

A Research on the Relation between Cultural Intelligence Levels of Expatriates and Expatriate Effectiveness¹

Ece Kuzulu¹ | Cavide Uyargil²

¹ Asist. Prof. Dr, Izmir
Democracy University,
İzmir/Turkey
ORCID: [0000-0003-2172-1619](https://orcid.org/0000-0003-2172-1619)
E-Mail:
ece.kuzulu@idu.edu.tr

² Prof. Dr., Istanbul University,
İstanbul/Turkey
ORCID: [0000-0003-3643-2107](https://orcid.org/0000-0003-3643-2107)
E-Mail:
cuyargil@gmail.com

Corresponding Author:
Ece Kuzulu

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Abstract

Expatriate effectiveness and its components appear as a subject that has been studied by many researchers in the international human resources literature. Cultural intelligence is also seen as another important issue that enables researchers to understand the differentiation between individuals in terms of intercultural harmony and holding on in an unfamiliar environment. In this study, it was aimed to determine whether there is a relationship between cultural intelligence and foreign manager effectiveness. It is thought that examining these two important issues together will contribute to the literature. This research was designed and conducted to examine the relation between cultural intelligence and expatriate effectiveness. In order to analyze the hypotheses that are gathered from the literature, a scale with 37 items was used. The data was collected from 168 participants via convenience sampling method from several countries via questionnaires. In the model of this research, cultural intelligence is an independent variable, expatriate effectiveness is a dependent variable. The analysis of the results showed that cultural intelligence has positive effects on expatriate effectiveness. The expatriate with a high level of cultural intelligence is interested in the culture of the host country to which he/she is sent for duty, he can see the differences between his own culture and this different culture, he is willing to learn this different culture and adapts to the culture of the host country. The expatriate with a high level of cultural intelligence learns the behavioral patterns that are deemed appropriate by the culture of the host country and acts according to these patterns. Thus, interaction takes place between the expatriate and the employees who are citizens of the host country.

Keywords: International Human Resource Management, Expatriate, Cultural Intelligence, Multinational Enterprises.

Öz

Yabancı yönetici etkinliği ve bileşenleri uluslararası insan kaynakları literatüründe pek çok araştırmacı tarafından incelenmiş bir konu olarak karşımıza çıkmaktadır. Kültürel zekâ da ayrıca araştırmacıların, kültürler arası uyum ve yabancı bir ortamda tutunabilme hususlarında bireyler arasındaki farklılaşmayı anlamalarını sağlayan diğer bir önemli konu olarak görülmektedir. Bu çalışmada kültürel zekâ ile yabancı yönetici etkinliği arasında bir ilişki olup olmadığının tespiti amaçlanmıştır. Bu iki önemli konuyu bir arada incelemenin literatüre katkı sağlayacağı düşünülmektedir. Bu araştırma kültürel zekâ ile yabancı yönetici etkinliği arasındaki ilişkiyi incelemek üzere tasarlanmış ve yürütülmüştür. Literatür incelemesi sonucu ortaya konulan hipotezleri test etmek üzere 37 ifadeli bir ölçek kullanılmıştır. Veri toplama aracı olarak anketten yararlanılmış ve çeşitli ülkelerden 168 yabancı yöneticiye ulaşılarak veriler toplanmıştır. Araştırmanın modelinde kültürel zekâ bağımsız değişken, yabancı yönetici etkinliği bağımlı değişken görevi görmektedir. Analiz sonuçları kültürel zekânın yabancı yönetici etkinliği üzerinde pozitif bir etkisi olduğunu göstermektedir. Kültürel zekâ seviyesi yüksek olan yabancı yönetici görev için gönderildiği ev sahibi ülke kültürüne ilgi duymakta, kendi kültürü ile bu farklı kültür arasındaki farkları görebilmekte, bu farklı kültürü öğrenmek konusunda niyetli olmakta ve ev sahibi ülke kültürüne uyum sağlamaktadır. Kültürel zekâ seviyesi yüksek olan yabancı yönetici ev sahibi ülke kültürünce uygun görülen davranış kalıplarını öğrenmekte ve bu kalıplara göre davranmaktadır. Böylece yabancı yönetici ile ev sahibi ülke vatandaşı çalışanlar arasında etkileşim gerçekleşmektedir.

Anahtar Kelimeler: Uluslararası İnsan Kaynakları Yönetimi, Yabancı Yönetici, Kültürel Zekâ, Çok Uluslu İşletmeler.

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Introduction

Companies are changing the way they do business with the undeniable and inevitable effect of globalization. The transition from being a local to an international business and from there to a multinational is becoming one of the main goals of many local companies. Therefore, the quantity and influence of multinational enterprises are gradually increasing. Organizations affiliated to the headquarters of multinational enterprises are in many different countries and at different distances, and it is increasingly difficult to manage, track and control the subsidiaries from the headquarters. Considering the cultural differences between the headquarters and the host country where the subsidiary is located, it takes a lot of effort to maintain the relationship without any problems.

With globalization, the number of expatriates and international assignments is increasing. Zakaria (2000) states that the number of expatriates working all over the world, as well as the need for these foreign executives to be successful, has been increasing. According to the claims of Lloyd and Hartel (2003) and Arthur and Bennet (1995), the most important issue is the success of expatriates in their overseas assignments and the success rate of expatriates is not very high.

In the study of Zeira and Banai (1985) on international assignments, it is stated that the real cost of unsuccessful expatriates is beyond the financial expenses. An unsuccessful expatriate negatively affects the future relations between the multinational company and the host country. In his study in 2012, Can reveals that one of the most important difficulties that expatriates will face in host countries is cultural differences. This study aims to examine the effect of the ability to adapt to different cultures, called cultural intelligence, on expatriate effectiveness consisting of adaptation, withdrawal intention and performance. The following sections will be consist of expatriate definitions, cultural intelligence and expatriate effectiveness.

Expatriate

The term of expatriate is defined in different ways in the literature. Gullick (1990), defines the expatriate as a person who lives abroad and intends to return to his own country.

According to Guzzo et al. (1994), an expatriate means a person who leaves his/her country to live and work in another country for a few years and is expected to return to his/her country after completing his/her job. Expatriates are defined by Aycan and Kanungo (1997) as employees who are sent to a business unit in another country by the company or state they work for, to temporarily complete a job or to enable the organization to achieve a goal.

Employees that multinational organizations may assign in their subsidiaries, facilities, branches, and factories in host countries can be specified as host country nationals, home country nationals and third country nationals. The country where the headquarters of the multinational organization is located can be defined as "home country", the country where the subsidiary is located "host country", and the countries that can provide resources for labour, finance and other inputs can be defined as "third country" (Kuzulu, 2020, 184). In this context, expatriates who can be assigned to international assignments (in the host country) in multinational organizations can be selected from among the nationals of the home country and third country.

Cultural Intelligence

The focus of studies on cultural intelligence is intercultural interactions and behaviours rather than logic or emotions (Baykara and Kuzulu, 2021). It can be argued that appointing people with high cultural intelligence as expatriates will be effective in achieving the goals of both the organization and the expatriate in overseas assignments. Conceptually, cultural intelligence can be considered as "intercultural competence" as Johnson, Lenartowicz, and Apud (2006) stated. Interacting effectively with the cultures of different nations is not a skill that all individuals possess. Another definition of cultural intelligence, as put

forward by Alon and Higgins (2005), is the ability of individuals to interact effectively with different cultures and is based on the theory of multiple intelligences.

According to Ang and Van Dyne (2008), cultural intelligence reflects a skill set consisting of four components. These skills are revealed as metacognitive cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence, and behavioural cultural intelligence. Metacognitive cultural intelligence corresponds to the awareness capacity required by intercultural interactions. Individuals with strong metacognitive cultural intelligence question their own cultural assumptions, reflect their skills during interaction, and adapt to their cultural knowledge when interacting with people from different cultures. Cognitive cultural intelligence reflects the knowledge gained from education and personal experiences in different cultures, about norms and practices in different cultures. According to Deci and Ryan (1985), individuals with high motivational cultural intelligence have a natural interest in paying attention to intercultural events and spending energy, and Bandura (2002) adds that people with this characteristic are self-confident. Behavioural cultural intelligence is the ability to use appropriate verbal and nonverbal methods when interacting with people from different cultural backgrounds.

Expatriate Effectiveness

Shaffer and colleagues (2006) divide foreign manager effectiveness into three components: compliance, intention to withdraw, and performance. Foreign manager fit is divided into three dimensions by Hechanova et al. (2003) as job fit, interaction or relational fit, and general fit. Job fit refers to the degree to which an individual is comfortable with a job or task. Interaction fit or relational fit symbolizes the comfort of the foreign manager in communicating with people in the workplace and social life in the country where he/she is assigned. The general fit component is defined as the expatriate's ability to cope comfortably with different aspects of the foreign

environment such as living conditions, food, transportation, and health services.

Shaffer, Harrison, Gregersen, Black, and Ferzandi, in their study published in 2006, stated that in addition to expatriate fit, another factor determining expatriate effectiveness is the intention to withdraw. According to Black and Gregersen (1990), the early return of the expatriate is defined as the early departure from the international assignment, and the expatriate returns to the home country but generally continues to work in the same organization. Carmeli (2005) reveals that the expatriate's intention to withdraw occurs before the return behaviour, similarly, the turnover intention precedes the actual labour turnover.

Many researchers have studied the components that determine expatriate performance, which is one of the dimensions of expatriate effectiveness. Cushner and Birslin (1996) state that there are four components of expatriate performance: personal fit, developing good relations with host country citizens, job effectiveness, and not experiencing culture shock. Caligiuri (1997) defines these components as early leaving the job, intercultural fit and performance. According to Tung (1984), the infrastructure of performance consists of technical components, organizational context, relational context and developing global skills. Aycan and Kanungo (1997) explain that the success of an expatriate will emerge by staying in office until the end of the agreed term and achieving the targeted results, adapting to the conditions in the new culture and performing well at work.

Method

The hypotheses and model put forward in the light of the literature review related to our research question, which generally consists of "What is the effectiveness of expatriates and how is it determined?", were tested using quantitative analysis methods. The independent variable is cultural intelligence and the dependent variable of expatriate effectiveness.

In our research, data were collected by questionnaires. Expatriates participating in the survey study from various countries of the world

were reached via e-mail and social media (linkedin, expatfinder, internationals). In the study, participants were asked about their gender, age and previous experiences, as well as questions about their assignments abroad, their perceptions and attitudes about themselves and their jobs.

The scales of cultural intelligence, expatriate fit, expatriate withdrawal intention and expatriate performance scales were used in the research. The Cultural Intelligence Scale was created by Ang and colleagues in 2004. Ang et al. (2004) first designed the scale to measure each component with 13-14 statements and to consist of 53 items in total. Later, the number of statements was reduced to 40 and the final version of the scale was reached with 20 statements. Cross-validation analyses strongly support the validity and reliability of the Cultural Intelligence Scale across samples, time, and countries (Singapore and USA). In addition, the results indicate that there is a systematic pattern of relationships between cultural intelligence dimensions and cross-cultural specific outcomes.

In our study, expatriate fit was measured using the Expatriate Fit Scale developed by Black and Stephen in 1989. Black and Stephen's Expatriate Fit Scale is a 7-Likert type scale and participants choose the most appropriate score between 1 strongly disagree and 7 completely agree statements. The Expatriate Fit Scale includes 11 statements about work, the general environment, and interaction with host citizens. The statements about measuring the job fit of the expatriate consist of 2 questions about the job-related responsibilities of the expatriate and their ability to work with local colleagues. Interaction fit is measured by three statements: interaction with host country citizens in general, ability to work with host country citizens outside the organization and managing domestic subordinates. The expressions measuring the general fit of the expatriate consist of 6 items including the transportation system and general living conditions in the host country. The expatriate performance scale used in the research was developed by Kraimer and colleagues in 2001. Expatriate task performance is measured by three items asking them to self-evaluate their overall performance, their performance at work, including

their technical skills, and their achievement of business goals. Contextual performance, on the other hand, is measured by asking the expatriate to self-evaluate on dimensions such as interacting with colleagues at work, understanding the goals of the organization, and developing relationships with key contacts in the host country.

"Withdrawal Intentions Scale" was created by Mobley and colleagues in 1978, was used by Miller and colleagues in 1979 and by Cohen in 1993. Blau created a three-dimensional model in his research in 2000. Expatriates participating in our research give points according to their level of agreement with the statements as 1 strongly disagree and 7 completely agree on a 7-point Likert Scale. In the scale of withdrawal intention, there are statements about actively looking for a job outside the organization they are currently working for, leaving their current organization if they find a better job, and seriously considering quitting their job.

Questionnaires answered by expatriates were coded and analysed in the SPSS program; Descriptive statistics on demographic data, reliability analysis, reliability, correlation, and regression analysis were performed to test the relationship between variables.

As Ang, Van Dyne, et al. (2007) revealed, empirical research on cultural intelligence is limited. According to many academics, individuals with high cultural intelligence perform better and adapt better in multicultural group work, training abroad, and foreign managerial assignments (Black et al, 1991; Caligiuri et al., 2002). In our study, it is aimed to determine whether there is a relationship between cultural intelligence and foreign manager effectiveness. This represents the original value of the study. Hypothesis based on literature review. There are three sub-hypotheses of the H1 hypothesis in our research. The hypotheses formed to be tested within the scope of the research are listed below:

H1: The level of cultural intelligence of the expatriate affects the effectiveness of the expatriate.

H1a: The cultural intelligence level of the expatriate affects the compliance of the expatriate.

H1b: Expatriate's level of cultural acumen influences expatriate's withdrawal intentions.

H1c: The cultural intelligence level of the expatriate affects the performance of the expatriate.

Sample

Empirical research was conducted with the aim of testing the hypotheses put forward in this study. 168 expatriates working in multinational companies were easily reached by sampling and data were collected. One of the most important limitations of the research is that 168 foreign managers were reached. Since it is not easy to reach foreign managers, who are very busy due to the nature of their profession and reside in different countries, when 168 people are reached, the survey application was terminated with the approval of the thesis jury members and the analysis of the data was started. All the expatriates were working in the host countries when study was conducted.

Findings

Demographic Findings

168 expatriates were participated in the research. 70 of the participants were female and 98 were male. In other words, 41.7% of the participants are female and 58.3% are male. 35.1% of the respondents are between the ages of 31-40, 30.4% are between the ages of 21-30, 18.5% are between the ages of 41-50, 8.9% are between the ages of 51-60 and 7.1% of them are 61 years or older. Therefore, most of the participants are between the ages of 31 and 41.

When the positions of the participants in their companies are examined, 36.9% (62 people) are senior, 31.5% (53 people) are middle-level, 19.6% (33 people) are high-level and 11.9% (20 people) appears to be junior.

Table 1. Demographic distribution of participants

Variables	N	Frequency	%	Average	Min	Max
Gender	168					
Female		70	41,7	-	-	-
Male		98	58,3	-	-	-
Age	168			38,44	21	73
between 21-30		51	30,4	-	-	-
between 31-40		59	35,1	-	-	-
between 41-50		31	18,5	-	-	-
Between 51-60		15	8,9	-	-	-
above 61		12	7,1	-	-	-
Position	168					
Junior		20	11,9	-	-	-
Middle level		53	19,6	-	-	-
Senior		62	31,5	-	-	-
Upper level		33	36,9	-	-	-

Descriptive Analysis

In Table 2, it is seen that the cultural intelligence average of the expatriates participating in the research is 5.3, the average of metacognitive cultural intelligence is at the highest level with 5.7, and the average of cognitive cultural intelligence is at the lowest level with 4.8.

Table 2. Cultural Intelligence Levels of Participants

	N	Average	Sd deviation
Cultural Intelligence	168	5,3089	,80551
Metacognitive Cultural Intelligence	168	5,7173	,93524
Cognitive Cultural Intelligence	168	4,8105	1,10794
Motivational Cultural Intelligence	168	5,6875	,91509
Behavioral Cultural Intelligence	168	5,0804	1,22331

Looking at Table 3, it is seen that the average of the efficiency levels of the expatriates participating in the survey is 5.3. In addition, the performance of expatriates is the highest with an average of 5.8; intention to withdraw is at the lowest level with an average of 3.1.

Table 3. Participants' Levels of Expatriate Efficiency

	N	Average	Sd deviation
Expatriate Efficiency	168	5,3115	,74813
Intention to Withdraw	168	3,1845	1,99292
Expatriate Fit	168	5,5341	,91842
Expatriate Performance	168	5,8733	,80440

Factor Analysis

In this part of the study, the results of the factor analysis used to test the validity and reliability of

the scales used are included. Descriptive factor analysis were applied to determine the factor structures of the "cultural intelligence" and "expatriate productivity" scales used in the research.

Table 4. Cultural Intelligence Scale Factor Analysis Results

Statements	CCI	BCI	MCI	McCI
I know the marriage systems of other cultures	,807			
I know the fine arts and crafts of other cultures	,770			
I know the cultural values and religious beliefs of other cultures	,767			
I know the rules of other languages (such as vocabulary, grammar)	,760			
I know the rules for expressing non-verbal behaviour in other cultures	,719			
I know the economic and legal systems of different cultures	,692			
I use pause and silence in my communication in accordance with that culture		,814		
I change my nonverbal behaviour when the intercultural situation requires it		,813		
I change/vary my speaking rate when intercultural situation requires		,803		
I change my facial expression when the intercultural situation demands it		,765		
I change elements of verbal communication when intercultural interaction requires (eg accent, tone)		,754		
I am confident that I can cope with the stress I will experience while adapting to a culture that is new to me			,818	
I feel confident that I can mingle with locals in a culture that is unfamiliar to me			,801	
I enjoy living in cultures that are foreign to me			,748	
I enjoy interacting with people from different cultures.			,692	
I feel confident that I can get used to shopping conditions in a different culture			,586	
I am conscious of the cultural knowledge I use when interacting with people from different cultural backgrounds				,812
I make appropriate use of my cultural knowledge when interacting with people from a culture foreign to me				,774
I am conscious of the cultural knowledge I use in intercultural interactions				,622
Cronbach α	,869	,884	,838	,845

20 expressions of the Cultural Intelligence scale were subjected to descriptive factor analysis. Analysis results are given in Table 4. The KMO (Kaiser-Meyer-Olkin) statistics of the Cultural Intelligence scale is 0.873 (>0.60) and shows that the sample size is sufficient for factor analysis.

Barlett test Chi coefficient is significant ($p=0.000<0.05$).

According to the descriptive factor analysis results, there are four factors with eigenvalues greater than 1. Accordingly, it has been confirmed that the scale consists of four dimensions as in the original. The Cronbach α values of the dimensions show that the scale has internal consistency.

Table 5. Expatriate Effectiveness Scale Factor Analysis Results

Statements	EP	EF	WI
Understanding organizational goals	,833		
Adapting to business customs and norms in the host country	,808		
Establishing relationships with key business communities in the host country	,802		
Interacting with co-workers	,789		
Achieve my mission goals	,778		
Overall job performance	,770		
Technical competence	,623		
Living in the host country in general		,804	
Meals in the host country		,756	
Interacting with locals in general		,751	
Shopping in the host country		,726	
Weather in host country		,694	
Entertainment available in the host country		,692	
Working with locals outside your company		,601	
Transport system in the host country		,579	
I will leave my current firm as soon as possible			,936
I am actively looking for a job			,907
I am seriously considering quitting my job			,905
Cronbach α	,900	,872	,910
Barlett Testi Chi Kare=1806,197		Degree of freedom= 153	
$p=0,000<0,05$		Explained Total Variance =%	
63,973			
EP: Expatriate Performance		EF: Expatriate Fit	
WI: Withdrawal intentions			

20 statements of the expatriate effectiveness scale were subjected to explanatory factor analysis. Analysis results are given in Table 5. The KMO statistic of the expatriate effectiveness scale is 0.852 (>0.60), indicating that the sample size is sufficient for factor analysis. Barlett test Chi coefficient is significant ($p=0.000<0.05$).

According to the descriptive factor analysis results, there are three factors with eigenvalues greater than 1. Accordingly, it has been confirmed that the scale consists of three dimensions as in the

original. The Cronbach α values of the dimensions show that the scale has internal consistency.

Reliability Analysis

Table 6. Reliability Analysis Summary Table

SCALE	Cronbach's Alpha	Number of Items
Cultural Intelligence Structural Dimension	0,909	20
- Cognitive Cultural Intelligence	0,869	6
- Behavioural Cultural Intelligence	0,868	4
- Motivational Cultural Intelligence	0,817	6
Foreign Manager Activity Structural Dimension	0,877	21
- Fit	0,868	4
- Withdrawal Intention	0,910	3
- Performance	0,900	7

As a result of the reliability analysis in Table 6, the Cronbach's Alpha value of the 20-item Cultural Intelligence scale was calculated as 0.909 and the Cronbach's Alpha value of the 21-item Expatriate Effectiveness scale was calculated as 0.877. A Cronbach's Alpha value above 70% indicates that the level of reliability is quite high.

Correlation Analysis

In this study, in which the effect of the cultural intelligence of expatriates on their effectiveness was examined, correlation analysis was applied to determine the strength and direction of the relationship between the independent variable of cultural intelligence and the dependent variable of expatriates' effectiveness (Table 7). According to the results of the analysis, it is seen that there is a linear and positive relationship between the two variables, and as the cultural intelligence increases, the effectiveness of expatriates also increases ($r = 0.558$). In addition, it was concluded that the relationship between the two variables was statistically significant at the 0.01 significance level ($p < 0.01$).

According to the results of the correlation analysis applied to determine the strength and direction of the relationship between cultural intelligence and expatriate adaptability; there is a linear and positive relationship between the two variables ($r = 0,628$). In addition, it was concluded that the relationship between the two variables

was statistically significant at the 0.01 level ($p < 0.01$).

Correlation analysis was applied to determine the strength and direction of the relationship between cultural intelligence and the intention to withdraw, which is one of the sub-dimensions of expatriate effectiveness. According to the analysis, it was concluded that the relationship between the two variables was not statistically significant at the 0.01 significance level ($p > 0.000$).

Table 7. Table of Correlations Between Variables and Sub-Dimensions

Variables	1	2	3	4	5
1 CI	-				
2 EE	,558*	-			
3 EF	,628*	,397*	-		
4 EP	,376*	,487*	,395*	-	
5 WI	-,051*	-,416*	-,264*	-,373*	-

CI: Cultural Intelligence EF: Expatriate Fit EP: Expatriate Performance

EE: Expatriate Effectiveness WI: Withdrawal Intentions

Hypothesis Tests

Table 8 shows the results of the regression analysis regarding the effect of cultural intelligence on expatriate effectiveness. The regression model was found to be statistically significant ($p = 0.000 < 0.05$). The cultural intelligence independent variable explains a 31% change on the expatriate effectiveness dependent variable ($R^2 = 0.312$). According to the results of the analysis, 1 unit increase in cultural intelligence will provide an increase of 0.558 units in expatriate effectiveness ($B = 0.558$; $p = 0.000 < 0.05$).

The hypothesis that (H1) "the level of cultural intelligence of expatriate affects expatriate effectiveness" was accepted because cultural intelligence has a significant effect on expatriate effectiveness.

Table 8. Regression Analysis Results on the Effect of Cultural Intelligence on Expatriate Effectiveness

Independent variable	Dependent Variable Expatriate Effectiveness			
	Constant	Beta	t	p
	2,559		7,968	,000
Cultural Intelligence	,518	,558	8,670	,000
R ²	,312			
Corrected R ²	,308			
F	75,161			
p	,000			
Durbin-Watson	1,659			

Simple linear regression analysis was performed to examine the effect of cultural intelligence on expatriate fit. As can be seen in Table 9, according to the results of the regression analysis, in the model that explains 39% of the variability ($R^2=0.395$) of the variability in expatriate fit, it was determined that cultural intelligence had a positive and significant effect on expatriate fit ($\beta=0.628$; $p=0.000 < 0.05$). According to this result, one unit increase in cultural intelligence causes an increase of 0.628 units in expatriate fit. The fact that cultural intelligence explains 39% of the variability in expatriate fit indicates the existence of other factors that explain expatriate fit. Factors other than cultural intelligence that affect the adaptation of expatriates include factors such as the adaptation of the spouse of the expatriate to the host country, the degree of adaptation of the children to the school and social environment, and the attitudes of the employees of the host country towards the expatriate.

The hypothesis that (H1a) "the level of cultural intelligence of expatriates affects the compliance of expatriate " was accepted because cultural intelligence had a significant effect on expatriate fit.

Table 9. Regression Analysis Results on the Effect of Cultural Intelligence on Expatriate Fit

Independent Variable	Dependent Variable Expatriate Fit			
	Constant	Beta	t	p
Cultural Intelligence	1,731	,628	4,683	,000
R^2	,395		10,404	,000
Corrected R^2	,391			
F	108,243			
p	,000			
Durbin-Watson	2,013			

The results of the simple linear regression analysis performed to explain the effect of cultural intelligence on the expatriate withdrawal intention are given in Table 10 and according to these results, the model explains 0.003 of the expatriate withdrawal intention variability ($R^2=0.003$). According to the results of the analysis, it was determined that cultural intelligence did not have a statistically significant effect on the expatriate withdrawal intention ($\beta=0.051$, $p=0.510 > 0.05$).

The hypothesis that (H1b) "the level of cultural intelligence of expatriates affects the withdrawal intention of expatriates" was rejected because the level of cultural intelligence of expatriates did not have a significant effect on the withdrawal intention of expatriates.

Table 10. Regression Analysis Results on the Effect of Cultural Intelligence on Withdrawal Intention

Independent variable	Dependent Variable Withdrawal Intention			
	Constant	Beta	t	p
Cultural Intelligence	2,513	,051	2,440	,510
R^2	,003			
Corrected R^2	-,003			
F	,435			
p	,510			
Durbin-Watson	2,171			

Simple linear regression analysis was performed to explain the effect of cultural intelligence on expatriate performance, the results of the analysis are shown in Table 11. According to the results of the regression analysis, the model explains 0.142 of the expatriate performance variability ($R^2=0.142$). It was determined that cultural intelligence has a positive and significant effect on expatriate performance ($\beta=0.376$; $p=0.000 < 0.05$). According to this result, 1 unit increase in cultural intelligence causes an increase of 0.376 units in expatriate performance. The fact that cultural intelligence explains 14% of the variability in expatriate performance points to the existence of other factors that explain expatriate performance.

The hypothesis of (H1c) "Expatriate cultural intelligence level affects expatriate performance" was accepted because cultural intelligence has a significant effect on expatriate performance.

Table 11. Regression Analysis Results on the Effect of Cultural Intelligence on Expatriate Performance

Independent Variable	Dependent Variable Expatriate Performance			
	Constant	Beta	t	p
Cultural Intelligence	3,879	,376	10,060	,000
R^2	,142		5,231	
Corrected R^2	,136			
F	27,361			
p	,000			
Durbin-Watson	1,997			

Discussion and Conclusion

The success of the expatriates, who are defined as the managers who are sent from the headquarters to the subsidiary abroad for a certain period and for a task, mean great gains for the multinational organization and their failure can bring great losses. Various claims have been made about the success rates of expatriates, whose numbers and importance are increasing in the international business world. There are many studies suggesting that the assignments in which expatriates are not successful are quite high.

Expatriate's failure has consequences such as damaging the image of the multinational organization, causing serious financial losses, losing potential business opportunities and international partnerships, which are costly and difficult to repair. Therefore, the success of expatriates in international assignments and the determination of a expatriate who can be successful in overseas assignments is an extremely important issue for multinational companies. Another reason why the cost of expatriate failure is extremely high is the investments made before the assignment, such as education, career planning, and the costs incurred by the multinational company during the assignment, such as moving, housing, and school fees. All these reasons increase the importance of the expatriate effectiveness issue.

In addition to many studies on expatriate failure, studies on expatriate success focus on determining the conditions for success and effectiveness. The most emphasized criteria for expatriate effectiveness are compliance, completion of the task until the end, in other words, no intention to withdraw, and performance during international assignment. In this study, these sub-dimensions in expatriate effectiveness were discussed and their importance was emphasized. That is the contribution of this paper to the literature.

Researchers state that some individuals can cope with cultural differences better than others. Although different definitions of cultural intelligence are made by various academicians, a

definition can be made as an individual's interest in a different culture, curiosity, desire to adapt, and being successful in adapting. It is a widely accepted and confirmed claim that cultural intelligence is directly related to expatriate effectiveness.

In the research model, cultural intelligence was accepted as the independent variable and expatriate activity was accepted as the dependent variable. The findings of the study revealed that there is a positive relationship between the cultural intelligence levels of expatriates and the effectiveness of expatriates. The expatriate with a high level of cultural intelligence is interested in the culture of the host country to which he/she is sent for duty, he/she can see the differences between his/her own culture and this different culture, he/she is willing to learn this different culture and adapts to the culture of the host country. The expatriate with a high level of cultural intelligence learns the behavioural patterns that are deemed appropriate by the culture of the host country and acts according to these patterns. Thus, interaction takes place between the expatriate and the employees who are citizens of the host country.

As a result of the research, it has been determined that there is a positive relationship between the cultural intelligence levels of expatriates and the adaptation of expatriates. As it is revealed in the studies on cultural intelligence, the higher the cultural intelligence level of the expatriate, the more easily and effectively he adapts to the culture of the host country.

An expatriate with a high level of cultural intelligence finds harmony more easily in the business field and relations; In general, they adapt better to the country and the new culture. The high level of cultural intelligence causes the expatriate to see cultural differences more easily, to identify the behaviours accepted as appropriate in the foreign culture more easily, and thus to communicate more easily with the citizens of the host country at work and outside of work. It is not possible to adapt to people from different cultures without communicating and interacting. The high level of cultural intelligence facilitates all three dimensions of adaptation for the expatriate.

Another result of the research reveals that the cultural intelligence levels of the expatriate positively affect their performance. This assertion, which was put forward because of the literature review, was confirmed as expected (Black and Stephen, 1989; Ang et. al., 2004; Triandis, 1994). For the expatriate to show high performance in the foreign culture he/she encounters, he/she must communicate with his/her subordinates and superiors, understand them, and manage the processes as well as the people. Having a high level of cultural intelligence enables the expatriate to establish and maintain the necessary relationships for high performance, to understand the business culture and to act in accordance with it, to understand the reason behind the differences in people's behaviour and to act accordingly.

One of the most important limitations of the research is that it was conducted with 168 expatriates. Since it is not easy to reach expatriates, who are very busy due to the nature of their profession and reside in different countries, the survey application was terminated when 168 people were reached and the analysis of the data was started. Another limitation of the research is the measurement of intercultural harmony by the expatriate's self-evaluation. Since the time and opportunity constraints, the compliance of the expatriate could not be asked to the co-workers of the host country, as in many studies in the literature, only the expatriate was asked these questions. Another limit is that expatriate performance is based solely on self-report. In total, a questionnaire was sent to 250 expatriates, but the data of 168 questionnaires were used with a response rate of 67.2%.

Future research may consider whether international assignments are suitable for which expatriates. After identifying the expatriates who are believed to be the most successful in international assignments, encouraging the development of positive relations between the expatriates of the organization and the employees of the host country is among the suggested topics to be investigated. For further research, it may be suggested to focus on how multinational companies can benefit from the measurement of

personality traits when selecting potential expatriates and effective expatriate selection methods.

Examining the sub-dimensions of each factor of cultural intelligence can be recommended for further research. The use of cultural intelligence as one of the decisive measurement tools in the selection of successful global leaders can be put forward as a useful and interesting research topic. Evaluating the cultural intelligence of not only expatriates, but also the local employees of multinational companies in the host country, those working with multicultural groups, suppliers and customers from different countries and associating them with their performance are among the topics that can be recommended to be investigated.

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