

Research Paper

## A Study on Understanding the Effects of Cultural Intelligence on Emotional Exhaustion on Employee at Workplace – A Gender Based Study

Rishita Patel<sup>1\*</sup>, Ujjwal Sharma<sup>2</sup>, Rahul Varma<sup>3</sup>

### ABSTRACT

In the era of Globalisation, workplace around the world have become more diverse in terms of cultures than before, as employees from culturally different background strive to achieve work objectives together. Emotional burnout is characterized by physical or emotional exhaustion, as well as a lessened sense of achievement and a loss of a sense of self. Burnout is a chronic work-related stress. The research goal of the is to study the effect of Cultural Intelligence on Emotional Burnout and its impact on employees at workplace. The study would be analysed to descriptive Research Design and a random sampling technique at different workplaces. The results suggest, there is a considerable connection between cultural intelligence and depersonalization among workers. However, neither emotional exhaustion nor personal achievement are significantly correlated with cultural intelligence. Males and females have different correlations, with the significance of the correlation for males being uncertain and non-significant for females. To acquire a thorough knowledge of the relationship between cultural intelligence and various workplace elements, it is crucial to keep in mind that more investigation, latest information, and contextual considerations should be considered.

**Keywords:** *Cultural Intelligence (CQ), Emotional Exhaustion (EE), Depersonalization, Personal Accomplishment, Burnout*

The research study on the way Cultures affects and express the mental functioning of the people is known as cultural psychology. It is predicated on the idea that mental processes and the cultures are intrinsically connected and supportive to each other, means that both the individual and the culture are formed. Cultural psychology and cross-cultural psychology are sometimes conflated. It differs from cross-cultural psychology, though, in that the latter focuses on how local cultural practises influence mental processes rather than how culture in general tests the commonality of psychological processes. Instead of focusing on whether or not Jean Piaget's developmental stages are shared by all cultures., a cultural psychologist can be more interested in understanding the effects on how social behaviours of a group of cultures affect the evolution of mental processes in diverse ways.

<sup>1</sup>Student at Amity University Chhattisgarh

<sup>2</sup>Assistant Professor at Amity University

<sup>3</sup>Assistant Professor at Amity University

\*Corresponding Author

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Research shows that for the country's economic growth, entrepreneurship is very crucial. Moriano et al. (2011) found that the most important factor to an individual to become entrepreneur is their social cultural attitude.

### **Culture and Workplace**

Cultural diversity in the workplace is fuelled by economic globalization, which has led to the emergence of a contemporary workforce composed of individuals from various genders, age groups, ethnicities, religions, and nationalities. Cultural diversity is an inherent aspect of humanity that exists both in the business world and beyond. With a plethora of individuals possessing diverse backgrounds, skills, and viewpoints, the world is enriched. Learning about different cultures is crucial for establishing connections with people, as this knowledge equips us to become more well-rounded individuals, fostering a work culture of mutual respect and continuous learning.

Having a good understanding and utilization of cross-cultural diversity can offer valuable experience and fresh ideas to improve an organization's competitive edge. However, the presence of cultural differences can hinder the attainment of organizational goals in the multicultural global business community of today. To prevent cultural misinterpretations, managers need to be encouraged and culturally aware inventiveness and drive through adaptable leadership.

Researchers and practitioners believe that comprehending the influence of cultural differences on emotional labour processes can help ensure that employees can deliver satisfactory service that meets the expectations of customers in different nations.

Also, there are so many benefits of cultural diversity at workplace that helps an organization to: -Build Trust and Respect, Increase Revenue, Increase Creativity and innovative, improve performance and engagement, Reduce Discrimination and Harassment, Developing positive company culture and more.

### **Cultural Intelligence**

Intelligence means the capacities to grasp and handle intricate thoughts, adapt to unfamiliar situations, learn from experience, manage abstract ideas, and use information to change one's environment., which is a mental attribute. The capacity to communicate successfully and responsibly with individuals from different cultures is known as cultural intelligence (CQ). It encompasses more than just knowing cultural conventions; it also includes appreciating different viewpoints, adapting to differing cultural settings, and effectively interacting with people from various cultural origins. In today's globalised and interconnected world, when people, businesses, and organisations constantly interact with different cultures and operate in multicultural settings, cultural intelligence is seen as an essential talent. People can overcome cultural barriers, promote knowing and collaborating, contributing to a more inclusive and linked global community by developing their cultural versatility, awareness, and efficient communication skills.

### **Burnout**

In 1974, Freudenberger introduced the concept of burnout, which refers to a combination of long-term emotional exhaustion, physical fatigue, disengagement from work, depersonalization towards clients or customers, and decreased job performance. Burnout begins with unusual response to conflict, irritation, & work pressures, but eventually, this

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response gets so bad that it interferes with one's ability to operate. When an individual has suffered for years of psychological pressure and experience burnout, can lead to physical and psychological diseases, especially in occupations with a lot of pressure (Shahbazi, 2011). The phenomenon of burnout is a given in professional life and results from work experience. Employee disappointment brought on by burnout has a substantial adverse effect on job performance. Social status is a major source of income, but it can have a negative impact on one's mental and physical wellness. Burnout is one of the serious illnesses which could have a detrimental effect on the person's health, happiness, and ability to execute their work. It is advised to get assistance from a medical professional or mental health practitioner and bring awareness to individuals who is exhibiting signs of burnout.

### ***Impact of Burnout on Physical, Mental and Emotional health***

A psychosocial illness called burnout can have a number of psychological and physical effects. Extreme exhaustion, a loss of passion, and growing cynicism are just a few of the symptoms of burnout that also coincide with those of depression. Additionally, feelings of rage, detachment, pessimism, and anxiety can result from burnout. According to recent studies, continuous psychosocial stress, which characterises burnout, might eventually alter the structure of the brain by overwhelming people's neuroendocrine and cognitive systems. Burnout can result in the amygdala, which controls our fight-flight-freeze response and threat perception, growing larger and the frontal cortex, an area of the brain crucial to cognitive functioning, shrinking. Burnout can cause a variety of withdrawal symptoms, including absenteeism, and is linked to decreased performance at Burnout is a complex issue that includes diminished self-actualization, depersonalization, and emotional exhaustion.

Burnout has a negative impact on health, which causes job dissatisfaction, lower-quality treatment, and decreased performance at work. A variety of medical conditions, such as muscular discomfort, gastrointestinal alterations, cardiac abnormalities, headaches, increased susceptibility to infections, insomnia, and persistent fatigue are more prevalent among workers who are more burned out, according to several reviews of studies. Detachment, negativity, or irritability may result from feelings of anger, despair, or worry that are brought on by burnout. Myocardial infarction, stroke, ischemic heart disease, and unexpected cardiac death are among conditions that are made more by burnout. Fatigue, poor sleep, and trouble cutting down blood proteins are all symptoms of burnout and can negatively impact one's health. Burnout is linked to a higher risk of type 2 diabetes, which raises the possibility of coronary heart disease.

### ***Organizational consequences of Exhaustion.***

Organisational repercussions of burnout or exhaustion might include job discontent, lower standards of care, mistakes made in the workplace, absenteeism, intentions to leave the field, and desertion. Burnout can also result in decreased performance at work, more employee turnover, and lower productivity. Burnout can result in bad working conditions, an absence of perceived support from society, and an adverse effect on the health of the organisation. Burnout is a disorder that is believed to be triggered by ongoing workplace stress that has not been professionally managed. Burnout is a phenomenon that occurs in the workplace and can cause despair, rage, anxiety, irritability, and a higher risk of needing treatment or medication for mental health issues. It is critical to identify burnout before it causes health issues and to establish boundaries for controlling working stress.

## **REVIEW OF LITERATURE**

There is a need for understanding cultural differences and related processes involved in burnout and increasing pressure and stress on employees. This cross-cultural diversity has many benefits such as high motivation, better problem solving, less racial segregation, builds strong relationships with different cultural business partners help improve innovation, broaden views and perspective and improve decision making. Workplace that does not have cultural diversity also lacks behind at the cross-cultural competency and it also leads to struggle with issues like difficulty in communication, lack of Trust, increases misunderstanding such workplace involved influence negatively on performance of employees but also affects the psychological wellbeing of its employees.

Many authors discussed about the relation between Emotional intelligence (EQ) and burnout, but extremely limited study has been conducted to investigate the relation amongst emotional exhaustion and Cultural Intelligence (CQ). According to Early & Ang (2003), the purpose of CQ is to comprehend how people think and act in cross-cultural settings. The concept of cultural intelligence includes both universal cognitive abilities as well as culture-specific knowledge and skills. While certain higher-level cognitive abilities, such as the formation of social categories like marriage, are universal, their specific manifestations vary across cultures. It is therefore not accurate to assume that the content and process of social knowledge discovery is invariant across cultures. Rather, cultural intelligence must be considered a separate type of intelligence that is essential for successful assimilation to various cultural contexts. It does not only apply to one culture but also enables people to adapt to unexpected cultural circumstances. People continue to prefer a culture that is close to their own, despite the increasing blurring of international borders (Ting-Toomey & Dorjee, 2018). People with the same cultural origin develop deep bonds with one another through social learning (Reisman, 2007). Therefore, individuals who are exposed to diverse cultures at work could find it challenging to adapt and run into troubles. (Bücker et al., 2014; Malek & Budhwar, 2013).

It is now widely accepted that successful people combine several forms of intellect. For personal development and productive outcomes, social skills. However, these non-traditional forms of intelligence are not universal and are highly influenced by culture. Cultural intelligence refers to a range of abilities that enable an individual to effectively transfer social skills from a single cultural to another). Brislin, R. (1993), in his review study on Understanding culture's influence on behaviour, studied that for college students studying how Culture affects human behaviour, and it consist of two assumptions. First is that People will interact with other cultures from around the world more frequently and secondly studies that investigate how different cultures interact with each other can result in providing useful suggestions on how to navigate, and communicate effectively in a constantly evolving, cultural society. Since it would be helpful for students pursuing courses in the field of human behaviour, many professors believe that students must be introduced to the concerns of different cultures as early as practicable (APA, 2016). In more recent times, the multiple intelligence theory has suggested that non-academic intelligences might also exist in people, which can help to know how people think and connect with others (Sternberg & Grigorenko, 2004). The most prevalent of these are non-academic intelligences are the emotional, practical, and social intelligences (Thorndike & Stein, 1937). Cultural intelligence and social intelligence are different because social intelligence lacks cultural richness. This is surprising because earlier critics of intelligence theory, (Berry 1974) suggested the explicit consideration of cultural context. Salovey and Mayer (1990) assert that social intelligence

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indicates the capacity to comprehend and control individuals. An article review says that Outside of its cultural setting, intelligence cannot be completely or even meaningfully explained. Anything that aims to contextually examine intelligence runs the risk of imposing the investigator's worldview on the world at large. It is impossible to exaggerate the value of cultural intelligence towards eliminating cultural barriers. According to recent research of 156 expats working in Turkey, people with elevated levels of cultural intelligence tend to perform better overall and experience less job burnout. This empirical study adds to the corpus of knowledge on the subject by offering light on the connections among cultural intelligence, job performance and job burnout. (Caglar Dogur.,2019).

To understand the relation amongst burnout and cultural intelligence a Survey on 288 restaurant workers in Hawaii, a state in the United States with a diverse population of restaurant clients, provided the data. Through engagement or burnout, both cognitive and motivational CQ had indirect impact on satisfaction at work. The findings of the research suggest that CQ could be a decisive source for hospitality workers in their own nations who serve a variety of clients. (H. Min, Hyun Jeong Kim, J. Agrusa, 2021). According to Early & Ang (2003), the purpose of CQ is to comprehend how people think and act in cross-cultural settings One such study was conducted, the investigation revealed that there was a negative relation amongst job burnout and CQ, indicating that this finding is consistent with earlier research (Bolat et al., 2017 Bücken et al., 2014, Suthatorn & Charoensukmongkol, 2018, Tay et al., 2008), which showed the importance of CQ in reducing stress and burnout during cross-cultural interactions. Also, the findings indicated that Thai cabin crew employees likely to experience high degrees of burnout over long employment periods another similar study looks at the connection among cultural intelligence (CQ) and job burnout among Thai flight attendants. And the results show that-Burnout on the job is negatively correlated with cultural intelligence (CQ) among Thai cabin crew members who are working for non-Thai national airlines , CQ has a more detrimental influence on Burnout. It also suggests that the Airlines should think about making interventions to protect their cabin workers from psychological stress. (Phenphimol Seriwatana, Peerayuth Charoens, 2020)

In India, an observational study was conducted on 342 managers of Nationalised banks in J&k (India) This study examines the function provided by cross-cultural adaptability and assesses the influence of cultural intelligence on performance at job or workplace. The interlink between cultural intelligence and job success is intermediated by the ability to adapt across cultural boundaries. (J. Jyoti, Sumeet Kour, Sonia Bhau, 2015). There are not many studies based on how Cultural Intelligence is related to Burnout. Few studies suggests that higher level of CQ significantly correlates to lower level of burnout. Current studies are very less in numbers to Generalise the effects of CQ on burnout. There has been much research on how Emotional Intelligence (EQ) is related to burnout and other related factors.

### ***Rational of the study***

There is a space in the literature with related to burnout or exhaustion and cultural intelligence inside the population of working personnel. As it fills the previous gap, this work advances organisational research. Organisations will be guided by the findings as they decide where to concentrate their training efforts in order to prevent burnout. Amarjit, et al. (2006); Anastasios & Panayiotis (2010) suggest that certain programmes may identify a need to educate and train their staff members to be more culturally knowledgeable so they may be more successful transformative persons.

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A Workplace can have employees with varied cultural backgrounds. Adjustment to such culturally diverse environment can be challenging to some individuals. Individuals working at any workplace can find it emotionally and mentally difficult to work under such circumstances. This easily result in burnout or emotional exhaustion. So, Studying the cultural intelligence of employees and emotional burnout can help us understand what are the factors responsible in resulting burnout of an individual.

### ***The research will provide –***

- Understanding the effect and impacts of Cultural Intelligence on Burnout.
- Understanding different levels of cultural intelligence and burnout in different workplaces
- Future scope for designing intervention to lower the level of burnout among individuals.

### ***Objectives***

- To understand and explore the effect of Cultural Intelligence on emotional exhaustion on employees at workplace.
- To study emotional Burnout on Employees.
- To understand the difference among the level of burnout in males and females.

### ***Hypotheses***

Based on the mentioned objectives, these hypotheses are proposed:

- **H<sub>01</sub>**- There will be no significant relationship between Cultural Intelligence and Emotional Exhaustion.
- **H<sub>02</sub>**- There will be no significant relationship between Cultural Intelligence and Depersonalization.
- **H<sub>03</sub>**- There will be no significant relationship between Cultural Intelligence and Personal accomplishment.
- **H<sub>04</sub>**- There will be no significant difference between Cultural Intelligence and its effect on emotional exhaustion among males and female.
- **H<sub>05</sub>**- The effect of Cultural Intelligence on emotional exhaustion is more in females than males.

## **METHODOLOGY**

The current study uses correlation research. In this study, the focus is on two constructs: Cultural Intelligence and Emotional Exhaustion. Its aim is to understand the effects of Cultural Intelligence on Emotional Exhaustion on Employee at Workplace. The information was collected in both online and offline mode from Faculties at University, Bank and from other individuals.

### ***Sampling method***

Convenience Sampling method is used. The researcher decided to collect data from Employees from different workplaces including university, banks, MNC's etc.

**N=80**

### ***Inclusion Criteria:***

- The Age should be 18 years and above.
- The Nationality of the participants must be Indian.

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- The participant should be a working Employee.
- The participant must be fluent with English language.

### ***Exclusion Criteria:***

- Anyone below the age of 18 years.
- Businessman's, students cannot participate in the study.
- NRI's are also not allowed to participate in the study.
- Anyone who does not know English language cannot participate.

### ***Tools used***

- **Cultural Intelligence – Cultural intelligence scale (CQS) by Earley and Ang (2003):** The CQ scale (CQS), developed by Van Dyne, Ang, and Koh (2008). All of the four categories is covered by 20 questions in the CQS. The Cronbach's Alpha test indicates that the CQS has an elevated level of internal reliability of 0.70 threshold.
- **Psychological Burnout- Emotional Burnout scale by Christina Maslach and Susan E. Jackson:** The Maslach Burnout Inventory (Maslach & Jackson, 1981) is used to evaluate the burnout. The tool measures three areas namely Emotional Exhaustion, Depersonalization, Lack of Personal accomplishment. According to Schwab and Gold, the Cronbach alpha scores were 0.90, 0.76 for personal accomplishment, emotional tiredness was 0.90, 0.76 for depersonalization. For test-retest dependability, time intervals of a few weeks, three months, and a year were used. The highest scores are 0.60–0.82 were in the few weeks gap, while the lowest is 0.54-0.60 were in the year gap.

### ***Procedure***

The researcher collected data using both offline and online mode the offline data was primarily obtained from Faculties Amity University, Punjab National Bank, Kotak Mahindra Bank and few known individuals. The researcher visited different work settings to get various employees working at different workplace and provides brief explanation of the research study and its aim. Interested participants were given sheets to fill out individually with a consent form and scale attached to it. The researcher established general rapport with the participles to make them will comfortable and at ease. Then the participant was asked to read the consent form and provided demographic details before being given specific instruction for both the scales. It took 6 days to collect data in online mode and 6 days in offline mode.

### ***Statistical analysis***

To analyse and understand the data, correlational method was used. Data collection for correlation study was done with the help of Microsoft Excel using CQS and MBI on the employee for data sampling. Pearson Correlation method is used to find the correlation between CQS and MBI.

The correlation between CQS and MBI is calculated through SPSS.

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**Table 1: Correlation analysis between cultural intelligence and Emotional Exhaustion among employees at workplace.**

<b>CQ</b>	<b>CQ</b>	<b>Emotional Exhaustion</b>
<b>Pearson correlation</b>		
	<b>1</b>	<b>.160</b>

*Correlation is significant at the 0.01 level (2-tailed)*  
*Sig.(2-tailed); p-value= 0.158*

The table indicates a positive correlation between cultural intelligence (CQ) and burnout with a coefficient of 0.160. However, the correlation is not statistically significant at the 0.01 level, suggesting that the observed relationship could have occurred due to random chance. Therefore, we do not have sufficient evidence to support a significant relationship between cultural intelligence and burnout based on the provided data.

**Table 2: Correlation analysis between cultural intelligence and Depersonalization among employees at workplace.**

<b>CQ</b>	<b>CQ</b>	<b>Depersonalization</b>
<b>Pearson correlation</b>		
	<b>1</b>	<b>.296**</b>

*\*\*Correlation is significant at the 0.01 level(2-tailed)*  
*Sig.(2-tailed); p-value=0.008*

The p-value of 0.008 is smaller than the conventional significance level of 0.01. This means that based on the data presented in the table, there is sufficient evidence to conclude that there is a meaningful relationship between cultural intelligence and Depersonalization.

Therefore, H02, which states that there is no significant relationship between cultural intelligence and Depersonalization, is rejected. The significant correlation coefficient of 0.296 suggests that there is a meaningful and statistically significant relationship between cultural intelligence and Depersonalization.

**Table 3: Correlation analysis between cultural intelligence and Personal accomplishment among employees at workplace.**

<b>CQ</b>	<b>CQ</b>	<b>Personal accomplishment</b>
<b>Pearson correlation</b>		
	<b>1</b>	<b>.056</b>

*\*\*Correlation is significant at the 0.01 level(1-tailed)*  
*Sig.(2-tailed); p-value=0.623*

The p-value of 0.623 is greater than the 0.01, indicating no significant relationship between cultural intelligence and personal achievement. H03, which suggests no significant relationship, is supported by the data, with a weak correlation coefficient of 0.056.

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**Table 4: Correlation analysis between cultural intelligence and emotional exhaustion among males and female at workplace.**

<b>Correlations Males</b>			
		CQ	EE
CQ	Pearson Correlation	1	.260
	Sig. (2-tailed)		.055
	N	<b>55</b>	<b>55</b>

For males, the correlation between the variables "CQ" and "EE" is 0.260. There is a weak linear link between the two variables, according to the positive correlation that is indicated. The correlation coefficient's related p-value is 0.055. This implies that, at the usual significance level of 0.05, the observed correlation may or may not be statistically significant.

The importance of a correlation will vary depending on the context and desired level of confidence, it is vital to remember. The traditional criterion of 0.05 is slightly exceeded by a p-value of 0.055, but it is still quite close.

**Table 5: Correlation analysis between cultural intelligence and emotional exhaustion among females at workplace.**

<b>Correlations Females</b>			
		CQ	EE
CQ	Pearson Correlation	1	-.299
	Sig. (2-tailed)		.147
	N	<b>25</b>	<b>25</b>

For females, the correlation between the variables "CQ" and "EE" is -0.299. This suggests a negative correlation between the two variables. The correlation coefficient's related p-value is 0.147. This means that, at the usual significance threshold of 0.05, the observed connection might not be statistically significant. This shows female's experience more emotionally exhausted than males due to cultural intelligence. That means our alternate hypothesis is accepted.

## **DISCUSSION AND CONCLUSION**

The results presented in the above tables presents correlation analyses examining the relationship between cultural intelligence and numerous factors in the workplace.

**Table 1:** Correlation between Cultural Intelligence and Emotional Exhaustion: The correlation coefficient between cultural intelligence (CQ) and emotional exhaustion is 0.160. Although there is a positive correlation, the result is not statistically significant at the 0.01 level (p-value = 0.158). Therefore, based on the provided data, we cannot conclude a significant relationship between cultural intelligence and emotional exhaustion.

**Table 2:** Correlation between Cultural Intelligence and Depersonalization: In this case, the correlation coefficient between cultural intelligence (CQ) and depersonalization is 0.296, which indicates a positive correlation. The p-value of 0.008 is smaller than the significance level of 0.01, suggesting a statistically significant relationship between cultural intelligence

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and depersonalization. Thus, we reject the null hypothesis (H<sub>0</sub>) and conclude that there is a meaningful relationship between cultural intelligence and depersonalization.

**Table 3:** Correlation between Cultural Intelligence and Personal Accomplishment: The correlation coefficient between cultural intelligence (CQ) and personal accomplishment is 0.056, indicating a weak positive correlation. However, the p-value of 0.623 is greater than the significance level of 0.01. Therefore, we fail to reject the null hypothesis (H<sub>0</sub>) and conclude that there is no significant relationship between cultural intelligence and personal accomplishment based on the provided data.

**Table 4 & 5:** Correlation between Cultural Intelligence and Emotional Exhaustion for Males and Females: For males, the correlation coefficient between cultural intelligence (CQ) and emotional exhaustion (EE) is 0.260, suggesting a weak positive correlation. The associated p-value is 0.055, which is close to the conventional significance level of 0.05. Therefore, the significance of the correlation for males is inconclusive and requires further investigation. For females, the correlation coefficient between cultural intelligence (CQ) and emotional exhaustion (EE) is -0.299, indicating a negative correlation. However, the p-value of 0.147 is higher than the significance level of 0.05. This implies that the observed correlation may not be statistically significant for females. It is noteworthy that females experience higher emotional exhaustion compared to males due to cultural intelligence, as indicated by the negative correlation.

In conclusion, based on the provided data, there is a significant relationship between cultural intelligence and depersonalization among employees in the workplace. However, there is no significant relationship between cultural intelligence and emotional exhaustion or personal accomplishment. The correlations differ between males and females, with the significance of the correlation being inconclusive for males and potentially non-significant for females. It is important to note that further research, additional data, and contextual factors should be considered to gain a comprehensive understanding of the relationship between cultural intelligence and these workplace factors.

### ***Limitations and further implications***

To draw more reliable conclusions, it would be beneficial to conduct further analysis, collect more data, or consider additional factors that might influence the relationship between "CQ" and "EE". Due to geographic limitations, data was gathered both online and offline. Additionally, because there are fewer IT organisations, it was difficult to identify subjects. Organisations did not permit employee interaction during working hours because of the employees' busy schedules, so more surveys could have been performed and more demographic data could have been gathered to aid in understanding. Additionally, as the study was exploratory, more variables may be included. Language barriers could be a limitation because the questionnaire is in English, which presented a problem for those who do not speak the language and increased the risk of fabricated data.

Further implications imply that firms should teach workers with specific attention to cultural intelligence and should use both formal and informal instruction to improve their cognitive functioning and behavioural actions. Additionally, researchers ought to carry out a study with a bigger sample size and in a wider community. The managers and staff of other organisations should also receive more attention. The study needs to be done with a variety

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of variables, including religion, regions, and other provinces. Further research should focus on other factors related to cultural intelligence as well.

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***Conflict of Interest***

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