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INFLUENCE OF CULTURAL INTELLIGENCE ON WORK ADJUSTMENT: A REGRESSION-BASED STUDY

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Abstract

Globalization has led to an increase in cultural diversity in the software business, meaning that workers need to be culturally intelligent (CQ) to communicate with coworkers from various backgrounds and successfully navigate various organizational cultures. However, there is a lack of research on the influence of CQ on work adjustment among Indian software professionals working in culturally different states. Additionally, the relationship between CQ, job characteristics, and work adjustment remains unclear. This study aims to investigate the impact of CQ on job satisfaction and performance and identify areas for improvement in creating equitable and multicultural work environments. The findings will contribute to enhancing employees' cultural intelligence and promoting better work adjustment in the context of increasing cultural diversity and globalization. The purpose of this study was to examine the extent to which cultural intelligence can enhance work adjustment by exploring its impact on employees' job satisfaction and job performance. The study's ultimate sample size of 485 respondents was obtained using standardized instruments in a quantitative and cross-sectional methodology. Google Forms software was utilized to distribute the questionnaires online. The findings of this study provide valuable insights into effective strategies for enhancing employees' cultural intelligence and promoting better work adjustment in the context of globalization and increasing cultural diversity in the workplace.

Keywords: Cultural intelligence, Job performance, Job satisfaction, Software professionals, Work adjustment.

I. Introduction

As the software industry globalizes, IT workers' ability to exhibit intercultural competence is becoming more important in managing multinational assignments [XXI]. Globalization has made it harder for software experts to adjust to cultural variations when working abroad, despite the growing number of them. Modern working teams include people from diverse nations, cultures, ethnicities, backgrounds, and faiths. This complicates inventive processes, which are already burdened by the need to generate feasible, unique, proactive ideas, uncertainty, risk, and organizational opposition [XIV]. Professionals must be able to communicate and form connections with co-workers from different cultures to successfully adjust to a culturally diverse work environment, which can foster flexibility in thinking and spark idea generation due to opposing rationales and unique ideas, especially in multinational corporations [XXIX]. Cultural intelligence (CQ) and the ability to comprehend cultural variations are vital to employee competency and enable innovative actions that increase job satisfaction, according to a study [XV]. Cultural differences can cause employees to see and act differently, causing workplace misunderstandings and interaction issues. Cultural intelligence deficiency can worsen this issue and cause information concealing and conflicts, hindering innovation [IX], [XXXV].

The software industry's increasing cultural diversity requires employees to possess cultural intelligence, which is crucial for effectively navigating diverse organizational cultures and interacting with colleagues from different backgrounds. Many studies have been conducted to explore the impact of cultural intelligence on expatriates' adjustments towards job characteristics [XLV], [XXII], [XXV], [III] but previous literature lacks on studying the influence of CQ on work adjustment of Indian software professionals who were working in culturally different states. The lingering questions from previous studies include whether cultural intelligence affects how software industry employees adjust to their jobs and what compensatory practices can illuminate the relationship between CQ and job characteristics towards their employment.

By examining the influence of CQ on workers' job satisfaction and performance, this study's primary goal is to determine the extent to which CQ can improve work adjustment. The study's goal is to shed light on how cultural intelligence and job adaptability are related and to pinpoint areas where businesses may make improvements to create more equitable and multicultural work settings. In the end, the study's results might provide light on practical approaches to raising workers' cultural intelligence and encouraging better work adjustment in the setting of globalization and growing cultural diversity at work.

II. Literature review and hypotheses development

II.i. Cultural Intelligence

According to a study [XLI], Cultural intelligence (CQ) is "the ability to recognize the shared beliefs, values, attitudes, and behaviors of a group of people, and, most importantly, to apply this knowledge toward a specific goal is critical." Cultural intelligence (CQ) on the organizational level as "an organization's capacity

to reconfigure its capability to function and manage effectively in culturally diverse environments and to gain and sustain its competitive advantages [XLIV]." A theoretical foundation for organizational cross-cultural competence was developed through the study of literature on cross-cultural competence, organizational intelligence, multilevel analysis, and quantitative measurements. Process, position, and path capability can all be used to describe cultural intelligence (CQ) at the organizational level [XXVII]. The framework for cultural intelligence at the organizational level was created and consists of three aspects of a company's intercultural capabilities: administrative, strategic, and institutional [V].

II.ii. Work Adjustment

In the context of work, the term "work adjustment" encompasses several factors such as the job description, the level of effort required to complete tasks, and the standards for job performance [VII]. Conversely, "interactional adjustment" describes a person's capacity to effectively connect and forge lasting bonds with others from various cultural backgrounds in the workplace [VII]. A study stated that job adjustment is achieved through the process of establishing and sustaining correspondence between the individual and their work environment [XIII]. An individual's satisfaction with their work environment and the work environment's satisfaction with the individual's performance indicate work adjustment, which is reflected in the length of their tenure. A Study describes work adjustment as a theory that emphasizes the level of familiarity an individual has attained with their job responsibilities and work environment [XII]. Work adjustment theory suggests that an individual's ability to successfully adapt and integrate into their job role and work environment impacts their job performance and satisfaction. The balance can be achieved by matching an individual's skills and abilities with the job requirements and by providing a supportive and conducive work environment that meets their needs.

II.iii. Cultural Intelligence and Work Adjustment

Researchers developed a framework for cultural intelligence (CQ) that includes three dimensions: cognitive, motivational, and behavioural. These dimensions reflect the different aspects of an individual's ability to function effectively in multicultural environments [XVI]. This construct is rooted in the theory of multiple intelligences and is considered to be multifactorial [XLII]. The three basic aspects of cognitive, motivational, and behavioural skills provided by [XVI] cultural intelligence concept were expanded to include a fourth component called as metacognitive [VI]. Researchers highlighted that the four dimensions of cultural intelligence - cognitive, motivational, behavioural, and metacognitive - are equally important and interconnected, and should not be considered in isolation from one another [VI]. These dimensions jointly contribute to a person's capability to exhibit culturally intelligent behaviour in varied cultural contexts. This conceptualization highlighted the importance of a holistic approach to cultural intelligence that takes into account various cognitive, motivational, behavioural, and metacognitive factors to function effectively in culturally diverse environments. The CQ construct has four dimensions, each serving a distinct purpose in producing culturally intelligent behaviour. The first dimension is cognition, which pertains to the actual cultural knowledge an individual possesses. The second dimension is metacognition, which involves being aware of

and able to govern that knowledge. The third dimension is motivation, which relates to the individual's urge to acquire, utilize, and update cultural knowledge. The fourth dimension of cultural intelligence is behavioural, which pertains to the intended verbal and nonverbal consequences of cultural exchanges.

To illustrate how the dimensions of cultural intelligence work together in a real-world scenario, consider a software professional working in Chennai with team members from Delhi. This individual might employ CQ-metacognitive strategies to acquire the necessary cultural knowledge (CQ-cognitive) about their team members' culture. They may also be highly motivated (CQ-motivational) to learn and utilize this knowledge, which would enable them to exhibit appropriate behaviours (CQ-behavioural) when interacting with their Delhi-based colleagues. Although other conceptualizations of cultural intelligence have been proposed, the multi-factor conceptualization introduced by [XVI] and expanded by [VI] has been the most widely adopted and studied by scholars.

The connection between an employee and their workplace determines their job satisfaction, performance, and fit within an organizational culture, claims a study [XIII] theory of work adjustment. Previous studies have demonstrated that Cultural Intelligence (CQ) is a critical factor in an individual's capacity to modify their activities to the demands and requirements of associations in situations characterized by cultural diversity inside an organization. Specifically, studies have found that employees with greater intensities of CQ are highly effective at navigating intercultural interactions, exhibiting sound cultural judgment, adapting to diverse cultures, and performing tasks successfully in a workplace [VI], [XXV], [XXXVI]. According to a study, people with high levels of CQ who travel for business purposes are likely to possess strong beliefs in their adaptive capabilities and the value of their cultural knowledge [XXXVII]. This positive mindset has been found to have a significant impact on their overall work adjustment when conducting business in diverse cultural settings. Furthermore, previous research has shown that specific sub-dimensions of CQ can serve as predictors for various job outcomes, including work adjustment. Possessing a great level of CQ is essential for work adjustment in culturally diverse environments, as it enables individuals to integrate knowledge from others and apply it to innovative work behaviours while collaborating effectively with individuals from diverse backgrounds [XXIII], [XXX].

In the context of a job that requires frequent cross-cultural communication and interaction, having a great level of CQ is reflected to be a critical personal competency because CQ can significantly impact an individual's ability to perform their assigned tasks effectively, making it an essential factor in employee task assignments [XVIII], [XX], [XXX]. Having a greater level of CQ can positively impact a person’s work adjustment and expatriate effectiveness in intercultural environments, as it equips them to navigate diverse cultural contexts more effectively while on international assignments [XVII], [XXXVI]. Studies has found that both behavioural and metacognitive dimensions of CQ can serve as predictors of job performance for professionals from overseas [VI]. Possessing huge levels of motivational CQ can enhance a person's sense of their cultural well-being and how well-suited they are to work overseas according to their peers, especially for those

taking part in business study abroad programmes [XXXIII]. Studies [XXXI] and [XXVI] have highlighted the prominence of Motivational CQ as a forecaster of expatriates' overall cultural effectiveness and their ability to perform both task and contextual duties. Specifically, having high levels of motivational CQ can positively impact an individual's work adjustment when operating in a culturally diverse environment.

These findings suggest that various dimensions of CQ can positively impact an individual's work adjustment when navigating diverse cultural contexts. To keep employees happy and motivated, there needs to be a match between their personal needs and the organizational culture. This includes the work environment, job duties, and the general culture of the company. Therefore, an organization must prioritize creating a work environment that aligns with employee needs and values to optimize job satisfaction and performance. From the analysis of previous literature, this study proposes the following hypotheses.

H1: CQ-metacognitive would positively affect software professionals' work adjustment

H2: CQ-cognitive would positively affect software professionals' work adjustment

H3: CQ-motivational would positively affect software professionals' work adjustment

H4: CQ-behavioural would positively affect software professionals' work adjustment

III. Methodology

III.i. Research Design

A deductive approach rather than an inductive strategy should be used when a research study seeks to analyze a predefined set of put-out hypotheses [XXXIX]. As highlighted by a study [XXXIV], this method entails researchers prioritizing public standards over their intentions and biases. Upon careful consideration of various techniques, the research study concluded that a quantitative design was suitable, and subsequently, hierarchical multiple regression analysis was selected as the preferred method to test the proposed hypotheses. The first result shows how well a set of independent factors can account for the variation in the dependent variable, while the second result quantifies the size and direction of each explanatory variable's impact on the outcome variable [XXVIII].

Due to temporal and geographic limitations, the research study employed a cross-sectional design, to obtain a diverse and sizable sample of professionals who had migrated and were employed full-time in the software industry. Acquiring a fully representative (probability) sample from India, which has a population of over 200 million migrated professionals due to employment [XXIV], [XXXII] posed a significant challenge for the study. To collect data for the study, a self-reported questionnaire administered via an online platform was used, which was distributed using two sampling techniques: judgmental and convenience sampling. The criteria adopted to take part in the study was that an employee from another state should have spent a minimum of 36 months in the same organization in Karnataka. To distribute the questionnaires online, the Google Forms software was utilized. To ensure

compliance with all institutional review board standards, special care was taken. The HR professionals of selected IT companies in Karnataka were emailed a questionnaire. Furthermore, HR professionals also posted the questionnaire link on their intranet for employees to participate. The questionnaire was available on the intranet for 61 days, and the condition for participation was specified in the subject title. The purpose of this condition was to select employees who had migrated from their native state solely for employment reasons.

III.ii. Sample

After three months of collecting data, we obtained a total of 567 responses, which was considered satisfactory for our research. However, we were unable to gather a substantial number of new responses, which resulted in the removal of 82 incomplete responses (14%). The end number of people who took part in our study was 485, and their average age was 28. There were 52% men and 48% women in the group, which showed that it was very diverse. Also, people from a lot of different states were in the group. People from many states were in the group. Of the respondents, 21% were from Kerala, 10% were from Tamil Nadu, 9% were from West Bengal, 8% were from Andhra Pradesh, 5% were from Telangana, 4% were from Gujarat, 3% were from Haryana, 3% were from Uttar Pradesh, and 3% were from Assam. The remaining 34% of respondents were from different other regions of the country. On average, the respondents had stayed in the same organization in Karnataka for a relatively long period, with an average of 4.12 years (SD = 2.06).

III.iii. Measures

To evaluate the cultural intelligence level of software professionals, a Cultural Intelligence Scale (CQS) consisting of 20 items, designed and verified by [VI], was administered. The four sub-dimensions were a. metacognitive dimension ($\alpha = 0.89$) (4 items), b. cognitive dimension ($\alpha = 0.81$), (6 items), c. motivational dimension ($\alpha = 0.91$), (5 items), and d. behavioural dimension ($\alpha = 0.93$) (5 items). All items were anchored from "strongly disagree"(1) to "strongly agree" (5)., the 20-item. The CQS comprises four items for the metacognitive dimension ($\alpha = 0.89$), six items for the cognitive dimension ($\alpha = 0.81$), five items for the motivational dimension ($\alpha = 0.91$), and five items for the behavioural dimension ($\alpha = 0.93$). Work adjustment of software professionals was measured using an eight-item job satisfaction scale ($\alpha = 0.87$) and sixteen-item job performance scale ($\alpha = 0.91$) built in a study [XIII].

III.iv. Control variables

Researchers have suggested that there could be a connection between CQ and various factors such as work adjustment, duration of stay in the current organization, proficiency in the local language, gender, educational level, marital status, and age [VI], [VII], [XXII], [XL]. As a result, this study has taken most of these demographic variables into account by measuring and controlling for them.

IV. Results

IV.i. Reliability of scales

The reliability of each scale was retested using the study population even though multiple studies have already established that all of the measures used in this investigation had good psychometric qualities. Cronbach's alpha (α) value has been checked for all the dimensions in the scale to ensure the reliability of the study. For the four elements that made up the CQ-metacognitive (CQ-MC), the α value was = 0.912. For the six elements that made up the CQ-cognitive (CQ-C), the α value was = 0.873. For the five items that made up the CQ-motivational (CQ-M), the α value was = 0.912. The CQ-behavioural (CQ-B), which likewise has five items, had a total α score of = 0.911. Based on all eight criteria, the overall score for the job satisfaction scale for software professionals was 0.918. Similarly, the α value for the job performance scale of software professionals was determined to be 0.902, indicating high internal consistency among all sixteen items included in the scale. In this study, all scales used demonstrated satisfactory psychometric properties, despite minor differences between some of the scales. All the measures utilized in the investigation had α values that were above the criterion of 0.893.

IV.ii. Descriptive statistics

As a statistical tool that measures the strength of a linear relationship between two ranked or numeric variables, Pearson's correlation coefficient (r), has gained widespread use in the social sciences [XXVIII]. In formal academic discourse, correlation analysis is widely recognized as a classical technique that furnishes primarying of the covariation between two variables.

$$r = \sum(xi - \bar{x})(yi - \bar{y}) / \sqrt{[\sum(xi - \bar{x})^2 \sum(yi - \bar{y})^2]}$$

where:

- r represents the Pearson correlation coefficient
- xi and yi are individual data points for variables X and Y, respectively
- $\bar{x}$ and $\bar{y}$ are the means of X and Y, respectively

Table 1 : Pearson correlations (n= 485)

Column1	Mean	Std. Deviation	YSCO	WEx	G	MS	Age	CQ-MC	CQ-B	CQ-M	CQ-C	JS	JP
YSCO	4.12	2.06	1										
WEx	4.34	.79	.594**	1									
G	0.56	.50	-.004	.069	1								
MS	0.72	.47	-.227*	-.471**	.059	1							
Age	28.0	.75	.459**	.568**	-.124	-.381**	1						
CQ-MC	2.58	.65	.109	.072	.109	-.062	.052	1					
CQ-B	2.48	.70	.098	.079	.128	.022	.045	.697**	1				
CQ-M	2.48	.79	.225*	.084	.127	-.050	.051	.639**	.727**	1			
CQ-C	2.95	.71	.179	.200*	.223*	-.101	.181	.626**	.709**	.790**	1		
JS	2.51	.80	.157	.072	.095	.031	.170	.489**	.453**	.493**	.519**	1	
JP	2.95	.75	.195*	.217*	.113	-.125	.210*	.485**	.471**	.407**	.518**	.747**	1

Note: **YSCO**: years spent in current organisation; **WEx**: Work experience; **G**: Gender; **MS**: Marital status; **CQ-M**: Metacognitive cultural intelligence; **CQ-B**: Behavioural cultural intelligence; **CQ-M**: Motivation cultural intelligence; **CQ-C**: Cognitive cultural intelligence; **JS**: Job satisfaction; **JP**: Job performance

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 1 displays the descriptive statistics and correlation scores for all variables that were measured. The analysis reveals that the control variables didn't show much significant correlation with several other variables that were tested. Years spent in the current organization are significantly correlated with CQ-M ($r = 0.225$, $p > 0.05$) and JP ($r = 0.195$, $p > 0.05$). The total work experience of an employee significantly correlated with CQ-C ($r = 0.200$, $p > 0.05$) and JP ($r = 0.217$, $p > 0.05$). The gender of the employee is significantly correlated with CQ-C JP ($r = 0.223$, $p > 0.05$). All the subdimensions of cultural intelligence (CQ-Mc, CQ-B, CQ-C, CQ-M) and work adjustment (JS and JP) are significantly correlated as shown in Table 2.

IV.iii. Hypotheses testing

Individual hierarchical multiple regression analyses were performed for each dimension of CQ to gain a more thorough knowledge of the impact of each dimension, [IV] and [X], considering the interaction between the dimensions of CQ. The results of these separate analyses are presented in Table 2. The regression model for work adjustment was not found to be statistically significant in the first step when control variables such as age, gender, marital status, total work experience, and length of stay in the same organization in the state of Karnataka were entered [R^2 = 0.071, F (5,479) = 1.526, p = 0.271].

Table 2 : Hierarchical regression for CQ effects on software professionals' work adjustment

Control variables	Work Adjustment
Age	0.180
Gender	0.196
Marital Status	0.052
Work experience	-0.019
Years spent in same org	0.100
R^2	0.071
F	(5,479) = 1.526
CQ-Meta cognition	0.583**
R^2	0.272
ΔR^2	0.265
ΔF	38.789**
CQ-Cognitive	0.566**
R^2	0.308
ΔR^2	0.301
ΔF	46.225**
CQ-Behavioural	0.511**
R^2	0.244
ΔR^2	0.237
ΔF	33.579**
CQ-Motivational	0.442**
R^2	0.234
ΔR^2	0.226
ΔF	31.71**
Notes: All regression coefficients for the controlled variables from the first step and for the independent variables are from the second step; *correlation is significant at the 0.05 level; **correlation is significant at the 0.01 level	

The first hypothesis (H1) suggests that software professionals' CQ-metacognitive would positively affect their work adjustment. CQ-metacognitive dimension was found to have a significant influence on the work adjustment of Indian software professionals (R^2 = 0.272, ΔR^2 = 0.265, and ΔF = 38.789, p = 0.01). The outcomes of the regression analysis indicated that CQ-metacognitive possesses a constructive influence on work adjustment (β= *0.583, p = 0.01*). The findings support hypothesis H1, which states that individuals with higher levels of CQ-metacognitive, meaning those who are more aware of their cultural knowledge and regularly assess and revise it, are more likely to successfully adjust to diverse cultural environments.

The second hypothesis (H2) suggests that software professionals' CQ-cognitive would positively impact their work adjustment. CQ-cognitive dimension was found to have a significant influence on the work adjustment of Indian software professionals (R^2 = 0.234, ΔR^2 = 0.226, and ΔF = 46.225, p = 0.01). The outcomes of the regression analysis indicated that CQ-cognitive possesses a constructive influence on work adjustment (β= *0.442, p = 0.01*). Therefore, H2 is supported, indicating that individuals with greater knowledge of other cultures, i.e., higher levels of CQ-cognitive, are inclined to bend well in culturally diverse environments.

The third hypothesis (H3) suggests that a greater level of CQ-motivational will provide better work adjustment for software professionals. CQ-motivational dimension was found to have a significant influence on the work adjustment of Indian software professionals (R^2 = 0.308, ΔR^2 = 0.301, and ΔF = 31.71, p = 0.01). The outcomes indicate that there is a positive influence of CQ-motivational on work adjustment (β= 0.566, p = 0.01). Thus, the findings support H3 and imply that individuals with an internal urge to obtain cultural knowledge are likely to have more success in adapting to culturally different work environments.

The fourth hypothesis, H4, suggests that CQ-behavioural will positively influence work adjustment among software professionals. CQ- behavioural dimension was found to have a significant influence on the work adjustment of Indian software professionals (R^2 = 0.244, ΔR^2 = 0.237, and ΔF = 33.579, p = 0.01). The study found that higher levels of CQ-behavioural were positively related to work adjustment (β= 0.511, p = 0.01). In light of the foregoing, H4 is supported, meaning that people with greater CQ-behavioural are likely to adapt better in terms of dealing with locals in culturally varied contexts, but perhaps not necessarily in terms of the employment environment or general conditions.

Based on the analysis, here's the possible regression formula for work adjustment:

Work Adjustment = β1 * CQ-Meta cognition + β2 * CQ-Cognitive + β3 * CQ-Behavioural + β4 * CQ-Motivational
where:

- β1, β2, β3, and β4 are the regression coefficients for CQ-Meta cognition, CQ-Cognitive, CQ-Behavioural, and CQ-Motivational respectively (since these were not provided in the data, they are denoted by β).

Work Adjustment = 0.583 * CQ-Meta cognition + 0.566 * CQ-Cognitive + 0.511 * CQ-Behavioural + 0.442* CQ-Motivational

V. Discussions

The primary objective of the research was to examine how CQ affects the work adjustment aspects of software professionals in the Indian state of Karnataka. As culture remains a crucial factor in the workplace, employees still require a deeper comprehension of the elements that encourage adaptation to their working environment[II]. The importance of CQ in enhancing work adjustment behaviours is worth investigating to ensure that individuals can continuously adapt in multicultural work settings. This is particularly important given the increasing prevalence of diverse workforces in today's organizations. The study outlines how CQ plays a major role in shaping the work adjustment of software professionals, impacting both their job performance and satisfaction. The study demonstrates that all the sub-dimensions of CQ have a constructive association with the work adjustment of software professionals.

Work adjustment of employees in an organization in terms of job satisfaction and job performance will have a favourable relationship with all the sub-dimensions of CQ [IX]. A significant correlation has been found between cultural intelligence and knowledge transfer, which may have consequences for job satisfaction and performance, even though not many studies have examined the relationship between cultural intelligence and work adjustment [XLIII]. Multiculturalism was found to have a positive impact on the innovative work behaviour of employees to adjust to the organizational environment, which was found to be influenced by the cultural intelligence of the employees [XXIII]. According to [IX], there is a relationship between knowledge hiding and creativity, which is moderated by CQ at an individual level. This highlights the potential impact of CQ on employees' behavioural adjustment towards their organizational goals and settings.

The outcomes of the result support the earlier works on the influence of CQ on the adjustment of employees in work climate based on job characteristics [XI], [XXI]. The findings of this study indicate that persons with a higher degree of cultural intelligence and a continuous commitment to enhancing their knowledge and comprehension of cultural disparities are more adept at adjusting and excelling in varied professional settings [III]. Employees with high knowledge about different cultures existing in the organization will adapt and adjust to the workplace and tend to provide ultimate performance in their jobs [XIX]. The personal surge of an employee to obtain the essential cultural familiarity to harvest culturally suitable actions will make an employee adapt to the job characteristics [XXXVIII], [III]. Employees of an organization will adjust to their working environment if they maintain good interactions with local employees working in the same organization [I], [XIII]. Although some studies have empirically scrutinized the influence of individual dimensions of CQ on the work adjustment of expatriates, petite care has been provided to the influence of various dimensions of CQ on the work adjustment of software professionals working in different states away from their native states [XLV], [XX], [XXIII].

VI. Implications

VI.i. Theoretical implications

Expanding the applicability of CQ to India makes a valuable contribution to international management research, particularly in light of India's growing significance as a critical market for multinational corporations. Migration employees to culturally different states often face difficulties in adjusting to the state's cultural differences, and this study sheds light on the importance of developing cross-cultural competence within the Indian context. This study's unique contribution to international management research lies in its empirical investigation of the various dimensions of CQ, with a particular focus on their relevance within the Indian context. By handling each aspect of CQ as a distinct forecaster, the study highlights the significant role played by the motivational dimension in promoting effective cross-cultural interactions in India. This finding offers valuable insights for developing targeted recommendations to enhance cross-cultural competencies in this critical market.

VI.ii. Practical implications

This study's findings have significant implications for multinational corporations (MNCs) operating in culturally diverse markets like India. The study highlights the crucial role of cross-cultural competence in facilitating effective work adjustment for employees in such contexts. As such, MNCs should prioritize the selection of individuals with high levels of CQ for assignments that involve the transfer of employees between culturally different regions or countries. This approach can help promote successful cross-cultural interactions and ultimately enhance the MNC's performance in these critical markets. To promote successful cross-cultural interactions and effective work adjustment in culturally diverse regions, MNCs should focus on identifying individuals who possess genuine and intrinsic motivations for the assignment in question. By selecting individuals with such deep and authentic motivations, MNCs can increase the likelihood of successful cross-cultural adaptation and ultimately enhance their overall performance in these critical markets.

While selecting individuals with high levels of cross-cultural competence is essential, MNCs must also provide their employees with the necessary cultural training to succeed in culturally diverse markets like India. However, traditional training sessions that provide pre-packaged cultural knowledge are often insufficient. Instead, MNCs should adopt a more comprehensive approach that includes motivational elements to encourage employees to acquire and update cultural knowledge continuously. To encourage the development of cross-cultural competence in software professionals, MNCs should emphasize the benefits of higher CQ levels, including improved adjustment to the host state’s active circumstances, improved performance, effective interaction with local co-workers, and greater opportunities for advancement. Interactive training sessions can be used to facilitate this process, during which employees can be encouraged to create personalized tactics for refining their CQ levels. These tactics can serve as longstanding motivators for self-

improvement, particularly if they include vibrant, attainable, and quantifiable milestones.

VII. Limitations and future research

This study contains limitations like any other. Instead of examining cultural intelligence's impact on work adjustment over time, this study's cross-sectional design provides a snapshot. Future studies could use a longitudinal research design to overcome this constraint. This would allow for a more thorough analysis of the correlations between the variables and eliminate any situational influences that might have affected the findings. This method may help MNCs in culturally diverse markets like India comprehend cross-cultural adaption better. Another potential limitation of this study is that it relied on a single rater, which may increase the risk of social desirability bias.

To address this potential issue, upcoming research could involve using several raters, such as the software professional's immediate supervisor, as well as their spouse or close friend. This could provide a more comprehensive understanding of the employee's cultural adjustment in the workplace. This approach could provide a more comprehensive and diverse assessment of cultural intelligence and its impact on adjustment and minimize the potential for inflated responses due to social desirability effects. Incorporating multiple perspectives can help provide a more accurate and comprehensive understanding of the complex dynamics involved in cultural adaptation in the workplace. Future research on the impact of an employee's linguistic proficiency in their state of residence on their work adjustment is advised.

The sample size limitations of this study prevented differentiation among top managers, middle managers, and first-line managers, which may have different effects on cross-cultural adaptation [XXXVIII]. Future research could look into this problem further by gathering more information in a variety of settings outside of Karnataka and looking at how cultural intelligence and work adjustment affect people in different job levels. This way of doing things might help MNCs better understand the complicated links between adjusting to a new culture and doing a good job, and it might also help them make their plans fit the needs of workers at different levels of the company.

VIII. Conclusion

Effective cultural adaptation is a key component of MNC success in today's worldwide market, where software workers' mobility is a valuable strategic asset. Inadequate job performance and early turnover can result from neglecting this factor. To ensure successful adaptation, employees require a great level of CQ, which can enhance their ability to adjust and achieve effectively in a culturally different organizational setting. By placing a high priority on cultural intelligence (CQ), multinational corporations (MNCs) can enhance the likelihood of achieving success in their worldwide operations and sustain a competitive advantage in the market. While previous research has examined the relationship between CQ and other forms of adjustment, the results have been somewhat inconsistent. Moreover, it is worth noting that none of the aforementioned studies have specifically examined the impact of CQ on the work adjustment of Indian software professionals who have relocated

domestically. This study makes a unique contribution to the existing literature on cultural intelligence (CQ) and offers new insights into the significance of cultural intelligence in promoting successful adaptation to work in this specific context.

Conflict of Interest

The authors of this article declare that they have no conflict of interest to disclose.

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