investigation of the relationship between JS and JP in hotels, Lee and Way found that motivated staff members driven by JS are more likely to meet company objectives and perform exceptionally well at work.

It is abundantly evident from the large body of data that has been reviewed that improving job satisfaction is essential to raising employee performance in the hotel sector. Contented workers exhibit greater levels of dedication, motivation, and engagement at work. This optimism has a direct impact on better work output since happy workers are more inclined to collaborate with one another, offer outstanding customer service, and enhance the work atmosphere. The results highlight how crucial it is for executives and hotel managers to put employee happiness first as a key tactic for attaining success on both an individual and organisational level. In addition to improving service quality and visitor happiness, hotels can increase overall operational effectiveness and profitability by creating an atmosphere where staff members feel appreciated and satisfied. A substantial relationship between JS and JP has been repeatedly demonstrated by previous research, which has demonstrated the beneficial impact of JS on JP. This noted pattern is supported by the current study's findings, which show that JS significantly raises JP in the hotel sector.

4.8 Fourth Objective

To examine the mediating role of job satisfaction on cultural intelligence and job performance.

The fourth objective of the study is to ascertain whether JS acts as a mediating factor in the relationship between CQ and JP. The Smart PLS 4 is used to achieve this. Furthermore, the PLS algorithm technique is not utilized for mediation analysis; rather, PLS bootstrapping is applied directly.

Figure 4.10: Structural model: JS as a mediator between CQ and JP
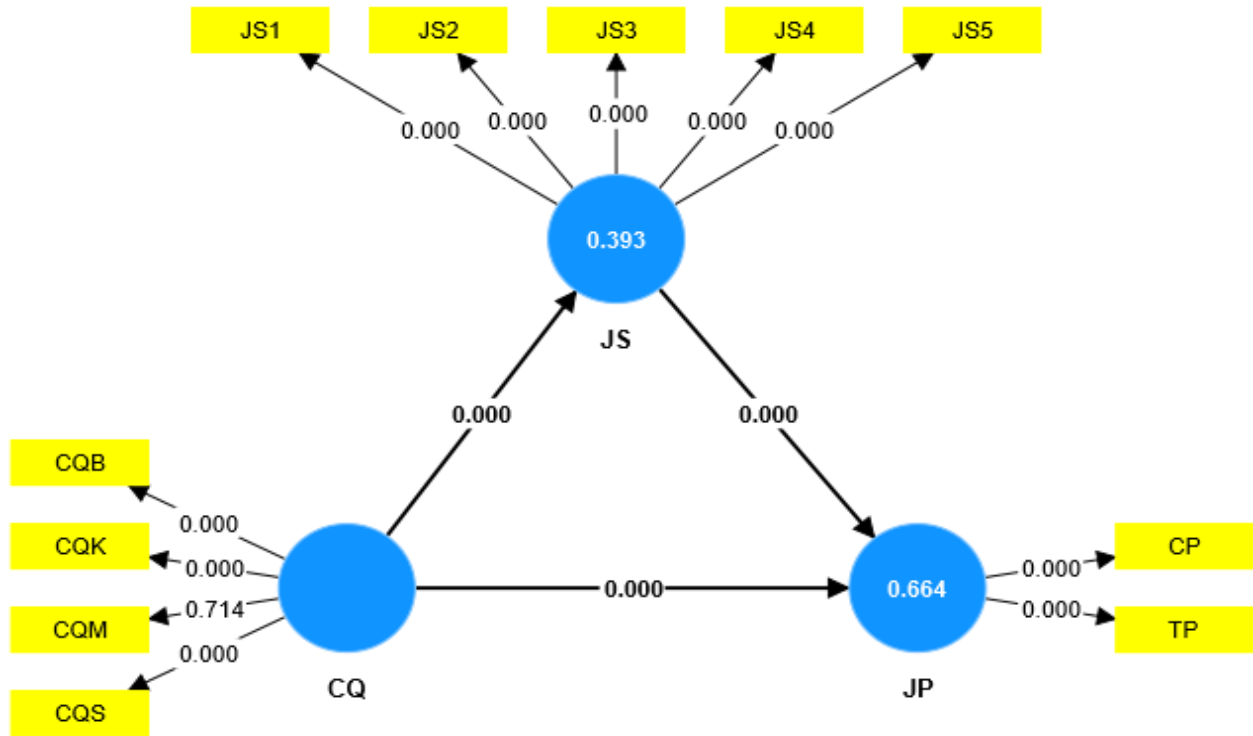
Source: Author's Own Calculation

Table 4.24 Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JP	0.606	0.606	0.047	12.764	0
CQ -> JS	0.627	0.628	0.04	15.533	0
JS -> JP	0.284	0.284	0.052	5.487	0

Source: Author's Own Calculation

Table 4.25 Total indirect Effects

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JP	0.178	0.178	0.033	5.456	0

Source: Author's Own Calculation

Table4.26 Specific indirect Effects

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JS -> JP	0.178	0.178	0.033	5.456	0

Source: Author's Own Calculation

Table 4. 27 Total Effects

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JP	0.784	0.784	0.029	26.637	0
CQ -> JS	0.627	0.628	0.04	15.533	0
JS -> JP	0.284	0.284	0.052	5.487	0

Source: Author's Own Calculation

Table 4.28 Mediation Analysis

Type of effect	Effect	Path coefficient	P Values	Remark
Total effect	CQ -> JP	0.784	0.00	Significant Total Effect
Indirect effect	CQ -> JS->JP	0.178	0.00	Significant Indirect Effect
Direct Effect	CQ->JP	0.606	0.00	Significant Direct Effect
VAF(VARIANCE ACCOUNTED FOR)	IE/TE	**22%**		**PARTIAL MEDIATION**
Conclusion	**Partial Mediation Exists**			

Source: Author's Own Calculation

The three-step process was used to conduct a mediation analysis. Finding the Direct and Indirect Effects was the first computation to be made, and then the Total Effect. Then, in accordance with

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(Hair et al. 2014; Zhao et al. 2010), the Variance Accounted For (VAF) value was calculated. To evaluate the indirect effects that contribute to the overall effect, the VAF is used. According to Hair et al. (2013), a VAF of less than 0.20 indicates no mediation, a VAF of 0.20 to 0.80 indicates partial mediation, and a VAF of more than 0.80 indicates full mediation. The indirect effect is divided by the total effect to get the VAF. . Table 4.28 makes it quite clear that the VAF equals (0.178/0.784), or 0.217, or almost 22%. Thus, based on the study's findings, it seems that JS mediates the relationship between CQ and JP to some extent. The partial mediation is caused by the significant direct influence of the independent variable (CQ) on the dependent variable (JP).

The association between Cultural Intelligence and Job Performance is somewhat mediated by Job Satisfaction, which supports the premise.

4.8.1 Discussion

Cultural intelligence (CQ) scholars contend that a person's self-concept influences CQ to some extent and increases the likelihood and incentive of adapting and behaving appropriately in situations where one's culture is unknown (Earley and Ang, 2003). Furthermore, pleasant work experiences and a positive self-concept, or CSE, are found to be the main contributors to job satisfaction among global managers. Higher CQ people are thought to be more driven, laser-focused, and endowed with the skills necessary to increase job satisfaction.

Barakat and colleagues (2016) found that among international managers, there is minimal mediation of JS in the link between CQ and JP. Takdir et al. (2020) discovered in a follow-up study that JS mediates the relationship between CQ and JP to some extent, however they did not say how much. These results imply that JS acts as a CQ and JP partial mediator. Furthermore, Li and colleagues (2020) discovered that the association between CQ and different JP measures, such as task completion and OCB, is mediated by JS. Their research emphasizes how crucial it is for workers to develop cultural intelligence in order to promote greater JS and ultimately improve overall job performance outcomes. The literature makes it clear that, among foreign managers, JS has a big impact on the association between CQ and JP. In this association, Barakat et al. (2016) first found low mediation by JS, indicating a restricted involvement. Subsequent research by Takdir et al. (2020) revealed evidence of JS mediating the CQ-JP link, suggesting a

more significant, albeit maybe incomplete, mediation effect. This suggests that JS might serve as a mediator to some extent. Li et al. (2020), who provided additional evidence in favour of this theory, showed that JS mediates the association between CQ and a number of JP indicators, including task completion and organisational civic behaviour.

Taken as a whole, these results demonstrate how crucial CQ is for promoting job happiness, which raises overall JP outcomes. For this reason, companies ought to give employees' CQ training top priority if they want to see increases in work satisfaction and enhanced output. In conclusion, there is growing evidence to support the hypothesis that JS mediates the relationship between job success and CQ. Organizations may cultivate a more productive and successful workforce that can thrive in varied cultural contexts by guaranteeing employee contentment with work and strengthening their CQ. These results are in good agreement with the current study's findings.

CHAPTER 5

FINDINGS, LIMITATIONS, FUTURE SCOPE & CONCLUSION

This research's first five chapters cover both descriptive and quantitative assessments of cultural intelligence with an emphasis on three-, four-, and five-star hotels. Finding any relationships that may exist between CQ, JS, and JP is the main objective of this investigation. This chapter's conclusion makes an effort to tie together all of the research's varied findings as well as its conclusion, recommendations, and research directions.

5.1 CONCISE VIEW

The interconnection of the borders worldwide that globalization has established has made the business world more complex, demanding, and competitive. As a result, managers in the organizations are increasingly frequently expected to engage with and manage individuals from different cultural backgrounds. Therefore, managers must constantly navigate through their organizations and impart additional skills to them in order to flourish in this constantly changing global economic climate. Therefore, it is undeniable that the current circumstances brought about by the globalization phenomenon have a significant impact on how business is conducted.

Businesses must distinguish their services and products based on the nations and cultural backgrounds of their customers. The ability to adapt to situations marked by cultural variety encourages managers to develop greater cultural sensitivity to help customers; especially those from diverse origins, better grasp the diverse cultural requirements and demands of their products. To effectively manage the diversified client, managers in service industries such as hotels must constantly adapt their standard operating procedures.

It is crucial to deal with the reality that individuals across national and cultural boundaries have different ways of thinking, perceiving, comprehending, and acting since culture shapes people's values, attitudes, and behavioral makeup. As a result, people differ in their personal preferences between cultures. Employees must learn the art of understanding intercultural relationships and

situations by developing in them the abilities they require to assist in enhancing the interactions and minimize the likelihood of any problems to occur when they recognize the value of diversity and cultural variances, especially when they may interact or come into contact with others from different cultural origins.

In the framework of managing intercultural circumstances, a new strategy called "cultural intelligence" has recently been developed (Thomas, Inkson, [314] 2004; Earley, Ang, 2003; Thomas, Elron, and Stahl, 2008). According to Early & Mosakowski (2004), the goal of this approach is "on creating culturally based solutions interactively in an individual case, instead of providing for general rules and practices". In order to handle individuals and situations that are characterized by cultural variety successfully, Cultural Intelligence offers a new way for managers working in such scenarios. This thesis explores the relationship between CQ and JP and JS in the hotel industry, taking into account the previously mentioned factors. It also looks at how job satisfaction affects the relationship between CQ and JP, acting as a mediating factor.

As a result, the following were the primary objectives of the current study:

- ❖ To investigate the impact of cultural intelligence on job performance of employees in hotel industry.
- ❖ To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry.
- ❖ To study the impact of job satisfaction on job performance of employees in hotel industry.
- ❖ To examine the mediating role of job satisfaction on cultural intelligence and job performance.

Taking into consideration the above stated objectives the entire theses was bifurcated into five chapters. Chapter 1 is all about a detailed introduction. It opens with a thorough explanation of the goal of the research. The significance of cultural quotient has been spelled out further the significance of CQ as a skill in hotel industry has also been stated. It further gives some insights about Indian Hotel Industry. It reveals the contribution of Hotel Industry in the GDP of country and also throws light on the future of Hotel Industry in India. It reveals that how India is becoming a popular destination among tourists and also puts forth that several International

Hotel chains have established their hotels in India and will continue doing so. Additionally, the study's research gap has been adequately stated in the first chapter. Being a relatively new notion and being under researched is the main point of emphasis in the research gap section. It further draws attention towards the research motivation. In research motivation part it is clearly mentioned as to what motivated the researcher in conduction this very research. The contribution that this study can make has also been stated. It is revealed that this study can help a lot with the policy formulation in all the sectors of economy. It will bring a complete renaissance in the Human Resource policies in all the departments. The chapter then gives a detailed background of the Cultural Intelligence as a concept. It clearly defines Cultural Intelligence along with its various dimensions i.e. CQ- Knowledge, CQ- Strategy, CQ-Drive and CQ-Action. It further throws light on the operational definitions of other variables i.e. JS and JP. The dimensions of JP have also been detailed out.

In the second chapter, the literature on cultural intelligence is expanded upon, including its effects on JS and JP as well as the mediating function that JS plays in the interaction between the two. The review has been presented through an expanded discussion that includes a wide range of different researches conducted in the relevant field in the past. This includes various research papers, articles in journals, books that have been published, theses and dissertations, and other articles.

The research approach used to achieve the study's goals and evaluate the viability of its hypotheses is the main topic of Chapter III. The creation of research aims and hypotheses is thoroughly explored in this section. It also throws light on the scales used in the study. Three different scales have been used in the study. One for measuring Cultural Intelligence and the other two for measuring Job Satisfaction and Job Performance. This chapter contains an in-depth discussion about the sample size calculation and the sampling technique. It further gives insights about data collection instrument.

Chapter IV is a detailed composition of data analysis and interpretation. It commences with content validity ratio which has been used for validating the scales which have been used for data collection. On the basis of suggestions received from subject matter experts and industry experts few items have been discarded from all the three scales. It offers details on a pilot study that was carried out to evaluate the reliability of the scales used. Using Cronbach's Alpha in SPSS, the

scales' reliability was assessed, ensuring it would hold up to further data gathering. Using Smart PLS 4 software, all study objectives were effectively met after the demographic profile of respondents was examined using percentages. The discriminant validity, reliability; outer loadings and collinearity have been presented for all the objectives using PLS algorithm technique in Smart PLS 4. Using the bootstrapping technique, Smart PLS 4 has offered measurements such as path coefficients, R square, and R-square adjusted for the purpose of testing hypotheses.

Chapter V aims to present a comprehensive examination of the numerous findings and conclusions, along with actionable recommendations. Additionally, this Chapter itself has made reference to the shortcomings of the current study.

5.2 FINDINGS OF THE STUDY

The analysis resulted in the broad conclusions of the information gathered from the study participants' responses. Regression analysis and SEM in Smart PLS 4 were used to draw the conclusions. The complete summary of the study's conclusions and the patterns they point to is as follows:

5.2.1 Demographic profile

❖ According to the employees' demographic profile, of the 305 employees who responded, 209 are from three-star hotels, 42 are from four-star hotels, and the remaining 54 are from five-star hotels. In addition, about 47.2 percent employees are females. So there are about 47.2 percent female employees who have participated in this study. 51.1 percent are males and remaining 1.6 percent belongs to "other" category.

❖ Moreover, about academic credentials, the majority of the participants hold postgraduate degrees. A little over 39.3% of workers hold postgraduate degrees in various subjects. About 15.4 percent respondents are graduates. Further about 13.1 percent of respondents are undergraduates and about 32.1 percent respondents are having a professional degrees in different hospitality and tourism courses.

❖ In terms of age about 3 percent of employees are below the age of 25. 28.9 percent employees fall in the age of 24-35. A little over 53.4% of employees fall between the

ages of 35 and 45. Additionally, 14.8 percent of employees are between the ages of 45 and 55.

❖ Talking about job experience about 2.0 percent of respondents has experience of less than 1 year. 23.3 percent respondents have a job experience of about 1-3 years. 15.7 % respondents are having a work experience of more than five years however majority of respondents have a job experience between 3 to 5 years, which includes more than 59% of employees.

❖ The entire data is related to front desk hotel staff members employed in 3 star, 4 star, and 5 star hotels in the states of Punjab and Uttar Pradesh. The survey is only conducted in the top three tourist-heavy locations in these states. In Punjab state, these areas include Amritsar, Jalandhar, and Ludhiana. Agra, Prayagraj, and Ayodhya have been selected as the regions in the state of Uttar Pradesh.

5.2.2 Cultural Intelligence and Job Performance

❖ Performance is characterized by the abilities, knowledge, and drive directed towards the behavior expected for a role, such as a job assignment for a professional (Campbell, 1999). CQ and this phenomenon are positively correlated.

❖ The principal objective of the research is to ascertain how CQ affects how well personnel in the hotel business perform on the job. In order to accomplish this goal In Smart PLS 4, the PLS Algorithm is utilized in conjunction with bootstrapping- R square value for JP is 0.616 which means that about 61.6% change in Job Performance is determined by Cultural Intelligence.

❖ The findings indicate a statistically significant enhancement in JP as a result of CQ , with a P value below 0.05.
Therefore, the first hypothesis that is, that cultural intelligence significantly influences employees' job performance in the hotel industry is accepted.

5.2.3 Cultural Intelligence and Job Satisfaction

❖ A person's acceptance and response to cross-cultural events are positively correlated with their level of CQ. According to House et al. (2001), leaders hailing from high power distance cultures would be willing to assist in mitigating the challenges of cross-cultural

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interaction provided they could comprehend and adapt to a low power distance culture. People who score highly on CQ demonstrate higher levels of motivation, goal-oriented behavior, and the skills required to improve JS.

❖ The second study goal is to ascertain how CQ affects JS in the hotel business. To accomplish this, the PLS Algorithm is used first, and then Bootrapping in Smart PLS 4.

❖ The dependent variable (JS)'s variability is accounted for by the model's independent variable, which has an R-square value of 0.395. R square value reflects that CQ is responsible for about 39.5% change in JS which is the dependent variable.

❖ Results showing a significant impact of CQ on JS among front-desk workers in the chosen hotels are validated by P values less than 0.05.

The second hypothesis, according to which cultural intelligence significantly affects job satisfaction, is therefore accepted.

5.2.4 Job Satisfaction and Job Performance

❖ JS and JP are strongly correlated, according to research on organisational behavior. The fundamental idea is that positive emotions lead to actions that either confirm or affirm something, whereas negative emotions lead to actions that contradict it (Eagly and Chaiken, 1993; Fishbein and Ajzen, 1975).

❖ The third goal of the study is to ascertain how employee performance in the hotel industry is impacted by work satisfaction. First, the PLS Algorithm is utilized, followed by Bootrapping in Smart PLS 4, to achieve this objective.

❖ The dependent variable i.e. JP's variability is accounted for by the model's independent variable, which has an R-square value of 0.446. R square value reflects that Job Satisfaction is responsible for about 44.6% variations to the job performance which is a dependent variable.

❖ The results of the third objective show that job performance is significantly impacted by job satisfaction, as evidenced by the P value of less than 0.05.

Thus, it is agreed upon that JS significantly affects JP, which is the third hypothesis.

5.2.5 Cultural Intelligence, Job Satisfaction and Job Performance

❖ The likelihood and motivation to adapt and behave appropriately in foreign cultural contexts are both increased, according to CQ theorists, when an individual has a positive self-concept (Earley and Ang, 2003). Additionally, the two key factors contributing to job satisfaction for global managers are a person's positive self-concept, or CSE, and enjoyable work experiences.

❖ The fourth study objective is to determine whether JS mediates the association between CQ and JP. In order to achieve this, structural Equation modelling (SEM) is used in Smart PLS 4. In addition, PLS bootstrapping rather than the PLS algorithm is employed for the mediation analysis.

❖ The findings unequivocally show that there is a relationship between CQ and JP with JS functioning as a sort of mediating element. The VAF value, which is approximately 22%, indicates the presence of a partial mediation.

Given this, the final hypothesis is accepted, according to which JS serves as a mediator between CQ and JP

The conclusions reached from the in-person interactions highlight how the hotels under study are aware of cultural disparities and train their staff in line with how they see the requirements and wants of international clients. As a result, they have different cross-cultural training modules depending on the type of clientele they anticipate.

❖ Any hospitality business should consider investing in cross-cultural training because it can increase customer satisfaction. Cross-cultural trainings increase the degree of customer satisfaction since they focus completely on getting to know international clients and comprehending their requirements and expectations across cultures. Employees that experience delighted customers feel satisfied about themselves; it results in enhanced work output.

❖ Employees draw attention to a crucial feature that gives the majority of hospitality players an advantage when communicating with customers from different walks of life. It is true that tourists visit different places in India primarily to experience the country's hospitality and cultural history rather than to check if all of their cultural aspirations are

met. Despite this, employees are of the opinion that they can't entirely ignore their cultural systems.

❖ The front desk staff in the hotel establishments under study firmly believes that their cultural knowledge has given them the edge they need to stay afloat in the hospitality sector. As the success of a business greatly depends on consumer satisfaction. Customer satisfaction is largely influenced by how well employees can connect with customers from various national and international backgrounds.

5.3 RESEARCH IMPLICATIONS

The study's conclusions support and emphasize how important CQ is to the Indian hospitality industry, which meets a variety of client needs and demands. Additionally, the results strongly imply that job success and cultural intelligence are positively correlated. In order to improve overall satisfaction, professionals in the hospitality business should take a more global view while interacting with foreign clients, taking into account the possibility of cross-cultural interactions during service encounters, particularly in areas like food and beverages/products. In the hotel industry, one key metric used to assess employee performance is customer happiness. Additionally, the current research shows that in the firms under consideration, there is a favorable association between CQ and JS. People are more productive when they are culturally intelligent. They are adept at handling the consumers more effectively than before. Therefore, improving a person's Cultural Intelligence (CQ) is extremely important for the hospitality sector. Employees that are more productive feel more satisfied with what they do. As a result, the hotel administration understands how crucial it is to train employees, particularly especially the ones who face different clients from different ethnic backgrounds on a daily basis. In order to effectively manage the cultural disparities that persist between the host culture and the guest culture, all the hotels under study teach their staff based on the type of customer they anticipate and use various cross-cultural training modules. In the current study, cultural intelligence has been recommended as a strategy to help front desk staff members in the hotel business become more skilled and effective across cultures. The findings confirmed that cultural intelligence significantly affects job satisfaction and performance. This skill set must therefore be improved over time. The following are the consequences of the current investigation.

5.3.1 Theoretical Implications

❖ First, study finds that there is a dearth of research on cultural intelligence and theoretical implications are made to the literature. Most studies on cultural intelligence have mostly concentrated on how well expatriates perform in international business and how to apply cultural intelligence in that context.

❖ One study on cultural Intelligence in the hotel business looks at how customer satisfaction and cultural Intelligence interact. Three five-star hotels, The Taj Palace, ITC Maurya, and The Oberoi, are the only ones in the Delhi region that are the subject of the study (Arora, 2012). In the setting of 3-star, 4-star, and 5-star hotels, the current study aims to evaluate CQ, JS, and JP.

❖ Although our research clearly links CQ to JP, we also suggest that CQ may have an additional effect on JP if an individual has a positive self-concept and is satisfied with their work, which is both brought about by fulfilling work experiences. Using a mediation technique, this study aims to explore how job attitudes more especially, job satisfaction serve as the channel that explains how overall CQ affects job performance.

❖ The results imply that JP and CQ are positively correlated. High CQ is associated with positive self-perception and self-efficacy. This optimistic view of oneself as a key CQ principle may have an impact on how people feel about their work. Employees who are aware of, adept at understanding and capable of adjusting to cultural differences may consequently have a more positive outlook towards their work, increasing JS.

❖ It is suggested by the findings that when an employee is not happy with their job, there are fewer advantages to having a high CQ. According to our findings, job satisfaction is not the only factor influencing the relationship between CQ and JP, JP is influenced by CQ both directly and indirectly. One important factor that appears to be necessary, if not essential, for front desk hotel employees to get more out of their cross-cultural contacts is JS.

5.3.2 Practical Implications

❖ This study's findings can be applied to a number of different sectors. All industries today are much diversified. India is a nation with a great diversity. All employees operating in various sectors of the economy must possess the competence of cultural intelligence. Researchers in social psychology that are looking for strategies to boost job performance and job satisfaction through cultural intelligence may also find it useful.

❖ Organizations will be interested in the theory offered here because CQ is a crucial selection tool. Culturally intelligent workers can communicate well while conversing with folks coming from distinct walks of life, which enable them to function at their best and be allocated to foreign or offshore responsibilities.

❖ Companies can design training courses that raise staff members' CQ proficiency. Managers will be equipped by this training to handle challenging cross-cultural circumstances. Employers should use the CQS (Cultural Intelligence Scale) to find and choose the best candidates for various positions. Cultural Intelligence test should be conducted to know the extent of CQ among potential employees. By using CQS the candidates with a very poor CQ should be screened out and this will also help in cost cutting.

❖ Employers can gain a sustained competitive edge by training their staff to be culturally intelligent. Organizations can therefore utilize CQ as a criterion for service evaluation and pay.

❖ Workers who have undergone CQ training will possess enhanced adaptability to their novel surroundings and manage stress since they will be more familiar with the customer's values, beliefs, and language. Their performance is enhanced as a result of their increased confidence in their ability to communicate and thrive in a new and strange environment.

❖ Increasing work satisfaction also considerably boosts the impact of CQ on JP, which is crucial to note because most hotels want to see an improvement in front office staff performance. Management might offer incentives to front office staff who aim high when it comes to dealing with customers while they are on duty. They can encourage them to

participate by explaining how improving their CQ will result in long-term benefits for their job satisfaction and, eventually, performance.

5.4 RECOMMENDATIONS

The study provides insights into how cultural intelligence affects JS and JP in the hotel business. Drawing from the entirety of the research, the investigator proposes the following recommendations.

❖ It is recommended to assess the effectiveness of customer-employee interactions, or service encounters, and place emphasis on the fact that these encounters serve as a vitally important strategically competitiveness tool for hospitality organizations. When a large lot of significance is placed on understanding cultural disparities and satisfying cultural expectations, it is necessary in such intercultural service organizations where advantages may be generated from such interactions. As a result, failing to understand the fundamental cultural principles and elements can result in disgruntled clients and occasionally losing business.

❖ It is imperative for hospitality companies to comprehend the significance of embracing diversity to fortify their operations and secure a competitive edge. Additionally, knowing how to navigate diplomatically to accommodate the diverse cultural needs of their clientele and augment their job performance is also vital.

❖ According to research, culturally sensitive personnel deliver superior service, which is evident in their improved job performance. These employees may adapt their customer service strategies to fulfill their clients' expectations and cultural needs. The impact this makes on hotel guests usually generates a greater profit for the establishment.

❖ By exercising empathy, flexibility, and accepting a diverse range of cultural backgrounds, cultural intelligence (CQ) offers the chance to interact with other cultures in a way that is pleasant, stimulating, and empowering. Utilizing cultural intelligence to take advantage of workplace variations is a strategy for change.

❖ In the hotel business, when a service interaction between culturally sensitive personnel and clients occurs, positive outcomes result for the customers, organization, and employees as well. A successful customer-related outcome and an employee who is

happy with their work are the effects of such an encounter. Due to the employee's cultural intelligence, the customer's cultural expectations are satisfied.

❖ The results of CQ that are favorable are essentially a satisfied worker, which finally results in their steadily improving performance at work. Satisfied consumers are the ultimate goal of every hotel business, and further positive outcomes include client loyalty, quality of service, customer value, service failure recovery, and satisfactory clients. This reflects that it makes a lot of difference to be Culturally Intelligent employee in a hotel business.

❖ It is important to remember that managing the varied needs of the international clients becomes extremely important to ensure success in modern hospitality organizations where cross-cultural interactions or intercultural service encounters are not something like a bolt from the blue. In order to effectively manage their multinational customer, managers must determine whether or not their staff members are culturally intelligent and then teach them accordingly.

❖ Using the Cultural Intelligence Scale (CQS), managers in hospitality organizations must first determine the degree of cultural intelligence of their staff. Here, managers will encounter one of two possibilities: either the staff members are culturally intelligent or they are not. Employees are either instructed to improve their CQ function or are informed of the importance of CQ to handle clients from different cultural backgrounds while also receiving training in accordance with the CQ function, depending on the managers' assessments.

❖ Employees, who work in an intercultural setting, such as in multinational hospitality organizations, need to be motivated and have a positive outlook on acquiring verbal and nonverbal cultural information. The setting of cross-cultural contacts holds great value for both spoken non-spoken signs. As a result, they can recognize the approaches in which spoken language and nonverbal communication elements impact cross-cultural interactions and the ways in which miscommunications can be minimized through efforts to understand this aspect of conversing with individuals from different cultural communities.

❖ Employees in the hospitality organizations must recognize that in their quest to evolve into Culturally Intelligent, they ought to be more accommodating in how they behave.

Limiting oneself to acquiring knowledge about the relevant information about a particular culture only may not help. Relying upon the general competencies of different cultures when engaging in interactions between cultures allows them to become more flexible and adaptable to intercultural situations.

❖ When engaging in cross-cultural interactions, front desk staff members need to constantly examine their cultural prism because individuals frequently have an internalized perspective of the world. This will help them comprehend how others perceive the world, what motivates their behavior, how others form their viewpoints, and other things. To address the cultural needs of their multi-cultural clients, they may also bring attention to the cultural cues which ought to be considered.

Based on research findings and experience, the researcher makes recommendations about how Cultural Intelligence may enhance the JP and JS of Front Office Employees in the Hotel Industry. Figure 5.1 depicts the same in diagrammatic form.

Figure 5.1: An assessment of role of Cultural Intelligence in improving Job Satisfaction and Job Performance in Hotel Industry
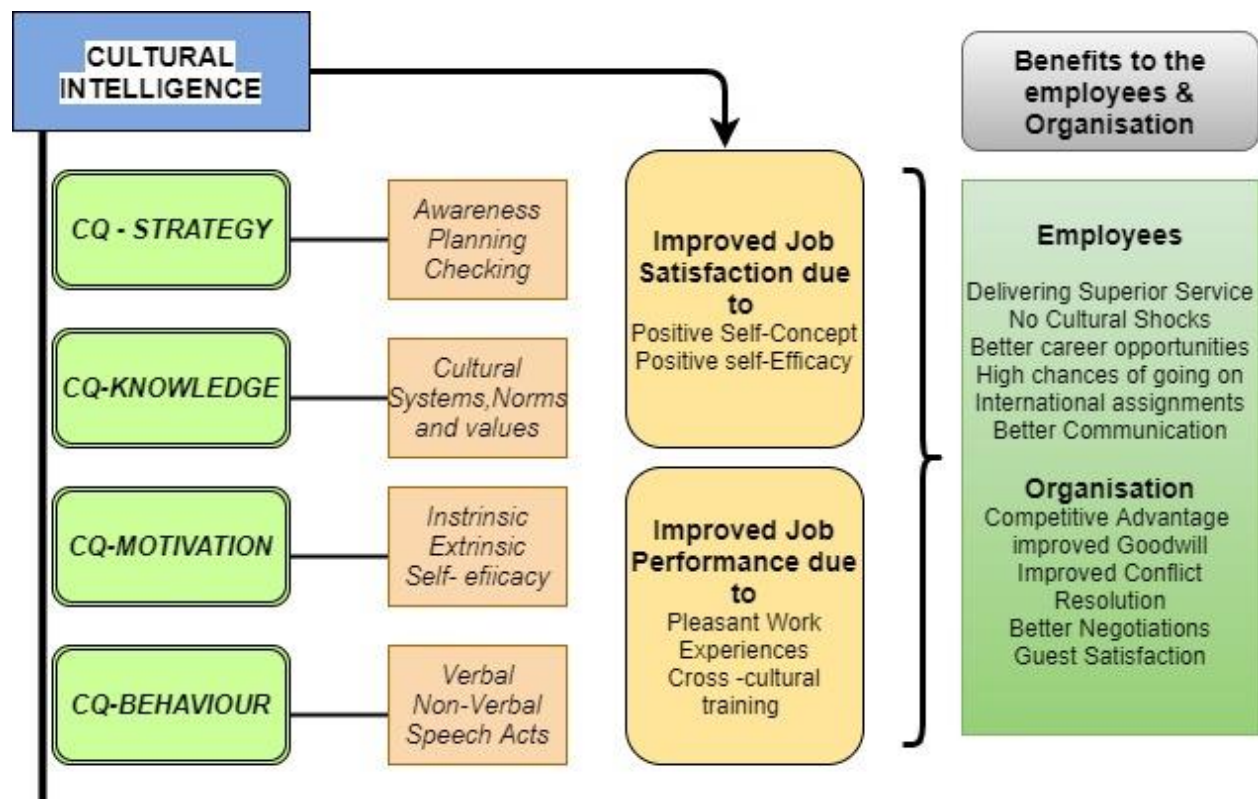
Source: Author's Own

5.5 LIMITATIONS OF THE PRESENT STUDY

Any research study's strength is in its ability to acknowledge its constraints (Dolen & Lemmink, 2004). There are limitations to this study, despite the fact that it advances our knowledge of the connection between JP, CQ and JS.

❖ First off, as the data was gathered through a survey, some inaccuracies might have been there. The questionnaire statements were carefully worded to meet the researcher's expectations, and great effort was taken to make sure the respondents could grasp them entirely. It is impossible to rule out errors that were made during data collection.

❖ The survey is solely conducted in Punjab and Uttar Pradesh, the two North Indian states with the leading yearly visitor arrivals (Indian Tourism Statistics Report, 2021and 2022) and primarily in the cities and towns of Amritsar, Ludhiana, Jalandhar, Agra, Ayodhya, and Prayagraj. Only 305 front office staff from three, four, and five stars hotels were included in the study, and other employees were not a part of the survey.

❖ This research work focused on the hotel industry. The study has a deadline. Due to differences in work environments and other factors, the results may not accurately represent the entire nation as a result of all these limitations. As a result, the researcher advised conducting longitudinal research in the future for improved results and interpretations.

❖ The study mostly uses self-rating and is based on a survey, so it is predicated on the idea that whatever competence rate respondents provide is regarded as a valuable, self-appropriate indicator and that they are honest with their input. Having data regarding supervisors' evaluations and performance reviews would be beneficial. Only front desk hotel staff perception has been addressed in this study.

❖ Data collection was a challenging process, especially because the front desk staff of star hotels is busy with customers. Therefore, asking for time from their hectic schedules is really difficult.

❖ It is imperative to acknowledge that, in addition to Job Satisfaction, a variety of other factors may operate as mediators between Front Office Employees' Cultural Intelligence and Job Performance.

❖ Like many other research, this one has certain limitations as well. The study was only able to look at the hotel industry, and only 3 star, 4 star, and 5 star hotels. It did not consider the other categories of hotels like 5 star Deluxe and Heritage Hotels.

5.6 DIRECTIONS FOR FUTURE RESEARCH

Although a comparatively fresh area of study, cultural intelligence requires the input of scholars who have different viewpoints on the topic and have developed an understanding of how to apply the model of cultural intelligence to situations involving cross-cultural encounters. Prior research advises the evaluation of related extra outcomes. As a result, this study offers a thorough analysis of how cultural intelligence affects job happiness and productivity in the Indian hospitality industry. With the globalization of the hospitality sector has come an increasing need of understanding how culture shapes attitudes, beliefs, perceptions, and other factors that shape the cultural expectations of customers. Improved cultural intelligence can lead to better services, which can raise customer happiness and increase job satisfaction and performance. The study's acknowledged limitations set the stage for upcoming investigations.

❖ The scope of the study can be broadened by extending it to hospitality and tourism sector. Further it could be extended to other types of hotels within the national boundaries and also some researchers may even choose to conduct the research internationally.

❖ The information can be compared to make judgements about the level of cultural intelligence inside a nation or globally. Additionally, it can be used to comment on the type of cross-cultural training programmes that are offered locally or abroad and utilized to improve the cultural intelligence of staff members working in these hotels.

❖ The relationship among CQ, JS, and JP could be examined in other sectors of the economy outside hospitality. This includes service providers in sectors including banking, healthcare, banking process outsourcing, entertainment, and education. In addition to other international corporations that interact with global suppliers or customers from a variety of ethnic experiences.

❖ Since the present study is limited to the states of Punjab and Uttar Pradesh, additional research can be conducted in other parts of India, such the southern states, which are starting to see an increase in tourism.

❖ Future studies may be conducted on additional variables that are equally significant in enhancing job satisfaction and job performance, including motivating variables like offering incentives and de-motivating variables like punishment, salary holding, etc.

❖ The present investigation is being conducted at hotels with three, four, and five stars. This inquiry could be conducted at a variety of hotel kinds. The outcomes can then be contrasted to identify the hotel categories with the highest and lowest levels of cultural intelligence.

❖ The focus of current research on hotel sector conduct and performance may have biased respondents' responses. Future research could include more comprehensive studies with larger consequences. A cross-industry approach, comparing behavioral and performance-related factors across sectors, or longitudinal research designs to capture dynamic changes over time could reduce biases and improve generalizability in future studies.

5.7 CONCLUSION

CQ is unquestionably an important skill in our more interconnected and diverse society. It requires the capacity to move about and communicate well with those from various cultural backgrounds. People from different cultural origins constantly engage with one another in the globalized world of today. Productive intercultural interaction, collaboration, and commercial dealings all depend on cultural intelligence. Many disputes, both domestically and internationally, are the result of misconceptions and faulty communications that are founded in cultural disparities. By encouraging empathy, tolerance, and improved communication, an elevated degree of cultural intelligence can aid in conflict resolution. Making judgements in an international or multicultural setting can benefit from cultural intelligence. Making more educated and culturally aware decisions is made possible when people and organizations have a greater understanding of the viewpoints and principles of various cultures. Culturally intelligent leaders may motivate and inspire diverse teams more successfully. They can reduce cultural barriers, promote inclusivity, and improve workplace harmony and productivity. Respect for variety and cultural sensitivity are encouraged by cultural intelligence. This not only assists in

minimizing cultural imitation but also fosters goodwill and trust among people from various backgrounds.

Heterogeneity of thought is directly related to diversity of culture. Organizations can access a wider range of perspectives by incorporating cultural intelligence, which fosters innovation and innovative problem-solving. Businesses are better able to access worldwide markets, form global relationships, and cater to a variety of clientele when their staff members are culturally intelligent. Increased profitability and competition may result from this. It can be personally fulfilling to develop cultural intelligence. It inspires people to broaden their perspectives, confront their prejudices, and develop greater openness, empathy, and adaptability. The growth of enduring and mutually beneficial interactions with individuals from other cultures is encouraged by cultural intelligence. These connections may have effects on a personal, professional, or even diplomatic level. Cultural intelligence can contribute to fostering harmony, compassion, and understanding among countries and groups in a world where religious, cultural, and ethnic distinctions frequently serve as dividing lines.

Cultural intelligence (CQ) has a significant effect on JP and JS in the hotel industry. This instance makes it abundantly evident that those with high CQ are more suited to deal with the dynamic and unexpected environment present in the hospitality sector. High CQ employees are able to communicate with and comprehend the needs of a wide range of clients. Because visitor pleasure is so important to the hotel sector, this results in better customer service. Employees from varied cultural backgrounds benefit from improved teamwork and collaboration thanks to CQ. This not only promotes overall job satisfaction but also the working environment. Employees at hotels with higher CQ are more adaptable to various work contexts, which makes them great assets in a sector that is changing quickly. This adaptability lowers the stress brought on by change, which has a favorable impact on JS. Conflicts that may develop as a result of cultural misinterpretations can be settled with the aid of cultural intelligence. This lessens tension at work and helps create a more harmonious workplace, which ultimately increases job satisfaction.

A workforce with cultural intelligence is more inclined to include other viewpoints in solving issues and making choices processes. This may result in creative solutions and Job Performance. Employee retention is higher in a company where there is ethnic diversity when they feel

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respected and supported. Lower turnover rates can be beneficial in any industry, but are especially helpful in those with high turnover rates. Satisfied personnel are more likely to deliver superior service, increasing both the satisfaction and loyalty of their customers as well as their own job performance. The reputation and financial success of the hotel may be directly impacted by this. In the hotel sector, CQ plays a decisive role in determining employee JS and JP. High CQ employees are more suited to handle the demands of a diversified and international hospitality industry. They improve guest experiences, foster a more inclusive and cooperative work environment, and contribute to the hotel's performance as a whole. Hoteliers should support a culturally inclusive workplace atmosphere and invest in training in cultural intelligence to succeed in this sector. This will increase market success and competitiveness while also enhancing employee well-being.

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Measurement Scale for Job Performance (JP)

Job Performance (Koopmans, 2015) Task Performance (TP)	
TP1	I managed to plan my work so that I finished it on time.
TP2	I kept in mind the work result I needed to achieve.
TP3	I was able to set my priorities
TP4	I was able to carry out my work efficiently.
TP5	I managed my time well.
Contextual Performance (CP)	
CP1	On my own initiative, I started new task when my old tasks were completed.
CP2	I took on challenging tasks when they were available.
CP3	I worked on keeping my job related knowledge up to date.
CP4	I worked on keeping my work skills up to date.
CP5	I came up with creative solutions for new problems
CP6	I took on extra responsibilities.
CP7	I continuously sought new challenges in my work.
CP8	I actively participated in meetings and/or consultations.

Source: (Koopmans, 2015)

Measurement scale for Cultural Intelligence (CQ)

Cultural Intelligence (Ang et.al, 2007) Cultural Intelligence- Strategy (CQS)	
CQS1	I am aware of the cultural knowledge I use when interacting with people with different cultural backgrounds
CQS2	I adjust my cultural knowledge as I interact with people from a culture that I am not familiar with.
CQS3	I am aware of the cultural knowledge I apply to cross-cultural interactions.
CQS4	I check the accuracy of my cultural knowledge as I interact with people from different cultures.
Cultural Intelligence-knowledge (CQK)	
CQK1	I am aware of the legal and economic systems of other cultures

CQK2	I know the rules (e.g., vocabulary, grammar) of other languages.
CQK3	I know the cultural values and religious views of other cultures.
CQK4	I know the marriage systems of other cultures
CQK5	I know the arts and crafts of other cultures
CQK6	I know the rules for expressing non-verbal behaviors in other cultures

Cultural Intelligence-Motivation (CQM)	
CQM1	I love interacting with people from different cultures.
CQM2	I am confident that I can socialize with locals in a culture that is unfamiliar to me.
CQM3	I am sure I can deal with the stresses of adjusting to a culture that is new to me.
CQM4	I enjoy living in cultures that are unfamiliar to me.
CQM5	I am confident that I can get accustomed to the shopping conditions in a different culture.
Cultural Intelligence – Behavior (CQB)	
CQB1	I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.
CQB2	I use pause and silence differently to suit different cross-cultural situations.
CQB3	I vary the rate of my speaking when a cross-cultural situation requires it.
CQB4	I change my non-verbal behavior when a cross-cultural interaction requires it.
CQB5	I change my facial expressions when a cross-cultural interaction requires it.

Measurement scale for job Satisfaction (JS)

Job Satisfaction (Agho, Price &Mueller, 1992)	
JS1	I find real enjoyment in my job.
JS2	I like my job better than the average person.
JS3	I am seldom bored with my job.
JS4	I would not consider taking another kind of job.

JS5	Most days I am enthusiastic about my job.
JS6	I feel fairly well satisfied with my job.

Source: (Agho, Price & Mueller, 1992)

FINAL QUESTIONNAIRE

Dear Respondent,

Greetings!!

I am a PhD. Research Scholar from Lovely Professional University, Punjab. I am conducting research on " Cultural intelligence, job satisfaction and job performance: A study of hotel industry in select regions of North India". The responses given by you will be kept strictly confidential, used for research purpose only and your participation will be highly appreciated. Hopefully, your valuable responses will help us come up with better implementation of cultural intelligence in hospitality sector. Please mark the appropriate option **('5= Strongly Agree', '4= Agree', '3= Neutral', '2= Disagree', '1= Strongly Disagree')**

Thanking you in advance for giving your precious time.

Best Regards!!

Aaliya Ashraf

Part A – Demographic Details

Age   <25   ( )   25-35 ( )   35-45 ( )   45-55 ( )   55> ( )

Gender   Male ( )   Female ( )   Others ( )

Educational Qualification   Undergraduate ( )   Postgraduate ( )   Professional ( )   Others ( )

State   Punjab ( )   Uttar Pradesh ( )

Region …………………………..

Type of Hotel   3 star ( )   4 star ( )   5 star ( )

Department…………………………..

Designation…………………………..

Job Experience Less than 1 year ( ) 1-3yrs ( ) 3-5 yrs. ( ) Above 5 yrs.

Part B – Survey Statements

CULTURAL INTELLIGENCE

SD = Strongly Disagree, D = Disagree, N = Neither, A = Agree, SA = Strongly Agree						
(Strongly Disagree-1, Disagree-2 Neutral-3, Agree-4 and Strongly Agree-5)						
CQ- STRATEGY						
S.no	**Statements**	**SD**	**D**	**N**	**A**	**SA**
CQS1	I am aware of the cultural knowledge I use when interacting with guests from different cultural backgrounds.	1	2	3	4	5
CQS2	I modify my cultural knowledge as I interact with guests from a culture that I am not familiar with as per their requirement.	1	2	3	4	5
CQS3	Whenever I meet with guests from other cultures, I double-check my cultural knowledge to make sure it is accurate.	1	2	3	4	5
CQ-KNOWLEDGE						
CQK1	I am aware of the legal systems of other cultures	1	2	3	4	5
CQK2	I am aware of economic systems of other cultures	1	2	3	4	5
CQK3	I know the rules (e.g., vocabulary, grammar) of other languages	1	2	3	4	5
CQK4	I know the religious views of other cultures.	1	2	3	4	5

CQK5	I know the cultural values of other cultures	1	2	3	4	5
CQK6	I know the arts and crafts of other cultures	1	2	3	4	5

CQ-MOTIVATION						
CQM1	I love interacting with guests from different cultures	1	2	3	4	5
CQM2	I am confident that I can socialize with locals in a culture that is unfamiliar to me.	1	2	3	4	5
CQM3	I am sure I can deal with the stresses of adjusting to a culture that is new to me.	1	2	3	4	5
CQM4	I enjoy living in cultures that are unfamiliar to me.	1	2	3	4	5

CQ- BEHAVIOUR						
CQB1	I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	1	2	3	4	5
CQB2	I use pause and silence differently to suit different cross-cultural situations.	1	2	3	4	5
CQB3	I vary the rate of my speaking when a cross-cultural situation requires it.	1	2	3	4	5
CQB4	I change my non-verbal behavior when a cross-cultural interaction requires it.	1	2	3	4	5
CQB5	I change my facial expressions when a cross-cultural interaction requires it.	1	2	3	4	5

JOB SATISFACTION

SD = Strongly Disagree, D = Disagree, N = Neither, A = Agree, SA = Strongly Agree (Strongly Disagree-1, Disagree-2 Neutral-3, Agree-4 and Strongly Agree-5)						
S.no	**Items**	**SD**	**D**	**N**	**A**	**SA**
JS1	I find real enjoyment in my job.	1	2	3	4	5
JS2	I like my job better than the average person.	1	2	3	4	5
JS3	I am seldom bored with my job.	1	2	3	4	5
JS4	Most days I am enthusiastic about my job	1	2	3	4	5
JS5	I feel fairly well satisfied with my job.	1	2	3	4	5

JOB PERFORMANCE

SD = Strongly Disagree, D = Disagree, N = Neither, A = Agree, SA = Strongly Agree (Strongly Disagree-1, Disagree-2 Neutral-3, Agree-4 and Strongly Agree-5)						
TASK PERFORMANCE						
S.no	**Statements**	**SD**	**D**	**N**	**A**	**SA**
TP1	I manage to plan my work so that I finish it on time.	1	2	3	4	5
TP2	I keep in mind the work result I need to achieve.	1	2	3	4	5
TP3	I am able to set my priorities.	1	2	3	4	5
TP4	I am able to carry out my work efficiently	1	2	3	4	5
TP5	I manage my time well.	1	2	3	4	5
CONTEXTUAL PERFORMANCE						
CP1	On my own initiative, I start new task when my old tasks are completed.	1	2	3	4	5
CP2	I take on challenging tasks when they are available.	1	2	3	4	5
CP3	I work on keeping my job related knowledge up to date.	1	2	3	4	5
CP4	I work on keeping my work skills up to date.	1	2	3	4	5
CP5	I come up with creative solutions for new problems	1	2	3	4	5

CP6	I take on extra responsibilities.	1	2	3	4	5
CP7	I continuously seek new challenges in my work.	1	2	3	4	5
CP8	I actively participate in meetings and/or consultations.	1	2	3	4	5