

Impact of Cultural Intelligence on Employee Productivity in Mega Projects

Hassan Daud Butt¹, Kulsoom Laeeq², Urooj Aijaz³

¹Associate Professor, Department of Management Sciences, Bahria University Islamabad.

²MPhil Scholar, Department of Management Sciences, Bahria University Islamabad.

³Faculty Member, Humanities and Social Sciences, Bahria University Karachi.

Correspondence: Uroojaijaz.buke@bahria.edu.pk³

ABSTRACT

Aim of the Study: Projects are fundamentally cross-cultural in nature due to its team diversification and the outcome of different perception and understanding results conflicts. This dilemma of the teams are more evident when we talk about globalization because in the contemporary global business environment expansion into new markets, outsourcing, cross-border mergers, joint ventures, and mega projects are very common but challenging. This study highlighted the impact of cross cultural diversity on employee's performance accompanied with the identification of gaps in competencies necessary to manage these mega projects. It also point out the need and importance of cultural knowledge for running any successful Mega project. It attempts to examine the impact of Cultural Intelligence (CQ) and mediating role of innovative work behavior on Employee Job Performance.

Methodology: For the said purpose, the data was gathered from 209 employees working in the telecom sector and analyzed by using a structural equation modeling (PLS-SEM) technique.

Findings & Conclusion: The study highlighted the fact that, CQ has a positive impact on employee job performance via innovative work behavior. The study also provides practical and managerial implications in support of multicultural organizations working in international activities where people from different cultural background work together for the successful execution of any project.

Keywords: Project Performance, Cultural Diversity, Cultural Intelligence (CQ), Mega Projects.

Introduction

The inception of globalization in the 1990s and the advancement of technology have improved connectivity that provided the means to promote inclusiveness and human interaction. Globalization has resulted in an increasingly diverse workforce which can be seen as an advantage for organizations to improve performance. The challenges of globalization, technology changes and advancement require the development of new management practices that can improve performance and effectiveness to address the issue and accrue the desired outcome, the requirement of understanding cultural diversity has emerged.

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Resultantly, business today faces a huge challenge due to Globalization. Cultural differences make it to the top of the list of that challenges (Triandis, 2006). People find it difficult to adapt to unfamiliar cultural settings. (Ang and Van Dyne, 2008). Organizations are in dire need to survive in the era of globalization and in account to deal with it they need managers who are sensitive towards different cultures. Moreover, organizations are required to tilt their attention towards diversity as a diverse workforce is innovative and constructive which lead to bringing new ideas from their respective culture. These innovative ideas can play a productive role in competitive advantages. To function effectively in cross-cultural settings has become vital for expatriates (Huff, 2013). Cultural diversity is appreciated both in national and international companies because of the diverse workforce (Koentjaraningrat, 1993). Cultural diversity workforce results in a way that makes organizations or businesses more flexible and stronger. The reason behind this is people belong from different backgrounds have different perspectives and different ways of thinking, which make them analyzing the situation or problem in their own unique way. Studies show that a culturally diverse workforce performs outstanding as compared to a homogenous group in finding solutions of problems (Marquardt & Horvath, 2001; Maznevski, 1994).

People growing up with different cultures are more prone to originality and resourcefulness than the people with a monoculture, the reason is these people have been imbibed more cultures in which they can move smoothly (Saad, Damian, Benet-Martinez, Moons, & Robins, 2012). CQ is something way ahead of Emotional Intelligence (EQ) as CQ is the ability to understand and adapt to different culture (Masrek , Yuwinanto, Atmi, Soesantari, & Mutia, 2021). Different strategies can be used to improve the employees' CQ for instance experience and reflection, training and coaching, CQ developmental plans (The Society of Human Resource Management, 2015). However, an employee in a diverse workforce must have acumen of such competencies known as Cultural Intelligence (CQ) (Masrek , Yuwinanto, Atmi, Soesantari, & Mutia, 2021). CQ is defined as individual's capabilities to adapt to new culture and its setting and to function easily in a diverse culture. Previous studies have linked CQ and employee job performance very extensively. The CQ consists of four dimensions which are, meta-cognitive, cognitive, motivation, and behavior which have significant impact on employees' job performance Earley and Ang (2003) and Ang et al. (2007).

Numerous studies have been conducted on the Multiculturalism, Innovative work behavior, and Cultural intelligence. However, there is a lack of research considering the mediating role of innovative work behavior with cultural intelligence and employee job performance. Further, the prior studies were not conducted particularly on Pakistan perspective. The study in this regard will consider the Asian multiethnic country like Pakistan in the findings.

Purpose/ Significance of the Study

The goal of this study is to quantify the impact of cross-cultural differences on team performance, identify the benefits and drawbacks of those differences within the team, and use the knowledge gained from this study to improve team performance in a learning environment. The outcomes could enhance organizational culture and offer a strategy for improving the performance of teams. By emphasizing the advantages and difficulties of cross-cultural diversity to encourage a more effective team performance.

Literature Review

Cultural intelligence

Cultural intelligence is a trait that improves and promotes sensitivity toward culture. It is a recently emerged concept with the advancing of globalization. The concept of Cultural Intelligence refers to the ability of a person to adapt to different cultures effectively (Griffer & Perlis, 2007). It helps individuals to understand the different perspective and demand in a culturally diverse environment, which further assist in understanding and developing cordial relationship with others. It is claimed that Cultural Intelligence help to enhance performance by creating a friendly environment. Taking other cultural difference into and being concerned with other cultural differences give the best outcome (Groves & Feyerherm, 2011).

Building solid relationships with people from different cultural backgrounds and handling professional needs and viewpoints more effectively are both made possible by cultural intelligence. According to the research, cultural intelligence may develop high-performance abilities and assist establish a good atmosphere when caring for patients from different origins (Groves & Feyerherm, 2011). According to the Earley and Ang (2003), it is a multidimensional construct that has four dimensions

Cognitive CQ refers to the general knowledge and the structure of the knowledge about the cultures. It is the ability to learn different cultures' norms and practices via formal education or experiences

Motivational CQ refers to the intensity and direction of the energy a person applied to learn different culture and the struggle to function it in a cross-cultural environment

Behavioral CQ is defined as the individuals' action rather than their feeling, emotions. Individuals might act differently from their beliefs and thinking.

Metacognitive CQ reflects the individuals' mental processes which are used in acquiring and understanding a culture and its knowledge.

Innovative Work Behavior

Innovative work behavior is described as the appropriate course of action that includes coming up with new ideas, forming alliances, and putting them into practice (Scott and Bruce, 1994). According to recent studies, IWB refers to four interconnected sets of behavioral activities like issue recognition, idea production, idea promotion, realization of idea and problem recognition. All of these are helpful in enhancing the person's ability to innovate (de Jong and Hartog, 2010). Studies suggest that those, who involve in willing and are capable of innovate something, are always contributing to their job requirement and smoothens the flow of innovation (Parker, Williams and Turner, 2006).

Job Performance of Employee

Employees are always required to do a specific role with the intention of contributing to the organization's growth and performance. Challenges and uncertainties are faced by organizations in the pursuit of growth, which may highly affect the human resources, job description, and even product and services. Likewise, work role of an employee also changes in response of these challenges (Sonnentag and Frese, 2009). Employees need to meet the requirement of their job role. Employee performance contributes a lot to the organizational proficiency, which involves innovation (Leonga and Raslib, 2013).

Cultural Intelligence and Employee Job Performance

People having knowledge and understanding of different cultures are more into creative ideas and thoughts due to the past experiences of getting social multiple identities which help them in furnishing their creative job performance (Cheng, Sanchez-Burks, & Lee, 2008). Cultural Intelligence is described as the multifaceted talent that includes cultural awareness, mental flexibility, and the necessary behavioral competencies (Thomas and Inkson, 2004).

Managing multicultural workforce, it is highly important to compete in the current century. Cultural knowledge paves the path for increasing the chances of succeeding (Ogbe, 2006). Employees belong to different cultures working in an organization are likely to have a misunderstandings and cultural shocks brought on by cultural differences, which further stem conflicts and confusion (Vaidya et al., 2013). Individuals are often seemed performing poor when they have to be posted outside of their origin or home. The reason is having not enough cultural intelligence to understand their job (Lee and Sukoco, 2010). People who know their environment (metacognitive CQ) and who find it easy to act or behave accordingly (behavioral CQ) are more likely to understand their role expectation and they are the people who are culturally appropriate (Ang et al., 2007). People with high cultural intelligence (CQ) are able to interact easily with people of different culture, which resultantly enhance their job performance (Jyoti and Kour, 2017). People with high CQ are expected to perform better as they can adapt themselves in a

different culture or environment (Ramalu, 2012). Likewise, people with high motivational CQ are expected to succeed in a different culture as these people show high interest in other culture which helps them to adapt different culture easily (Ang, 2007). So far from the above discussion, the following hypothesis is proposed.

HYPOTHEIS 1: Cultural Intelligence (CQ) has significant relationship with Employee Job Performance

Cultural Intelligence and Innovative Work Behavior

Innovation is considered one of the components that promote new ideas, technologies in order to improve the organizational effectiveness (Amabile, Barsade, Mueller, & Staw, 2005). Employees have a crucial role to play in an organization's ability to innovate (Jiménez-Jiménez & Sanz-Valle, 2008). The deliberate creation and use of ideas and concepts within a company to enhance role performance is referred to as innovative work behavior (Janssen, 2000). Employees with unique work behavior enjoy achieving better performance, job satisfaction (Janssen et al., 2004).

Cultural intelligence refers to one's ability to interact effectively with the people of different cultures (Earley and Ang, 2003). Those who have high CQ are more likely to interact with people of different culture effectively (Jyoti and Kour, 2017). Previous studies show that CQ could be a catalyst to transform different cultural perspectives into IWB as Cultural Intelligence improves the cognitive flexibility (Korzilius et al., 2017). Cultural Intelligence helps people in controlling the obstacles regarding cultures, decreasing the tension, and overcoming the difficulties faced because of the cultural ideology (Jiang et al., 2018). Thus, CQ makes it more convenient for the workers to interact and share knowledge in culturally different organizations, which further improve their innovative work behavior (Hu and Randel, 2014).

Moreover, CQ promotes smooth communication between individuals by removing barriers, which stimulates innovative behavior (Hu and Randel, 2014). Individuals with high CQ are likely to adapt themselves in a different culture as they have the ability to tackle work tasks and are able to be creative in solving old problems (Lee and Templer, 2003). Employees' innovative work behavior is not only motivated by their independent thinking but also the result of interaction among members. This smoothens the way for individual innovation and creative ideas (Perry-Smith and Shalley, 2003). Hence, CQ impacts individual's innovative work behavior (Azevedo and Shane, 2019).

Research Questions

The current study aims to provide answers to the following concerns in light of the aforementioned issues:

- 1) What is the connection (relationship) between an employee's performance and cultural intelligence??
- 2) How does cultural intelligence lead to innovative work behavior?
- 3) What relation exists between innovative work practices and employees' job Performance?
- 4) How does innovative work behavior mediate the relationship between cultural Intelligence and the job performance of employees?

Objectives of conducting Research

The main purpose of this study is to find out the relationship between cultural intelligence. Moreover, the potential mediating role of innovative work behavior between cultural intelligence and employee job performance will also be highlighted.

The following are the main objectives of this study:

- 1) To investigate the relationship between cultural intelligence and employee job performance in the context of telecom industries.
- 2) To find out the relationship between cultural intelligence and innovative work behavior in the context of telecom industries.
- 3) To examine the relationship between innovative work behavior and employee Job performance.

- 4) To investigate the mediating effect of innovative work behavior between Cultural intelligence and employee job performance in the context of telecom Industries.

Based on the above discussion, the following hypothesis has been developed

HYPOTHESIS 2: Cultural Intelligence has a significant relationship with Innovative Work Behavior in a cross-cultural environment.

Innovative Work Behavior and Employee Job Performance

Job performance of an Employee is defined as the task accomplished by the employees in a particular fixed period of time (Motowidlo, 2003). Employee job performance depends upon the ability and motivation of employees (Judge et al., 1998; Vroom, 1964). IWB determines the level of performance of an employee. Team performance and organizational performance is nothing without performance of an individual's which results better economic performance of a particular sector (Campbell & Wiernik, 2015). Individual effective performance results in succeeding the business and has a significant impact on the profitability of an organization (Bevan, 2012). On the other hand, inefficient job performance results in lower profitability, and productivity. So, it is very important to identify the factors that can enhance and positively affect job performance.

Previous studies show that innovative work behavior of an employee helps them to perform better than the employee less innovative (Gong et al., 2009). An individual work performance depends on the diversified nature of work (Harari & Viswesvaran, 2018). IWB is one of the parameters related to performance, which is positively linked with the related to work performance (Woodman, Sawyer, & Griffin, 1993). One of the studies suggest that employees, working in an environment that does not require more innovation, are likely to be less motivated as the organizations does not take creative idea into consideration in their work (West, 1989). It is mandatory not only to recognize the creative ideas of understanding problem-solving skills but also to incorporate these ideas on the grounds (Perry-Smith & Mannucci, 2017). It means that more innovative work behavior employees show, the better employees job performance.

As a result of the debate above, the following hypothesis are generated:

HYPOTHESIS 3: Innovative work behavior has a significant relationship with Employee Job Performance in a cross-cultural environment.

Innovative Work Behavior as a Mediator

Innovation via new technologies and working methods is the best way to enhance individual and organization performance (Anderson et al., 1994). Innovation is the process of generating new ideas in order to enhance the outcomes in terms of products and services (Anderson et al., 2014). It is considered one of the factors help in discovering new mechanisms involving creativity, which further leads to increased effectiveness and sustainability. Organizations, that are less creative, have a higher risk of losing or reducing the market competitiveness (Abdallah and Phan, 2007).

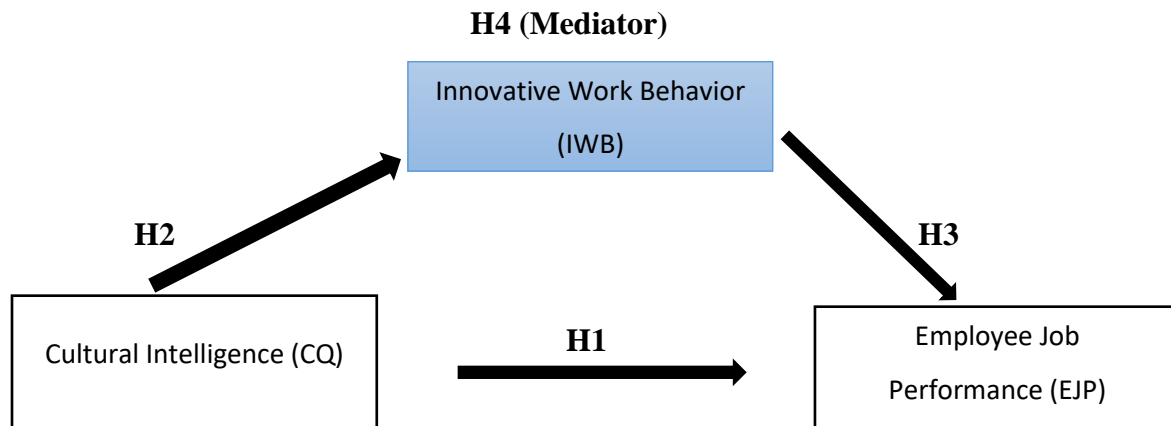
Employees showing innovative work behavior have the higher chance to enjoy the opportunity of improving their performance by creating new processes and ideas (Ramamoorthy et al., 2005). IWB works as a stimulator for coping with challenges and solving problems, which helps the employee to be more efficient and achieve high performance (Aryee et al., 2012). It is a key concept that works as a bridge for a competitive advantage (Østergaard et al., 2011).

Further, an employee with higher CQ is necessary for IWB. In a multicultural workforce, the role of cultural intelligence has a high impact on the innovativeness of employees as it benefits the client and its own organizations. The CQ stimulates IWB particularly in a culturally diverse workforce (Egan, 2005).

From the above discussion, the following hypothesis is proposed

HYPOTHESIS 4: Innovative Work Behavior mediates the relationship between Cultural intelligence and Employee Job Performance.

Research Model



Methodology

Research is based on positivism. It is useful in establishing the hypothetical deductive approach where a huge population is targeted to collect data using survey methods. In this study hypotheses are developed reviewing the already existing literature, then analyzed on the basis of data collected through structured questionnaires. The approach used in this research is deductive in nature which is also known as top-down or top-bottom approach. The Deductive approach is developed on the academic literature and then tests that hypothesis using the quantitative approach which is suitable for our study. Our research strategy is quantitative strategy. Due to the time constraint, the data was gathered through a cross-sectional survey, which the data are gathered from respondents at once. The population is defined as the set or group of the units on which the researchers want to study or investigate or draw conclusions about (Shukla, 2020). The population of this study was taken from twin cities Rawalpindi and Islamabad, particularly people associated with the telecom industries. The data was collected from, Jazz, Zong, Ufone, Telenor, etc. The population size (N) is 15,000 as per the PTA website, no of employees working in telecom companies. Sample size is the mathematical estimation of the number /unit which are included in the study (Kaur, 2021). The size of sample used in this study is 375 but due to the time constraint, the responses could not reach to 375 and only 209 responses were considered for the study with 95% confidence level, margin of level is 5%. **Krejcie and Morgan** table has been used for the sample size. The mode of sampling used in this study was convenience i.e. a method of non-probability sampling. The purpose of using convenience sampling is to save time and other resources as it allows collecting data in a faster and easier way. This method was found convenient to use due to the time constraint as the time given was only four months. Further, it allows collecting data cheaply and efficiently. Unit of analysis in this research was individuals working in the telecom industries. The focused individuals were from top to middle management particularly those involved in the project as a team member, project manager, etc.

The instrument used in the study was a questionnaire. The questionnaire was adapted for the variables. As the questionnaire was close-ended, so we preferred to use Likert Scale having the number from 1 to 5. In Likert Scale, the number 1 shows strongly disagreement, number 2 means disagreement, number 3 represents neutrality (neither agree nor disagree), number 4 shows the person's agreement, and number 5 refers to the strongly agreement. The higher the number gets, the higher the agreement. IBM SPSS Statistics and SMARTPLS were used for data analysis in current research.

Table 1: *Instrument detail*

Variable	Item	Reference
Innovative Work Behavior	6	Scott and Bruce 1994
Cultural Intelligence	16	Ang et al., 2007
Employee Job Performance	4	Yousef (2000)

Data Analysis

This section summarizes the outcome and findings of this study and it comprises of demographic analysis, descriptive statistics, reliability and validity analysis, model fit test, and hypothesis testing. Demographic analysis is performed to have a detailed view of characteristics and traits of respondents. This analysis includes age, gender, education and company name and is performed to have a quick look on response of respondents.

Table 2: *Demographic analysis of the respondents*

Variables	Options	Frequency	Percent
Gender	Female	121	57.9
	Male	87	41.6
	Prefer not to say	1	5
Age	18-25	107	51.2
	26-30	59	28.2
	31-35	27	12.9
	36-40	7	3.3
	41-45	4	1.9
	46-50	3	1.4
	>50	2	1.0
Education	Bachelors	114	54.5
	Masters	80	38.3
	Phd	3	1.4
	Prof. Certification	6	2.9
	Others	6	2.9
Experience	Less than 1 year	109	52.2
	1-5	71	34.0
	6-10	22	10.5
	11-15	5	2.4
	>15	2	1.0

The demographic analysis deals with the data of the respondents. As mentioned in the table, most of the respondents are female which almost 57.9% is. Among 209 respondents, 87 are male. Further, most of the participants were young aged between 18-25, the percent of which is 51.2. 28.2% falls under the age group of 26-30, 12.9% are of age 31-35. Moreover, the age groups of 36-40, 41-45, 46-50, and > 50 have 3.3%, 1.9%, 1.4%, 1.0% respectively. Respondents having degree of Bachelors were 54.5%, Masters were 38.3%, PhD was 1.4%, Professional certification holders and others are 2.9%. The descriptive statistics is done for summarizing and arranging the large amount of data in a well-organized manner. This statistic highlights the maxima minima values, means and standard deviations of each variable.

Table 3: *Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER	209	1.00	3.00	1.4258	.50526
AGE	209	1.00	7.00	1.8469	1.18301
HQL	209	1.00	5.00	1.6124	.88689

RELATIVEEXP	209	1.00	5.00	1.6603	.83459
IWB1	209	1.00	5.00	3.7847	1.01269
IWB2	209	1.00	5.00	3.9426	.95904
IWB3	209	1.00	5.00	3.9761	.93253
IWB4	209	1.00	5.00	3.8086	.97158
IWB5	209	1.00	5.00	3.9952	.89064
IWB6	209	1.00	5.00	3.8756	.88461
MC1	209	1.00	5.00	3.9378	.90986
MC2	209	1.00	5.00	3.8565	.90324
MC3	209	1.00	5.00	3.7990	1.00852
MC4	209	1.00	5.00	3.9139	1.06168
COG1	209	1.0	5.0	3.124	1.1240
COG2	209	1.00	5.00	3.1675	1.15012
COG3	209	1.00	5.00	3.4354	1.05470
COG4	209	1.00	5.00	3.3780	1.05416
MOT1	209	1.00	5.00	4.1627	.93662
MOT2	209	1.00	5.00	3.9665	.85137
MOT3	209	1.00	5.00	3.9234	.84003
MOT4	209	1.00	5.00	3.6794	.99402
BEH1	209	1.00	5.00	3.8086	.98142
BEH2	209	1.00	5.00	3.6842	.91241
BEH3	209	1.00	5.00	3.8086	.85582
BEH4	209	1.00	5.00	3.7751	.90520
EJP1	209	1.00	5.00	3.9761	.94279
EJP2	209	1.00	5.00	3.9282	.85464
EJP3	209	1.00	5.00	3.9904	.88790
Valid N (listwise)	209				

Reliability and Validity

Confirmatory Factor Analysis (CFA) on the impact of culture with a mediating function for creative work behavior on employee job performance was conducted using PLS-SEM. Confirmatory Factor Analysis confirms that whether the instruments used in the study verify their constructs or not. It also confirms the threshold limits. For conducting CFA, the PLS Algorithm in SMARTPLS software was used.

Table 4: *Confirmatory Factor Analysis (CFA)*

	CQ	EJP	IWB
BEH1	0.71		
BEH2	0.763		
BEH3	0.764		
BEH4	0.741		
COG1	0.451		
COG2	0.526		
COG3	0.64		
COG4	0.667		

EJP1		0.881	
EJP2		0.888	
EJP3		0.827	
IWB1			0.735
IWB2			0.847
IWB3			0.787
IWB4			0.758
IWB5			0.825
IWB6			0.823
MC1	0.672		
MC2	0.674		
MC3	0.686		
MC4	0.61		
MOT1	0.643		
MOT2	0.761		
MOT3	0.686		
MOT4	0.716		

A strong outer loading impact is when a value is more than 0.7, a value less than 0.5 reflects an unacceptable range for items. And value greater than 0.5 greater shows that an item is contributing to its assigned construct which makes it to acceptable range. It allows for further investigation.

Reliability of Data

Reliability and validity of data was checked by calculating Cronbach's Alpha (CA) and Composite Reliability. The value of CA and CR must be greater than 0.5 to make it acceptable. Whereas, value between 0.8 - 0.95 indicates good ranges. However, values higher than 0.95 is not desirable. The result shows that both CA and CR are in acceptable range limit as shown below in table.

Table 5: *Reliability of Data*

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
CQ	0.919	0.924	0.455
EJP	0.833	0.84	0.749
IWB	0.885	0.891	0.635

Average variance extracted (AVE) value should be greater than 0.5 for confirmation of reliability. From the above table, it is clear that the scale used in the current study is reliable. As the value of CQ is 0.919 and 0.924. The value of EJP for CA and CR is 0.833 and 0.84. The value of IWB for CA and CR is 0.885 and 0.84. All these values are highly reliable to proceed further.

Discriminant Validity

The value of discriminant validity was measured by using Fornel-Lacker Criterion. The values were considered validate if the diagonal values of AVE Squares for each construct are larger than their below values. But, the values should not exceed 0.90. The result of discriminant validity is shown in the below table.

Table 6: *Fornel-Lacker Criterion*

	CQ	EJP	IWB
CQ	0.675		
EJP	0.6	0.866	
IWB	0.728	0.543	0.797

Discriminant Validity refers to the extent to which a construct is different from other construct. From the above table, it is depicted that the value of discriminant validity verifies that the measures of the study are not excessively correlating with each other which make it acceptable.

HTMT Criterion

The Heterotrait-Monotrait Ratio (HTMT) is an approach to assess the discriminant validity. This method is used to determine the ratio of two construct by using their between-trait correlation and within-trait correlation. As far as its value is concerned, if the HTMT value is less than 0.9 then it is deemed that discriminant validity is established between the constructs. Following table shows the result.

Table 7: *HTMT Criterion*

	CQ	EJP	IWB
CQ			
EJP	0.677		
IWB	0.796	0.622	

The values from the above table are in range as they are less than the threshold limit which is 0.9. In examining the discriminant validity, it is said that the lower the value, the better the result. Value less than 0.9 also reflects that the discriminant validity is established between the constructs.

Model Fitness Test

Goodness of fit was performed to examine the fitness of data. The goodness of fit **describes how well it fits a set of observations**. As far as its value is concerned, if the SRMR is equal to 0, then the model is deemed fit. The value of SRMR should not exceed 0.1. Whereas, NFI is considered in acceptable range if the value is close to 1.

Table 8: *Model Fitness Test*

CRITERION	VALUE
SMSR	0.076
NFI	0.735

From the above table, it is shown that the SMSR was 0.076 which is less than the threshold limit of 0.1, it means it is acceptable. The value of NFI is 0.735 (closer to 1). Both the values make the model fit.

Path-coefficient

Smart PLS was used to test the hypothesis of the study. For acceptable range, t value must be greater than 1.96 and p should be less than 0.05. Following are the result showing different co-path.

Table 9: *Path-coefficient*

	Original sample	Sample Mean	Standard deviation	T statistics	P value
CQ -> EJP	0.6	0.605	0.079	7.594	0.000
CQ -> IWB	0.728	0.73	0.048	15.312	0.000
IWB -> EJP	0.226	0.227	0.097	2.329	0.010

Path-coefficient indicates that CQ has a significant impact on EJP with a p-value of 0.000 and beta of 0.6. This is the indication that hypothesis 1 is accepted. It further shows that CQ has a significant impact on Innovative Work Behavior with a p value of 0.000 and beta value of 0.728, which means that hypothesis 2 is proven.

Moreover, Innovative work behavior also depicts a significant and positive relationship with employee job performance showing a p-value of 0.010 and a beta value 0.226 which makes hypothesis 3 accepted.

Mediation Analysis

For examining the mediating effect of innovative work behavior, the indirect effect is considered which is given in the above table. The t value shows a significant value that is less than 0.05.

Table 10: *Mediation Analysis*

	Original sample	Sample Mean	Standard deviation	T statistics	P value
CQ -> IWB -> EJP	0.165	0.166	0.072	2.299	0.011

The p value which is 0.011 and a beta value of 0.165 shows that innovative work behavior has a mediating effect between cultural intelligence and employee job performance. This shows that hypothesis 4 is accepted as the p-value is less than 0.05. Innovative work behavior is motivated by cultural intelligence which further leads to better job performance of employee. The Common method biases is found in a study when the data for the independent and dependent variables are collected from the same respondent. To remove the biases in the study, either separate the independent and dependent variables temporarily when collecting data or make the respondent perceive dependent and independent variables differently. But, when it comes to examining likelihood of such problem in the study, Herman single factor test is conducted, the result of which are as follows:

Table 11: *Total Variance Explained*

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.709	42.836	42.836	10.134	40.538	40.538
2	1.942	7.769	50.605			
3	1.373	5.492	56.097			
4	1.335	5.338	61.435			
5	.996	3.986	65.421			
6	.914	3.655	69.076			
7	.828	3.313	72.389			
8	.708	2.831	75.220			
9	.643	2.572	77.793			
10	.590	2.362	80.154			
11	.550	2.202	82.356			
12	.483	1.931	84.287			
13	.444	1.777	86.064			
14	.433	1.733	87.797			
15	.401	1.606	89.403			
16	.351	1.405	90.808			
17	.341	1.362	92.170			
18	.312	1.246	93.416			
19	.295	1.179	94.595			
20	.275	1.100	95.695			
21	.249	.996	96.691			

22	.234	.935	97.626
23	.215	.859	98.485
24	.207	.827	99.312
25	.172	.688	100.000

The threshold value for common method biases test is <50%. If the value is above 50%, it indicates that the common method biasness is present in the study. And the value less than 50% represents that the study does not have common method biasness which is deemed good for the further procedure. The value of variance in the current study is 40.538% which is less than the 50%, so the current study is freed from the common method biasness, it indicates an acceptable range.

Conclusion

Job performance of employees is highly significant for the organization survival (Verma & Singh, 2022). Therefore, it is crucial to analyze and working on the factors that could improve job performance by implementing those factors. Through the use of the mediating function of creative work behavior, this study has developed a conceptual model for analyzing the impacts of cultural intelligence on employee job performance. It takes into account the beneficial effects of cultural intelligence on worker performance. Additionally, it confirms the mediating effect of innovative work behavior on employee job performance, indicating that employees' performance is improved by their innovative and creative behavior. The results of this study demonstrated a favorable and substantial correlation between cultural savvy and creative work practices.

This study discovered a favorable positive relationship between creative work behavior and employee job performance.. IWB is considered one of the important factors that play a vital role in succeeding organization in a dynamic world (Yuan & Woodman, 2010). Innovation leads the organizations towards new different path and brings new ideas which help the employee in a unique way. IWB is considered important to succeed in this dynamic world. Traditional ways of working in the organizations have been transformed. An individual, which is capable of generating new ideas, is deemed to have high job performance which confirms this significant relationship and verifies Hypothesis 2.

This article has uncovered a direct effect of cultural intelligence on employee job performance. The result shows that individuals having high CQ are deemed to have high job performance, as these employees are capable of handling and dealing with different situations uniquely by using the knowledge acquired from people of different cultures. One of the studies suggests that employees, working in an environment that does not require more innovation, are likely to be less motivated as the organizations does not take the creative idea into consideration in their work (West, 1989). So, conventional ways of working make employees less focused towards their job which verifies Hypothesis 3.

This study identified the mediating role of innovative work behaviour between cultural intelligence and employee job performance in the setting of the telecom sectors. When creative work behaviour serves as a mediator, the indirect impact affirms the positive and strong link between IV and DV. Innovative work behavior is supported and promoted by cultural intelligence while considering increasing and enhancing employee job performance. Therefore, it is needed to investigate and invest on IWB in the organizations in relation to many other factors. In a cross-cultural workforce, the role of cultural intelligence has a high impact on the innovativeness of employees as it benefits the client and its own organizations (Egan, 2005). It is also strongly recommended that policy-makers need to encourage and increase the participation of management students to have exposure in international projects through education and exchange programs.

Implications of the Study

Findings of this current study advance and extend the literature of cultural intelligence, innovative work behavior, and employee job performance. The effect of cultural intelligence has not been studied much with other factors which ultimately result in high job performance. One of the main limitations on the

previous studies on the literature of cultural intelligence is lacking the involvement of innovative work behavior as a mediator. Further, the expected job performance of employee assessment can be performed by incorporating innovative work behavior and deal it with the importance it deserves. Ignoring such factors may lead to lower motivation of employees and their performance as well. Moreover, this study has signified and highlighted the importance of recruiting people hailing from different cultures as this can bring a positive change and enhance the performance of employees. Many other factors have been studied and discussed on employee job performance, but if the cultural intelligence with innovative behavior of employees helps them enhance job performance was uncovered till now. It unveiled the relationship between the variables in light of the proposed model indicating that these variables are connected and interrelated to each other resulting in enhanced job performance in the context of telecom industries. The ultimate goal is to explore a new dimension of cultural intelligence in management dealing and considering employee job performance.

In practical implication, this study explored the result of incorporating of all variables while taking innovative work behavior into consideration and the findings are satisfying. The study confirmed that the independent and dependent variable are positively related and have a significant effect. It also proved that innovative work behavior also has a positive role as a mediator between IV and DV and highlights its role. The results also verify that innovative behavior motivates employee to think and work out of the box, which help them get the expected results. The management needs to take this factor into consideration if willing to get excellent performance from their employees. It is worthy to mention that organizations avoid this aspect which is supposed to bring huge change in the performance. This study also enlightens the need of enhancing innovative work behavior. Further, findings also reaffirm that organizations should work on increase this factor by any means, whether it be organizational justice or reward system. Innovative Work Behavior is necessary in every aspect for organization. So managers need to have strong innovative behavior while creating their team for any projects.

Limitation of the Study

In the current study, following limitations have been mentioned.

- a. Although, the sample size was 375 as per the population of the study, but this number could not be attended and only 209 responses were considered for this study. This made the sample size limited.
- b. The research data was collected from twin cities Islamabad and Rawalpindi, so this can be done across the country so that incorporation of Pakistani culture extends in the study.

Future Research Directions

The concepts of leadership and culture are most debated subjects when it comes to the project management literature (Schein, 2004). Today is arguable the most opportune time for this field.

Future studies might concentrate on expanding the sample size and population to obtain more comprehensive results. The larger cultural distance can also be studied by future academics since a shorter cultural distance may make it simpler for an employee to adjust to the new culture. This study used a cross-sectional design so that other researchers can use a longitudinal design to obtain data from various time zones. In the future, scholars can potentially work on large-scale regional and international initiatives.

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Conflict of Interest


Authors declared no conflict of interest.


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ORCID iDs

Hassan Daud Butt ¹  <https://orcid.org/0009-0007-8706-5948>

Kulsoom Laeeq ²  <https://orcid.org/0009-0001-8563-2706>

Urooj Aijaz ³  <https://orcid.org/0000-0002-7162-5361>

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