



Work-related outcomes of cultural intelligence: A meta-analytic review

Christopher Schlaegel
Maastricht University

Nicole F. Richter
University of Southern
Denmark

Vas Taras
University of North Carolina
at Greensboro



Research gap and motivation

- i **Previous findings** on the **influence of CQ** on different work-related outcomes are **inconclusive**
- ii **Inconsistent findings** as regards the **incremental predictive validity of CQ** (dimensions) **over other prominent predictors** of work-related outcomes
- iii **Disagreement** regarding the **dimensionality & conceptualization of CQ** construct



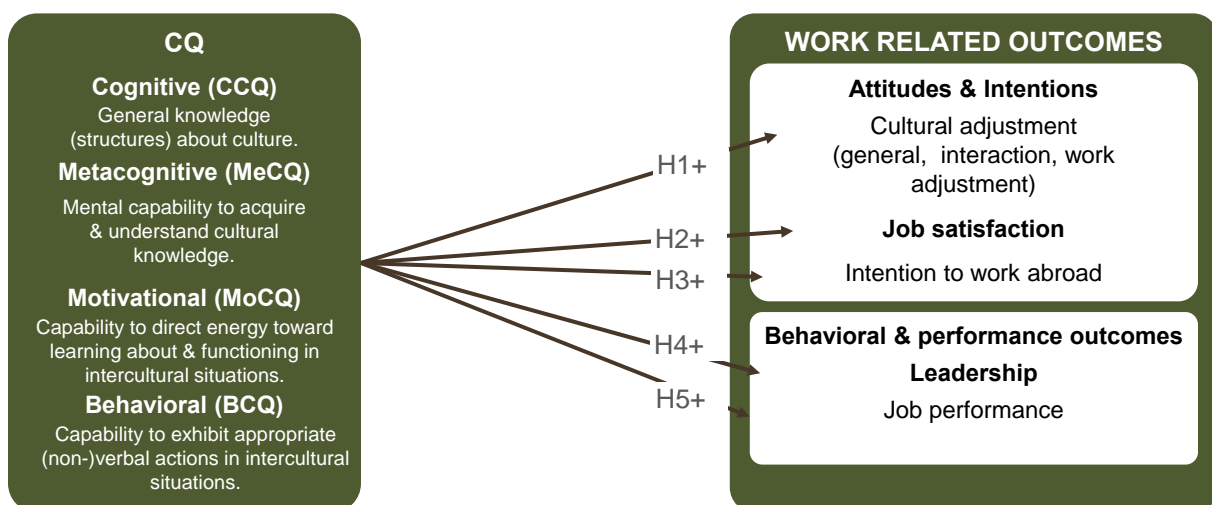
What is the direction and magnitude of the association between CQ and different work-related outcomes?

What is the marginal predictive power of CQ over and above commonly used predictors of work-related outcomes?

What are the unique and common effects of the individual CQ dimensions?

3

The association between CQ and work-related outcomes



4

The association between CQ and job satisfaction & leadership

H2: CQ and its dimensions are positively associated with job satisfaction.

Job satisfaction is a positive emotional state which results from the evaluation of one's job experience.

Individuals with a high CQ have less stress, less uncertainty in a new, host country and workplace, are motivated to adapt and interact and perform more appropriate behaviors which aids a sense of comfort and satisfaction!

H4: CQ and its dimensions are positively associated with transformational leadership .

A transformational leader inspires his/her followers to achieve a joint vision and to accomplish high levels of performance.

Theoretical explanations revolve around awareness, social categorization, and role expectations.

5



Methodology

Literature search

- Previous reviews and meta-analyses
- Electronic databases
- Issue-by-issue search of journals and conference proceedings
- Citations and reference lists

Inclusion criteria, sample, and coding

- 20 item CQ scale by Ang et al. (2007)
- Level of analysis: Individual
- Correlation coefficient or transformable effect sizes
- 110 studies (n = 28,476 individuals)

Analytical procedure

- Bivariate meta-analysis (Hedges/Olkin, 1985)
- Meta-analytic structural equation modeling (Landis, 2013; Viswesvaran/Ones, 1995)
- Commonality analysis (Nimon/Oswald, 2013)

6



The associations between CQ and job satisfaction & leadership: results

| | k | N | ρ | Lower CI | Upper CI | Q | |
|------------------------------------|---|------|------------|----------|----------|--------------|---------------|
| Job Satisfaction | | | | | | | |
| Overall CQ | 5 | 1278 | .36 | .21 | .50 | 31.19 | (.000) |
| Cognitive CQ | 7 | 1349 | .29 | .18 | .39 | 16.33 | (.012) |
| Metacognitive CQ | 7 | 1349 | .46 | .33 | .57 | 17.51 | (.008) |
| Motivational CQ | 7 | 1349 | .51 | .45 | .57 | 9.55 | (.145) |
| Behavior CQ | 7 | 1349 | .35 | .18 | .50 | 43.34 | (.000) |
| Transformational leadership | | | | | | | |
| Overall CQ | 7 | 1855 | .45 | .22 | .63 | 64.46 | (.000) |
| Cognitive CQ | 7 | 1316 | .39 | .27 | .49 | 18.22 | (.006) |
| Metacognitive CQ | 7 | 1316 | .39 | .29 | .48 | 21.67 | (.001) |
| Motivational CQ | 8 | 1422 | .41 | .32 | .50 | 18.90 | (.009) |
| Behavior CQ | 7 | 1316 | .34 | .21 | .45 | 23.79 | (.001) |

Note: k = number of independent samples cumulated, N = cumulative sample size (number of individuals), ρ sample-sizes weighted and measurement error corrected correlation, CI = 95% confidence interval.

7



What is the direction and magnitude of the association between CQ and different work-related outcomes?

What is the marginal predictive power of CQ over and above commonly used predictors of work-related outcomes?

What are the unique and common effects of the individual CQ dimensions?

8



The incremental predictive validity of CQ

H6: CQ and its dimensions account for significant incremental validity above a) GMA, b) EQ, c) Big Five personality traits, d) language proficiency, and e) international experience in the prediction of work-related outcomes.

- Several studies explicitly or indirectly tested the incremental predictive validity of CQ
- Over different other predictors, the most prominent are: general mental ability (GMA), emotional intelligence (EQ), the five factor model of personality also called big five personality traits (FFM), language proficiency, international experience
- Mixed findings within and across prior studies warrant a systematic assessment

9



Incremental predictive validity of CQ: results

| | Job satisfaction | | | Transformational leadership | | |
|-------------------------------------|------------------|----------------|----------------|-----------------------------|----------------|----------------|
| | M1 | M2 | M3 | M1 | M2 | M3 |
| GMA | .08** | .09*** | .13*** | .19*** | .20*** | .21*** |
| EQ | .21*** | .12*** | -.02 | .29*** | .21*** | .18*** |
| Agreeableness | -.01 | -.01 | -.05 | .01 | .01 | -.02 |
| Conscientiousness | .06 | .03 | .07* | -.02 | -.04 | -.02 |
| Extraversion | .13*** | .12*** | .13*** | .09** | .08* | .10** |
| Openness | -.16*** | -.21*** | -.23*** | -.05 | -.11*** | -.11** |
| Neuroticism | -.14*** | -.18*** | -.16*** | -.04 | -.08* | -.06 |
| Language proficiency | -.06* | -.09** | -.12*** | .21*** | .18*** | .17*** |
| Inter. experience | .16*** | .09** | .09** | .02 | .00 | -.02 |
| Overall CQ | | .24*** | | | .22*** | |
| Cognitive CQ | | | -.02 | | | .08* |
| Metacognitive CQ | | | .20*** | | | .11*** |
| Motivational CQ | | | .32*** | | | .13*** |
| Behavioral CQ | | | .05 | | | .02 |
| R^2 | .167 | .207 | .311 | .215 | .247 | .262 |
| Incremental R^2 | | .040*** | .144*** | | .032*** | .047*** |

* $p < .05$; ** $p < .01$; *** $p < .001$.

10





What is the direction and magnitude of the association between CQ and different work-related outcomes?

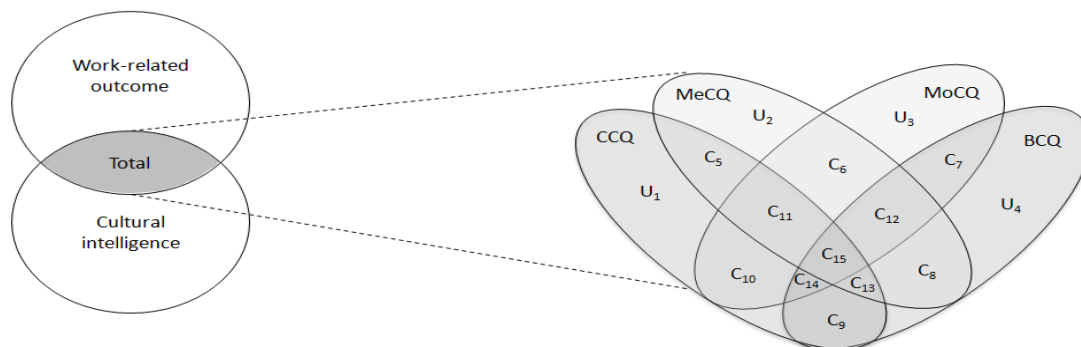
What is the marginal predictive power of CQ over and above commonly used predictors of work-related outcomes?

What are the unique and common effects of the individual CQ dimensions?

11

Unique and common effects of CQ

CQ is a multidimensional construct in which the four CQ dimensions "...are qualitatively different facets of the overall capability..." and the dimensions "...may or may not correlate with each other" (Ang et al., 2007, p. 338)



H7: The four CQ dimensions are interrelated and jointly explain work-related outcomes (a) beyond their unique effects and (b) beyond the effect of all four CQ dimensions.

12

Unique and common effects of CQ dimensions: results

| Variable | Job satisfaction | | Transformational leadership | |
|-----------------------------------|------------------|--------|-----------------------------|--------|
| | | | | |
| <i>Unique effect</i> | | | | |
| Cognitive CQ (CCQ) | .009* | (5%) | .000 | (0%) |
| Metacognitive CQ (MeCQ) | .001 | (1%) | .017* | (8%) |
| Motivational CQ (MoCQ) | .061*** | (36%) | .019* | (9%) |
| Behavioral CQ (BCQ) | .000 | (0%) | .039*** | (19%) |
| <i>Second-order commonalities</i> | | | | |
| CCQ & MeCQ | .002 | (2%) | .000 | (0%) |
| CCQ & MoCQ | .001 | (0%) | .029*** | (14%) |
| CCQ & BCQ | .001 | (0%) | .000 | (0%) |
| MeCQ & MoCQ | .003 | (2%) | .004 | (2%) |
| MeCQ & BCQ | .028*** | (17%) | .001 | (1%) |
| MOCCQ & BCQ | .006 | (4%) | .018* | (9%) |
| <i>Third-order commonalities</i> | | | | |
| CCQ & MeCQ & MoCQ | .011* | (6%) | .006 | (3%) |
| CCQ & MeCQ & BCQ | .002 | (1%) | .007 | (4%) |
| CCQ & MoCQ & BCQ | .010* | (6%) | .008 | (4%) |
| MeCQ & MoCQ & BCQ | .006 | (4%) | .019* | (9%) |
| <i>Fourth-order commonality</i> | | | | |
| CCQ & MeCQ & MoCQ & BCQ | .028*** | (17%) | .039*** | (19%) |
| <i>Total effect</i> | | | | |
| Unique plus all common effects | .168*** | (100%) | .208*** | (100%) |

13



Implications for Theory and Practice

- Overall CQ and its dimensions have a significant positive association with work-related outcomes!
- We find the strongest associations to work-related outcomes for motivational CQ through all parts of our analyses.

14



Implications for Theory and Practice

- Overall CQ shows a significant incremental validity over GMA, FFM, language proficiency and international experience in predicting work-related outcomes.
- Compared to overall CQ, the contribution to explaining variance in work-related outcomes of the individual CQ dimensions are even larger.

15



Implications for Theory and Practice

- In addition to the unique effects of individual CQ dimensions, sets of two, three, or all four CQ dimensions account for a significant part of the explained variance across work-related outcomes.
- These comprise joint effects between different sets of CQ dimensions involving all dimensions; yet again, motivational aspects seem to play a major role. This contradicts doubts whether to explicitly include motivational CQ in any CQ construct.

16

Future Research & Limitations

- There are still a relatively small number of studies that we were able to include in the meta-analysis of some of the relationships; more primary research is needed to draw strong conclusions
- Results are based on cross-sectional studies due to lack of longitudinal research; longitudinal research is desirable to tackle the question of (reverse) causality and/or reciprocal influences
- Heterogeneity tests suggest that moderators affect the different associations; future research may clarify the contextual conditions by empirically testing individual and situational moderators

17

SDU 

Thank you!
Please note our special issue on



"The Role of Intercultural Competence in European International Management: Theory, Measurement, Antecedents, and Outcomes"

Guest Editors:

Nicole F. Richter, Marian van Bakel Jeanette Lemmergaard (University of Southern Denmark, Denmark) and

Christopher Schlägel (Maastricht University, The Netherlands)

Manuscripts due by: *28 February, 2018*

Notification to authors: *31 May, 2018*

Final versions due by: *15 September, 2018*

SDU 