

## อิทธิพลของความฉลาดทางวัฒนธรรมที่มีต่อการปรับตัวข้ามวัฒนธรรมและ ผลการปฏิบัติงานของพนักงานข้ามชาติในประเทศไทย

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### บทคัดย่อ

วัตถุประสงค์ของการศึกษานี้ เป็นการตรวจสอบความสัมพันธ์ระหว่างความฉลาดทางวัฒนธรรม (Cultural Intelligence: CQ) และการปรับตัวข้ามวัฒนธรรม (Cross-cultural Adjustment: CCA) ในเชิงประจักษ์ ซึ่งมีอิทธิพลต่อผลการปฏิบัติงาน (Job Performance: EJP) ของพนักงานข้ามชาติที่เข้ามาทำงานในประเทศไทย โดยการศึกษาได้ระดับถึงปัจจัยที่เป็นผลในเชิงลบของความขัดแย้งระหว่างวัฒนธรรมของพนักงานข้ามชาติและวัฒนธรรมไทย การวิจัยนี้ใช้แบบสอบถามเป็นเครื่องมือในการเก็บข้อมูลจากกลุ่มตัวอย่างซึ่งเป็นพนักงานข้ามชาติที่ทำงานในประเทศไทยจำนวน 377 คน และใช้โมเดลสมการโครงสร้างในการวิเคราะห์ข้อมูล ผลการวิจัยชี้ให้เห็นว่าความฉลาดทางวัฒนธรรมมีอิทธิพลทางอ้อมต่อผลการปฏิบัติงานของพนักงานข้ามชาติโดยผ่านตัวแปรการปรับตัวข้ามวัฒนธรรม ในขณะที่งานวิจัยบางฉบับระบุว่าความฉลาดทางวัฒนธรรมกับผลการปฏิบัติงานของพนักงานข้ามชาติในประเทศไทยไม่มีความสัมพันธ์กัน ดังนั้นบริษัทระหว่างประเทศและพนักงานข้ามชาติจึงควรตระหนักถึงอุปสรรคทางด้านวัฒนธรรมที่จำเป็นต้องประสบเมื่อไปทำงานยังประเทศอื่น บริษัทระหว่างประเทศจึงควรจัดการกับเรื่องเกณฑ์การคัดสรร การเตรียมความพร้อม และการส่งเสริมกลไกต่าง ๆ เพื่อลดปัญหาทางด้านความแตกต่างทางวัฒนธรรมให้แก่พนักงาน

**คำสำคัญ:** ความฉลาดทางวัฒนธรรม, การปรับตัวข้ามวัฒนธรรม, การปฏิบัติงานของพนักงานข้ามชาติ

# **Cultural Intelligence as an Influential Factor on Cross-Cultural Adjustment and Job Performance among Expatriates in Thailand**

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## **Abstract**

The objective of this study was to empirically examine the relationship between expatriates' cultural intelligence (CQ), and their degree of cross-cultural adjustment (CCA) as indicated by their job performance (EJP) in Thailand, the host country. This study addressed factors minimizing the negative consequences of discrepancies between expatriate's home country culture and Thai culture. This study primarily used a questionnaire to collect data from expatriates working in Thailand. The sample comprised 377 expatriates who transferred from other countries to Thailand for working purposes. Structural Equation Modeling was employed for statistical analysis. Results indicated that cultural intelligence indirectly influenced expatriates' job performance through cross-cultural adjustment. In contrast to the findings of some earlier research, this study found no relationship between cultural intelligence and performance of expatriates in Thailand. Therefore, multinational companies and expatriates have to be aware of the invisible barriers and cultural obstacles they have to face when moving to work in another country. Therefore, selection criteria, preparations and supporting mechanisms should be well managed by multinational corporations.

**Keywords:** cultural intelligence, cross-cultural adjustment, expatriate performance

## Introduction

The global transformation continues to create changes in the way multinational corporations (MNC) operate worldwide. Especially in developing countries, knotted business systems and economies gearing up, to enter new market-based economies that dramatically lowered trade obstacles (Creque & Gooden, 2011). This trade liberalization allows MNCs to operate and build competitive advantages across diverse geographical and cultural environments. Gaining and sustaining competitive advantages requires effective international human resource management especially in the way MNCs select, prepare and mentor their employees before their departure to host countries (Andreason, 2003; Black & Mendenhall, 1991; Black, Mendenhall & Oddou, 1991; Colakoglu & Caligiuri, 2008; Rose, Ramalu, Uli, & Kumar, 2010; Tung, 1987). Expatriates and their effective performance on international assignments are crucial drivers for competitive advantage.

The literature shows a high failure rate of expatriates (Downling, Festing & Engles, 2008; Malek & Budhwar, 2012) The latter impacts financial performance and has caught the attention of MNCs' since they have great concern for global success (Shaffer, Harrison, Gregersen, Black & Fersandi, 2006; Tekeuchi, 2010). Expatriate performance management should be closely examined, especially since individual ability to adjust to the host country is the predominant factor of success or failure. Hence, expatriate performance depends more on socio-cultural (Black & Mendenhall, 1991; Black, Mendenhall & Oddou, 1991) factors than on professional working skills and competencies. There is a high chance that "even when people do well in their home country work environment, they may do poorly in their host country because of a lack of cultural adjustment" (Matsumoto, 2000). Statistically, 51% of expatriates faced severe problems during their international assignment due to a lack in adaptability and the ability to perform compulsory (work and live) in the novel environment of the host countries.

The main objective of this paper is to empirically examine the relationship between cultural intelligence (CQ), as an individual level factor, and the degree of cross-cultural adjustment (CCA) of expatriates in which they are tested to find the influential power on expatriate job performance (EJP) in Thailand, the host country. There are points of significance in conducting this study which should be addressed. Firstly, the main concern of this paper is to focus on the contribution of the relatively new variable 'cultural intelligence' and its impact two popularized expatriate performance indicators.

Secondly, the majority of research on expatriate performance management has paid a lot of attention to individual factors such as personality traits as the main independent variable. However few studies incorporate variables such as cultural competencies and intelligence. The latter is important as cultural differences between home and host countries can diminish the performance of from multinational teams (expatriates and employees in host country).

Thirdly, findings about relationships between CQ, CCA and EJP as proposed in this study are limited to the cultural context of Thailand as the host location for expatriates. With the start of AEC in 2015, this also calls upon the importance of expatriate selection by businesses seeking international expansion into Thailand. Many multinational companies have played a crucial role in transforming Thailand into an emerging economy (Swierczek & Onishi, 2003) and stimulated the country to improve as a whole through being an attractive destination for foreign investment.

### Cultural Intelligence (CQ)

The concept of intelligence has been brought to scholars' attention in specific areas such as social intelligence, emotional intelligence and practical intelligence. The new conceptualization of intelligence under the construct of cultural intelligence has been popularized in the field of

International Human Resource Management. This construct has mostly been used as the crucial independent variable for predicting success of expatriates (Ang, Van Dyne, & Koh, 2006; Ang, Dyne Koh, Ng, Templer, Tay & Chandrasekar, 2007; Earley & Ang, 2003; Rose et al., 2010). Cultural intelligence is the dynamic competency that both directly and indirectly affects the effectiveness and performance of expatriates. Thus, individual competencies in differentiating cultural related behaviors in intercultural settings (Malek & Budwar, 2012).

Cultural Intelligence (CQ) is defined as the individual competency to understand cultural differences and be able to function effectively within a different cultural environment or setting. It was argued that an individual must be able to decide and adopt the most appropriate behavior to function effectively under the dynamic of intercultural interactions (Earley & Ang, 2003). Cultural intelligence is structured as a multidimensional construct and consists of meta-cognitive, cognitive, motivational and behavioral dimensions. These four factors are deemed to allow individuals to function effectively in a new cultural setting (Rose et al., 2010).

Since cultural intelligence (CQ) is a relatively new concept in the empirical study of expatriate performance, a brief overview of the research involving the construct is presented in Table 1 below.

**Table 1:** Review of Expatriate Cultural Intelligence and Related Variables

Publication	Operationalization of CQ	CQ and Variables	Outcomes/ Applications
Earley & Ang, 2003	“a person’s capability to adapt effectively to new cultural context”	Cognitive Motivational Behavioral	Global assignment success Diversity assignment Training method
Earley, Ang & Tan, 2006	“a person’s capability to gather, interpret, and act upon these radically different cues to function effectively across cultural settings”	Meta-cognitive Cognitive Motivational Behavioral	Global team Global leader Global and diversity work assignment
Thomas, 2006	“ Ability to interact effectively with people who are culturally different”	Knowledge Mindfulness Behavioral	Development Assessment
Ang et al., 2007	“an individual’s capability to function and manage effectively in culturally diverse settings”	Cognition Meta-cognition Motivation Behavior	Cultural judgment Cultural adaptation Performance
Thomas et al., 2008	“a system of interacting knowledge and skills, linked by cultural meta-cognition that allow people to adapt to, select and shape the cultural aspects of their environment.	Cultural Knowledge Cross-Cultural skills Cultural Metacognition	Intercultural Interaction - Personal adjustment - Interpersonal relationship - Task performance
Creque & Gooden, 2011	“an individual’s ability to adapt to function effectively in culturally diverse situation”	Cognitive Perception Behavior	Organizational effectiveness - Financial Performance

Publication	Operationalization of CQ	CQ and Variables	Outcomes/ Applications
			<ul style="list-style-type: none"> <li>- Organization Reputation</li> <li>- Employee commitment</li> </ul>
Malek & Budwar, 2012	“a person’s capability to function effectively in situation characterized by cultural diversity”	Awareness CQ Interaction CQ	<ul style="list-style-type: none"> <li>- Expatriate adjustment</li> <li>- Contextual performance</li> <li>- Task performance</li> </ul>

Ang and associates (2007) operationalized cultural intelligence with a specific scope and area. They define meta-cognitive cultural intelligence as the mental capabilities required to acquire cultural knowledge. These capabilities cover the functions of planning, monitoring and the adjustment of normative mental models part a different cultural context (Ang et al., 2007; Rose et al., 2010). Cognitive cultural intelligence refers to general knowledge and understanding of cultural structures. The latter includes norms and practices derived from experiences and other associations. These first two sub-dimensions of cultural intelligence are used to capture the awareness and understanding of cultural knowledge.

The other two remaining dimensions of cultural intelligence deal with motivation or the drive geared behind cognitive processes and knowledge which direct in the exhibition of in the behavioral aspects of knowing cultural differences and ensure that different cultural situations would require different responses. Motivational CQ reflects a person’s capability to energize learning and to function in intercultural settings. It means to conceptualize the attention to engage others and enforcing the adaptability to the environment of cultural differences. This motivational aspect of cultural intelligence has three sub-dimensions which include the enhancement motivator, the growth motivator and the continuity motivator. The enhancement motivator refers to the desire to appreciate oneself, the growth motivator refers to the individual desire to challenge and improve oneself and the continuity motivator means that an individual wants to continue and predict his own life (Earley, Ang & Tan, 2006). Finally, the behavioral dimension refers to the individual competency to adapt to different cultural values based on cognitive knowledge. Previous studies proposed that the possession of high behavior cultural intelligence lead individuals to demonstrate a variety of verbal and nonverbal capabilities suitable to different cultural settings (Earley & Ang, 2003; Rose et al., 2003).

**Hypothesis 1: Cultural intelligence (CQ) has positive relationship with expatriate cross-cultural adjustment**

Hypothesis 1a: Cultural Intelligence (CQ) has positive relationship with expatriate general adjustment (EGA)

Hypothesis 1b: Cultural Intelligence (CQ) has positive relationship with expatriate interaction adjustment (IGA)

Hypothesis 1c: Cultural Intelligence (CQ) has positive effect on expatriate work adjustment (WGA)

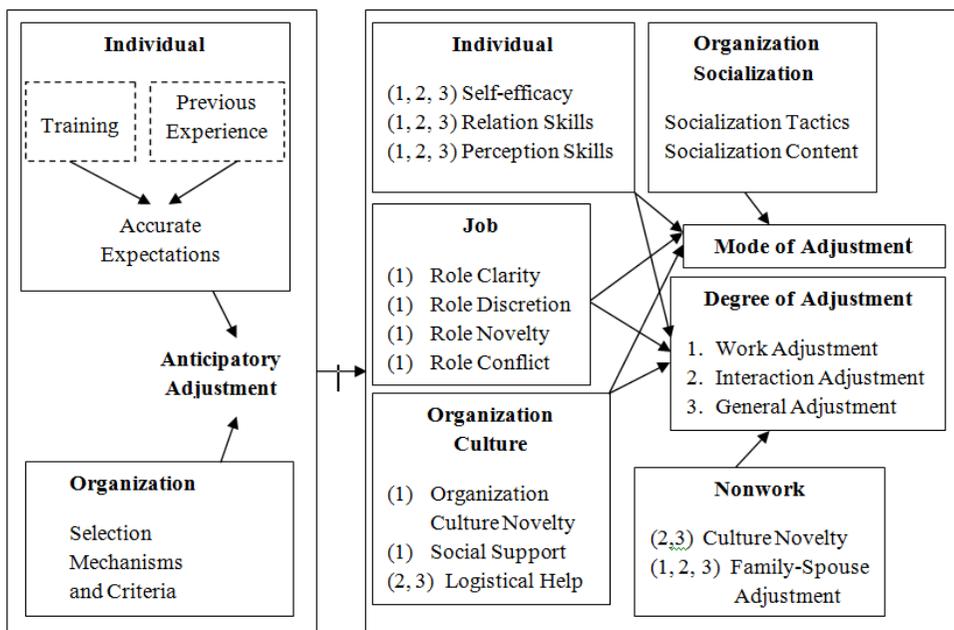
In addition, previous research has found that cultural intelligence (CQ) plays a significant

role in determining the performance of expatriates (Adidam, Gajre & Kejriwal, 2009; Deng & Gibson, 2009; Landis & Bhawuk, 2004; Nafei, 2013) meaning that overall cultural intelligence from meta-cognitive, cognitive, motivational, and behavioral dimensions will enhance expatriate job performance. Therefore, hypothesis 2 is stated below.

**Hypothesis 2: Cultural intelligence (CQ) has positive relationship with expatriate job performance Cross-Cultural Adjustment and Performance**

It is clear that individual factors or personal differences, such as personality, cognitive ability, experiences, can well predict employees’ job performance. The latter which they were was generalized to expatriates’ job performance (Black & Mendenhall, 1990; Black et al., 1991; Caliguri, 2000; Hough & Dunnette, 1992; Sinangil & Ones, 2003; Rose et al., 2010). Referring to the most cited model with regard to cross-cultural adjustment Table 1 describes individual factors, that have an impact on cross-cultural adjustment such as self-efficacy, relational skills, etcetera (Black et al., 1991).

In line with studies that argue that cultural related competency and intelligence are more accurate predictors of expatriate performance in international assignments under pressure from a novel cultural environment in host country because these variables are more contextual. The criterions related to cross-cultural adjustment (CCA) and premature return intention have been studied extensively in the past. However, studies on job performance have been limited. Expatriate processes appropriate cultural intelligence would have better ability to gain knowledge of the host country which guide toward appropriate behavior and manner (Livermore, 2010; Thomas & Inkson, 2009). Therefore, cultural intelligence can be a leading factor for individual expatriates to be effective in managing cultural challenges or a better adjustment and job performance in their international assignments.



Source: Black, J. S., Mendenhall, M., & Oddou, G. (1991). Toward a comprehensive model of international adjustment: An integration of multiple theoretical perspectives. *The Academy of Management Review*, 16(2), 291-317.

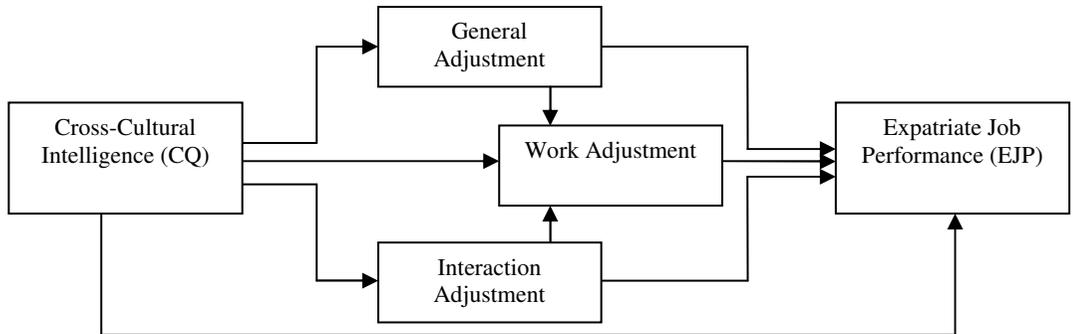
**Figure 1:** Framework of Expatriate Cross-Cultural Adjustment

**Hypothesis 3: Cross-Cultural adjustment (CCA) has positive relationship with expatriate job performance (EJP)**

Hypothesis 3a: Expatriate general adjustment (EGA) has a positive relationship with expatriate job performance (EJP)

Hypothesis 3b: Expatriate interaction adjustment (EIA) has a positive relationship with expatriate job performance (EJP)

Hypothesis 3c: Expatriate work adjustment (EWA) has a positive relationship with expatriate job performance (EJP)



**Figure 2:** Research Framework on CQ, CCA and EJP

**Research Design and Methodology**

**Sample and Instrumentation**

This research is based primarily on a quantitative approach through using a questionnaire survey to collect data. The population for this study comprised expatriates who are working in MNCs and residing in Thailand. Furthermore must have worked in their international assignment for more than six months, the theoretical cut off point suggested by the U-curve Theory of cross-cultural adjustment (Black & Mendenhall, 1990). This minimizes shortens the period the culture shock or crisis among expatriates (Malak & Budwar, 2012). There is no single authoritative sample frame representing the whole population. Hence, Directories of MNCs in Thailand were used as a sampling frame. In addition, convenience and snowball sampling techniques were used due to difficulties in approaching target respondents in the context of Thailand. The actual sample comprised 377 expatriates. The majority of the respondents are Japanese, Indian and British as they represent the majority of MNCs’ in Thailand. Structural Equation Model (SEM) was used as the main statistical analysis tool (AMOS Version 21).

**Cultural Intelligence (CQ)**

Cultural intelligence is the only main independent variable which was measured by 20 measurement items. Measurements of this construct developed under the Four Factor Model of Cultural Intelligence Scale (Ang et al., 2007). This multidimensional construct included 4 items for meta-cognitive cultural intelligence, 6 for cognitive cultural intelligence, 5 for motivational cultural intelligence and 5 measurement items for behavioral cultural intelligence. Ang and associates (2007) initially developed and validated these measurement scales of cultural intelligence in which respondents were asked to rate their own capability in each dimension. The scales are Likert type scales ranging from 1 = strongly disagree to 5 = strongly Disagree. In this study Cronbach’s Alpha of the cultural intelligence scales were presented in Table 2.

### Cross-cultural adjustment (CCA)

The multidimensional scale of cross-cultural adjustment was modified in line with the contribution and development of Black and Stephen (1989). This study used all the measurement items for cross-cultural adjustment of 18 items. It was extended from the initial of 14 items which consisted of 7 items for general adjustment, 4 measurement items for interaction adjustment and 3 items for work adjust (Black, 1988; Black & Stephen, 1989; Black & Gregersen, 1991; Shaffer et al., 1999). Expatriates were asked via a questionnaire to rate the degree of adjustment in their current international assignment in Thailand (The scales were ranged from 1 = not at all adjusted to 5 = very well adjusted). In this study Cronbach's Alpha for reliability of CCA were presented in Table 2.

### Expatriate job performance

In this study, the construct of expatriate job performance was measured taking into account the modifications of the scale made by Black and Poter (1991) and Caligiuli (1997). The scale focuses on job and assignment specific performance of expatriates. The target respondents were asked to evaluate their perceived ability and competencies in each of expatriate job performance measurement items. This also covered their performance on meeting performance standards and expectations. The scale is a Likert type scale ranging from 1 = strongly disagree to 5 = strongly agree. In this study Cronbach's Alpha for reliability of expatriate job performance presented in Table 2.

**Table 2:** Summary of Reliability Test

Reliability of Measurement Variables		Cronbach's Alpha ( $\alpha$ )	
Cultural Intelligence	Meta Cognition	.911	.903
	Cognition	.888	
	Motivation	.895	
	Behavior	.889	
Cross-Cultural Adjustment	General Adjustment	.900	.952
	Interaction Adjustment	.918	
	Work Adjustment	.931	
Performance			.951

After testing the reliability of the all constructs, measurements items on which well contributed in explaining the latent constructs and reliable ( $\alpha > .7$ ) are kept to further analysis of the confirmatory factor analysis (CFA) (Hair, Black, Babin, Anderson & Tatham, 2006; Ho, 2006; Ho, 2014). The measurement model was tested through a CFA and yielded acceptable fit indices ranging from .874, .887, .908, .910, .918 for the RFI, NFI, TLI, IFI and CFI respectively. Hence a path analysis was conducted.

## Results and Discussions

The fit of the path model as described above was satisfactory as indicated by both absolute and incremental fit measures (see Table 3). The absolute fit indices did not fully provide satisfactory results as the value of  $\chi^2$  will always get inflated by a large sample size (Hair et al., 2006; Ho, 2006). Other absolute fit measures indicate acceptable fit *C/df* is 3.80 ( $p < 0.05$ ), GFI is .8 and AGFI is .8.

**Table 3:** Incremental Fit Indices

Measures of Incremental Fit					
Fit Indices	NFI	TLI	RFI	IFI	CFI
Model	0.88	0.89	0.90	0.91	0.90

However, the main indicators for model fit which are meaningful for SEM are the incremental fit indices as presented in table. The incremental fit measures show satisfactory results. The indices ranged from .88 (NFI) to .91 (IFI) which means that there is improvement achieved by a proposed model over the null model (Hair et al, 2006; Ho, 2006; Ho, 2014).

Next the table of Maximum Likelihood Estimates is used to check results of hypothesis testing. These hypotheses are represented by each of the paths of the tested model. A summary of results and relevant statistics is provided Table 4.

**Table 4:** Summary Hypothesis Testing and Results

Hypothesis	Relationship	B	$\beta$	C.R.	<i>p</i>	Results
1	CQ → CCA	-	-	-	-	Supported
1a	CQ → EGA	1.259	.838	10.837	***	Highly Supported
1b	CQ → EIA	1.526	.841	10.937	***	Highly Supported
1c	CQ → EWA	1.434	.856	11.246	***	Highly Supported
2	CQ → EJP	.412	.245	.865	NS	Not Supported
3	CCA → EJP	-	-	-	-	Partially Supported
3a	EGA → EJP	.457	.407	3.497	***	Highly Supported
3b	EIA → EJP	.290	.313	2.641	**	Supported
3c	EWA → EJP	.327	.325	2.559	**	Supported

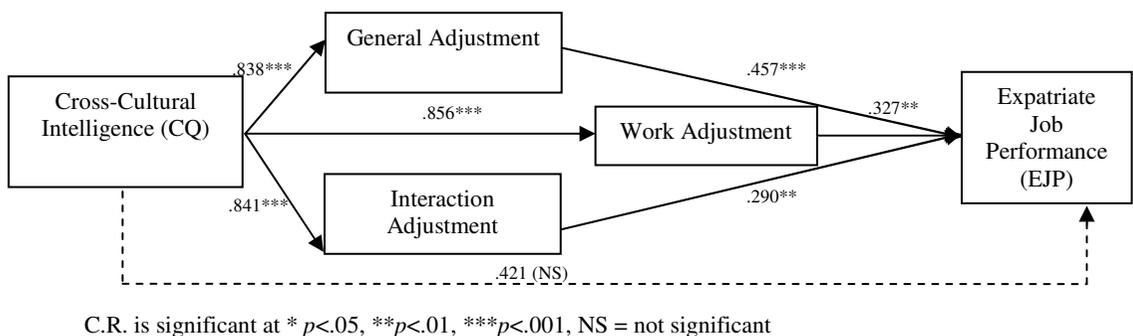
C.R. are significant at \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ , NS = not significant

Hypothesis 1 proposed that Cultural intelligence (CQ) has a positive relationship with expatriate cross-cultural adjustment (CCA). All of the cross-cultural adjustment (CCA) dimensions should be positively influenced by cultural intelligence (CQ) to accept this hypothesis. The estimates from the Maximum Likelihood table show that the path coefficient related to hypothesis 1a; cultural intelligence (CQ) has positive relationship with expatriate general adjustment (EGA) is highly significant with  $\beta = .838$ , CR. = 10.837 and  $p < .001$ . Hypothesis 1b is also highly support as expatriates cultural intelligence (CQ) has positive relationship with expatriate interaction adjustment (IGA) with  $\beta = .841$ , CR. = 10.937 and  $p < .001$ . For the proposed relationship between cultural adjustment (CQ) and expatriate work adjustment of the results is  $\beta = .856$ , CR. = 11.246 and  $p < .001$  which indicated that hypothesis 1c is also empirically significant. Therefore, it can be concluded that the relationship between cultural intelligence (CQ) and cross-cultural adjustment (CCA) under hypothesis 1 is highly supported.

Hypothesis 2 proposed a direct positive relationship between cultural intelligence (CQ) and expatriate job performance (EJP). The statistical findings show that there is no significant relationship between the two variables ( $\beta = .245$ ,  $CR. = .865$ ,  $p < 0.05$ ). Hence, expatriate cultural intelligence does not directly impact international assignment performance.

Finally, hypothesis 3 proposed that cross-cultural adjustment cross-cultural adjustment (CCA) has positive relationship with expatriate job performance (EJP). All dimensions in cross-cultural adjustment (CCA) should influence the dependent variable ‘performance (EJP)’ positively to accept this hypothesis. The estimated results on testing relationship between expatriate general adjustment (EGA) and expatriate job performance (EJP) is  $\beta = .407$ ,  $CR. = 3.497$  and  $p < 0.001$  which show that hypothesis 3a is highly significant as there is a positive relationship between the two variables. For the path of relationship between expatriate interaction adjustment (EIA) and expatriate job performance (EJP) of hypothesis 3b the estimate table also shown positive significant relationship such that  $\beta = .407$ ,  $CR. = 3.497$  and  $p < 0.01$ . Lastly, hypothesis 3c is also tested and found that expatriate work adjustment (EWA) has positive relationship the dependent variable of expatriate job performance (EJP) with the supporting statistics of  $\beta = .325$ ,  $CR. = 2.559$  and  $p < 0.01$ .

To illustrate the significant and insignificant paths (hypotheses) as proposed by the research model framework, Figure 3 presents with the path analysis results from the structural equation modeling.



**Figure 3:** Path Analysis of Structural Equation Model

Figure 3 shows clearly that cultural intelligence (CQ) is a predictor for expatriate cross-cultural adjustment (CCA) in which all three dimensions of adjustment are positively influenced as indicated by the standardized regression weights:  $\beta = .864$  indicates the significant positive relationship between cross-cultural intelligence (CQ) an general adjustment ( $\beta = .864$ ), interaction adjustment ( $\beta = .841$ ) and work adjustment ( $\beta = .856$ ). This would directly imply that MNCs should pay attention to their selection process and criteria to ensure they select personel with sufficient cultural intelligence. The latter is needed to help them adjust well to the environment of the host country, Thailand. Within this context and cultural environment, the standardized regression weights also show that expatriates who can adjust better to the host country on the three dimensions of general ( $\beta = .457$ ), interaction ( $\beta = .290$ ) and work adjustment ( $\beta = .327$ ) will also have higher expatriate job performances. However, cultural intelligence (CQ) did not show to have a direct significant impact on expatriate job performance.

## Conclusion

This study had the ultimate objective to detect the determinants of job performance among expatriates taking up an international assignment in Thailand. The main focus of his study is on understanding how cultural intelligence (CQ) and cross-cultural adjustment (CCA) impact expatriate job performance (EJP). The results and findings of this research indicate strongly that cultural intelligence has a positive impact on expatriate job performance in Thailand. Hence expatriates who possess a high degree of cultural intelligence have a better ability to adjust themselves to the new cultural environment of the host country in which they perform their international job assignment. In addition, these findings also reveal the significant positive relationship between all multi-dimensions of cross-cultural adjustment, such as expatriates who can adjust well (general, interaction and work) perform better in their international job assignment in Thailand. Therefore, this research leads to the conclusion that the individual level factor cultural intelligence of expatriates' has a significant indirect relationship on job performance via the mediator of cross-cultural adjustment (CCA). However, result that there is no significant relationship between individual characteristic of cultural intelligence to expatriates job performance.

## Managerial and Academic Relevance

The practical implication of this study is that foreign organizations or foreign workers themselves have to be aware of this invisible barrier or obstacle of the matter of culture that they have to face with when moving to work in other countries. Strong cultural discrepancies are more likely to affect their performance negatively. Therefore, expatriate selection procedures and criteria should closely examine individual characteristics such as cultural intelligence. Cultural intelligence should also be boosted before the departure of expatriates and their family to an intercultural work assignment in a host country (Earley et al., 2006).

Apart from the practical implications, there are some suggesting and gaps for further research. Firstly, there are still very few empirical about the determinants or the most indicators for cultural intelligence which would allow MNCs to effectively enhance or bolster this crucial characteristic among expatriates. Next, spouse and family adjustment is a key factor determining the success or failure of an expatriate international assignment. Furthermore, "developing expatriates personal and family's cultural intelligence will give them competitive edge as global leaders (Earley et al., 2006).

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