

Faculty of Economics and Business

Cultural Intelligence and Employee Innovation Performance: The Mediating Role of Innovative Work Behaviour and the Moderating Impact of Knowledge Sharing

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Cultural Intelligence and Employee Innovation Performance: The Mediating Role of Innovative Work Behaviour and the Moderating Impact of Knowledge Sharing

Xin Liufang

A thesis submitted

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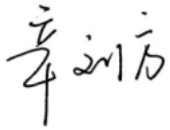
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DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Malaysia Sarawak. Except where due acknowledgements have been made, the work is that of the author alone. The thesis has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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ABSTRACT

The burgeoning literature on innovation performance has witnessed a notable increase in interest regarding the multifaceted dynamics that influence employee innovation capabilities. This trend underscores the recognition of the innovation sector as one of the largest and most vital components of the global economy. Within this paradigm, employee innovation performance is increasingly acknowledged as a pivotal factor not only in fostering organizational success but also in significantly contributing to national economic growth. Furthermore, in an era marked by global integration, the growing significance of intercultural communication underscores the pivotal role of cultural intelligence, which refers to the capacity to effectively navigate and utilize cultural differences, in improving employee performance. This study presents a rigorous review of the relevant literature, identifying significant gaps pertaining to the interplay between cultural intelligence, innovative work behavior, knowledge sharing, and employee innovation performance. To address these gaps, a comprehensive research model was proposed to identify and elucidate factors that enhance employee innovation performance, particularly within the context of diverse and cross-cultural environments prevalent in foreign trade companies. Central to this investigation is the role of cultural intelligence (comprising four dimensions: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ) in employee innovation performance. Additionally, innovative work behavior is posited as a mediating variable that elucidates the mechanisms linking cultural intelligence to employee innovation performance. Knowledge sharing is introduced as a moderator that could potentially amplify the relationship between the dimensions of cultural intelligence and innovative work behavior. The theoretical framework for this study is grounded in three interrelated theories: Innovation Theory, Cultural Diversity Management Theory, and Social Exchange

Theory. The research was conducted across six eastern cities in China, utilizing a quantitative methodology. Data were collected using survey questionnaires, yielding a robust dataset of 316 responses. Analysis was performed using WarpPLS (version 6.0) software to conduct Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal support for all four hypotheses regarding direct relationships, indicating a strong link between cultural intelligence and employee innovation performance. Notably, all mediating hypotheses were validated, with innovative work behavior serving as a significant mediator across all dimensions of cultural intelligence. Specifically, the analysis demonstrated that innovative work behavior mediates the relationships between cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ with employee innovation performance. However, only one moderating hypothesis received support: knowledge sharing positively moderated the relationship between motivational CQ and innovative work behavior. This research offers valuable insights into the field of innovation performance by elucidating the intricate relationships among the constructs, thus providing a foundation for future investigations aimed at enhancing employee innovation capabilities in culturally diverse contexts. The implications of these findings are substantial for practitioners in foreign trade companies, offering strategic guidance for leveraging cultural intelligence and fostering innovative work behaviors to drive performance and competitiveness.

Keywords: Employee Innovation Performance, Cultural Intelligence, Innovative Work Behavior, Knowledge Sharing, Cross-Cultural Environments, Foreign Trade Companies

Kecerdasan Budaya dan Prestasi Inovasi Karyawan: Peranan Mediasi Tingkah Laku Kerja Inovatif dan Dampak Moderasi Perkongsian Pengetahuan

ABSTRAK

Literatur yang berkembang mengenai prestasi inovasi telah menyaksikan peningkatan ketara dalam minat terhadap dinamik pelbagai aspek yang mempengaruhi keupayaan inovasi pekerja. Trend ini menekankan pengiktirafan sektor inovasi sebagai salah satu komponen terbesar dan paling penting dalam ekonomi global. Dalam paradigma ini, prestasi inovasi pekerja semakin diakui sebagai faktor penting bukan sahaja dalam memupuk kejayaan organisasi tetapi juga dalam memberikan sumbangan yang signifikan terhadap pertumbuhan ekonomi negara. Selain itu, dalam era yang dicirikan oleh integrasi global, kepentingan komunikasi antara budaya telah meningkat, menyerlahkan peranan kritikal kecerdasan budaya—yang ditakrifkan sebagai kemampuan untuk menavigasi dan memanfaatkan perbezaan budaya — dalam meningkatkan prestasi pekerja. Kajian ini membentangkan ulasan ketat terhadap literatur yang relevan, mengenal pasti jurang penting berkaitan interaksi antara kecerdasan budaya, tingkah laku kerja inovatif, perkongsian pengetahuan, dan prestasi inovasi pekerja. Untuk menangani jurang ini, satu model penyelidikan komprehensif telah dicadangkan untuk mengenal pasti dan menjelaskan faktor-faktor yang meningkatkan prestasi inovasi pekerja, terutamanya dalam konteks persekitaran pelbagai dan antara budaya yang terdapat di syarikat perdagangan luar. Peranan utama dalam penyelidikan ini adalah kecerdasan budaya (yang terdiri daripada empat dimensi: CQ kognitif, CQ metakognitif, CQ motivasi, dan CQ tingkah laku) dalam prestasi inovasi pekerja. Selain itu, tingkah laku kerja inovatif dianjurkan sebagai pemboleh urus yang menjelaskan mekanisme yang menghubungkan kecerdasan budaya dengan prestasi inovasi pekerja. Perkongsian pengetahuan diperkenalkan sebagai

pengubah yang berpotensi untuk memperkuat hubungan antara dimensi kecerdasan budaya dan tingkah laku kerja inovatif. Kerangka teori untuk kajian ini berlandaskan kepada tiga teori yang saling berkaitan: Teori Inovasi, Teori Pengurusan Kepelbagaian Budaya, dan Teori Pertukaran Sosial. Penyelidikan dilakukan di enam bandar timur di China, menggunakan metodologi kuantitatif. Data dikumpulkan menggunakan soal selidik, menghasilkan dataset yang kukuh dengan 316 respons. Analisis dilakukan menggunakan perisian WarpPLS (versi 6.0) untuk menjalankan Pemodelan Persamaan Struktur Kuantitatif (PLS-SEM). Dapatan menunjukkan sokongan untuk keempat-empat hipotesis mengenai hubungan langsung, yang menunjukkan hubungan kuat antara kecerdasan budaya dan prestasi inovasi pekerja. Secara khusus, semua hipotesis pemediasi disahkan, dengan tingkah laku kerja inovatif berfungsi sebagai mediator penting di semua dimensi kecerdasan budaya. Analisis menunjukkan bahawa tingkah laku kerja inovatif memediasi hubungan antara CQ kognitif, CQ metakognitif, CQ motivasi, dan CQ tingkah laku dengan prestasi inovasi pekerja. Namun, hanya satu hipotesis moderasi yang mendapat sokongan: perkongsian pengetahuan secara positif memodulasi hubungan antara CQ motivasi dan tingkah laku kerja inovatif. Penyelidikan ini memberikan wawasan berharga ke dalam bidang prestasi inovasi dengan menjelaskan hubungan rumit antara konstruk-konstruk tersebut, sekali gus menyediakan asas untuk penyelidikan masa depan yang bertujuan untuk meningkatkan keupayaan inovasi pekerja dalam konteks yang pelbagai budaya. Implikasi daripada penemuan ini adalah sangat besar bagi para pengamal dalam syarikat perdagangan asing, kerana ia memberikan panduan strategik untuk memanfaatkan kecerdasan budaya dan menggalakkan tingkah laku kerja yang inovatif bagi meningkatkan prestasi dan daya saing.

Kata kunci: *Prestasi Inovasi Pekerja, Kecerdasan Budaya, Tingkah Laku Kerja Inovatif, Perkongsian Pengetahuan, Persekitaran Antara Budaya, Syarikat Perdagangan Luar*

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LIST OF ABBREVIATIONS

IWB	Innovative Work Behaviour
CQ	Culture Intelligence
KS	Knowledge Sharing
EIP	Employee Innovation Performance
CCQ	Cognitive Culture Intelligence
MCCQ	Metacognitive Culture Intelligence
MCQ	Motivational Culture Intelligence
BCQ	Behavior Culture Intelligence
GACC	General Administration of Customs of the People's Republic of China

CHAPTER 1

INTRODUCTION

1.1 Background of Study

1.1.1 Global Perspective: Innovation and Cultural Intelligence in a Globalized World

In today's rapidly evolving business environment, shaped by the continuous advancement of technology and the growing diversity of the global workforce, organizations are confronted with increasingly complex and multifaceted challenges. In order to not only maintain operational sustainability but also achieve competitive growth, it has become imperative for enterprises to foster innovation while effectively embracing cultural diversity within their workforce (Lee & Trimi, 2018). In this context, cultural intelligence and innovation are recognized as two essential strategic capabilities that collectively enhance an organization's capacity to adapt, compete, and succeed in a dynamic and often unpredictable global landscape (Dutta, 2013; Du Preez & Louw, 2008).

In the era of globalization, individuals and institutions are experiencing an unprecedented level of interconnectedness and interdependence. Business entities are increasingly transcending geographical and political boundaries, engaging in complex cross-regional and international operations that demand continuous adaptation and strategic flexibility (Saxenian, 2006). This global transformation has progressively challenged the rigidity of traditional organizational structures, driving a paradigm shift toward more integrated and networked corporate systems that align with the realities of global markets (Xiong & Wang, 2020). Recent data underscore these trends. According to the World Economic Forum, global digital jobs that can be performed remotely are projected to grow by 25%, reaching approximately 92 million by 2030 (Masterson, 2024).

This rise in digital and remote work arrangements amplifies the need for cross-cultural interaction and reinforces the value of cultural intelligence in facilitating effective virtual teamwork.

A critical driver of this shift has been the transnational movement of capital, labor, and knowledge resources, underpinned by ongoing marketization reforms. These reforms not only liberalize trade and investment but also emphasize the strategic importance of multiculturalism in organizational development. They promote the formation of inclusive corporate cultures and actively encourage inter-organizational exchange and collaboration across cultural boundaries (Yeoh & Chang, 2001; Demangeot, Broderick & Craig, 2015; Li, 2021). As a result, organizations benefit from a fertile environment for the cross-pollination of ideas, innovations, and experiential learning among individuals from diverse cultural and professional backgrounds (Jamal, 2003).

Within such multicultural ecosystems, employees are consistently presented with opportunities to interact, learn from, and collaborate with colleagues originating from varied cultural heritages. These regular intercultural encounters foster the development of more inclusive mindsets and broaden individuals' cognitive, affective, and behavioral capacities. Over time, this exposure contributes to the expansion of their personal behavioural repertoire and enhances their cultural adaptability, thereby strengthening organizational cohesion and innovative potential (Jansen & Zee, 2015).

1.1.2 Chinese Context: Cross-Border Trade, Policy Initiatives, and Workforce Diversity

Driven by China's ambitious Belt and Road Initiative (BRI), cultural exchanges among countries participating in this transcontinental strategy have witnessed significant

acceleration and diversification (Summers, 2016). By the end of 2023, China had signed over 200 cooperation documents with 152 countries and 32 international organizations under the BRI framework, significantly enhancing its global connectivity (Xinhua, 2023). The initiative has not only deepened economic connectivity but has also catalyzed the integration of regional cultures, which has become a powerful engine for economic development and a critical factor influencing success in the globalized marketplace (Fritsch & Wyrwich, 2017). In this new global economic paradigm, multinational operations, cross-border e-commerce, and international trade have become routine business activities. However, these developments bring with them a growing array of cultural complexities and challenges. Organizations must navigate cultural differences not only in their relationships with international partners but also within their internal and external stakeholder environments.

In response to these challenges, many Chinese enterprises are increasingly aware of the necessity to manage cultural dynamics effectively to ensure sustainable growth and maintain competitiveness in the international arena (Ayega & Muathe, 2018). According to a 2024 survey by the China Council for the Promotion of International Trade (CCPIT), over 68 percent of Chinese enterprises operating overseas identified cultural misunderstanding as a key challenge impacting cooperation efficiency and employee innovation performance (CCPIT, 2024). The proliferation of digital technologies and the widespread accessibility of the internet have greatly reduced the barriers of time and space, enabling real-time communication and interaction across different nations, industries, and cultural boundaries (Haythornthwaite & Kendall, 2010). As a result, the frequency and depth of cross-cultural interactions have dramatically increased, prompting individuals to engage regularly with diverse cultural perspectives and work environments.

To adapt to this reality, organizations have adopted strategic human resource practices such as assigning employees to expatriate roles. These practices have significantly contributed to building more culturally diverse and globally oriented workforces (Setti et al., 2020). Exposure to multiple cultural contexts has often led to substantial changes in employees' values, attitudes, and professional worldviews. Additionally, the influx of millennial employees into the workforce has further diversified organizational cultures. This younger generation brings unique expectations and preferences for workplace communication, flexibility, and inclusion, thereby shaping the customization and evolution of internal corporate cultures (Jia et al., 2020).

Cultural diversity within organizations has been shown to have a dual character. While it offers rich opportunities for creativity, innovation, and enhanced performance when adequately supported, it can also lead to internal tension and reduced effectiveness if mismanaged (Thomas & Ely, 1996; Roberson et al., 2017). When organizational members acknowledge, respect, and support diversity, it tends to enhance group synergy and lead to improved collective outcomes (Choi & Rainey, 2010; Hurbean et al., 2023). Conversely, a lack of structural or interpersonal support for cultural diversity may give rise to cultural misunderstandings, communication barriers, and reduced collaboration, ultimately impeding organizational advancement.

Therefore, in today's increasingly multicultural and interdependent global economy, effective management of cultural diversity and the cultivation of cross-cultural competence have become essential strategic imperatives for enterprises striving to secure and maintain a competitive edge (Hampden-Turner & Trompenaars, 2008; Ayega & Muathe, 2018). In such environments, the ability to communicate across cultures, manage diverse teams, and

demonstrate intercultural adaptability are no longer optional but are fundamental capabilities for improving individual performance and achieving organizational success. These competencies are also increasingly recognized as critical areas for scholarly investigation, offering valuable insights into the mechanisms through which diversity influences workplace behavior and organizational dynamics (Holmes et al., 2017; Roberson et al., 2017; Li, 2021).

Globalization has ushered in a significant surge in interactions among diverse cultures (Lee & Sukoco, 2010; Xu & Feng, 2022). While globalization fosters cultural interaction, it also amplifies cultural conflicts, encompassing issues such as prejudices, misunderstandings, and confrontations (Shanshan & Layarman, 2022). In the current era of globalization, cultural conflict has become an indispensable environmental factor in organizational activities (Peretz & Rosenblatt, 2011; Ahmady, Nikooravesh & Mehrpour, 2016). Organizational conflicts often encompass incongruous activities within an organization, which can be categorized into various types, including task conflict (stemming from variations in task objectives or methods), relationship conflict (arising from interpersonal disharmony), and interest conflict (resulting from competition for resources or interests) (Liu & Tang, 2022). Organizations are deeply embedded in social cultures, and cultural elements significantly influence organizational operations (Uddin, Luva & Hossian, 2013). In reality, culture can be perceived as the root cause of various organizational conflicts. The management of conflicts within an organization often shapes individuals' perceptions of whether they share cooperative or competitive objectives with others (Wang, 2022). Companies frequently draw on cultural inclinations when formulating strategies such as collaboration, competition, or concession, as cross-cultural interactions continue to escalate. In both in-person and remote business settings,

individuals from diverse cultural backgrounds grapple with the challenge of cultural clashes (Kenesei & Stier, 2017; Li, 2017). Cultural conflicts emanate from disparities between cultures in values, behavioural norms, ways of life, and philosophical perspectives, significantly influencing employee behaviour and performance. Research has underscored the intricate and diverse nature of cultural concepts, with cultural dimensions exhibiting virtually boundless variation (Gay, 2018). Cultural conflict exerts both positive and negative impacts on both individual and organizational performance (Zheng, Yang & McLean, 2010; Ferine, Aditia & Rahmadana, 2021). On the positive side, cultural conflicts signify the convergence and integration of diverse cultures, serving as a vital catalyst for societal and economic progress. Effectively managing and resolving cultural conflicts can foster the creation of a diverse and inclusive organizational culture, facilitating communication and collaboration among members, promoting innovation, enhancing the performance of both individuals and the organization, and fostering sustainable development (Brimhall, 2019). However, in contemporary organizations, cultural differences often give rise to escalating cross-cultural contradictions and conflicts, which can have detrimental effects on both individuals and organizations (Obiora, 2024). These effects encompass negative emotions and feelings of insecurity among employees, reducing their commitment and trust in the organization and leading to issues such as employee turnover. Consequently, cross-cultural management has transitioned from being merely essential to an urgent imperative (Hiray & Rajhans, 2022). Addressing cultural hurdles in the era of globalization necessitates comprehensive research and global collaboration to effectively navigate these challenges.

Globalization has ushered in a significant upsurge in cross-cultural interactions (Lee & Sukoco, 2010; Chen, 2019). Talent mobility has emerged as one of the most pivotal

avenues for enhancing the competitive advantages of global organizations, driven by the globalization of trade, which compels multinational corporations to engage across varied geographic regions (Sambasivan et al., 2013; Wu, Zhang & Sun, 2023). Cultural intelligence as a concept, as conceptualized by Earley and Ang (2003), is firmly rooted in contemporary theories of intelligence, as exemplified by Sternberg & Grigorenko (2006). Cultural intelligence is defined as a person's ability to effectively navigate the global context (Ng, Ang & Rockstuhl, 2022).

It is commonly acknowledged that cultural intelligence is an essential ability and skill for global teams and cross-cultural interactions (Ang et al., 2007). Malek and Budhwar (2013) emphasize that cultural intelligence exerts a direct impact on the broad spectrum of personal, interpersonal, and professional adaptations made by expatriates, subsequently enhancing both their task-specific and context-specific performance. As articulated by Ng, Van Dyne and Ang (2019), cultural intelligence is a multidimensional concept meant for use in situations where cross-cultural interactions arise due to differences in nationality, ethnicity, or race. Cultural intelligence, as defined by its four dimensions - meta-cognition, cognition, motivation, and behaviour, aims to identify the inter-individual variations in the capacity to adapt effectively to novel cultural contexts. (Soon, Van & Thomas, 2015). Consequently, cultural intelligence is essential for assisting people in overcoming the difficulties brought about by cultural variety, fostering cultural adaptability, and ultimately influencing not only individual task performance but also context-specific performance.

Innovation has emerged as the paramount driving force for development and a strategic imperative for nations and organizations seeking a competitive edge (Zhang et al.,

2024). In today's highly competitive market landscape, autonomous innovation has become the favored strategic choice for businesses aiming to enhance their competitiveness and gain a decisive advantage over their rivals (Hülsmann, Grapp & Li, 2008; Baporikar & Fotolela, 2020). Researchers in the field of management theory and practice are dedicated to exploring the primary factors that influence the independent innovation capabilities of enterprises (Zhu & Xu, 2014; Bai, Li & Zhang, 2016). By gaining a comprehensive understanding of the key determinants of independent innovation, researchers aspire to stimulate and enhance the autonomous innovative endeavours of enterprises, thereby reinforcing the core competitiveness of these organizations (Ji et al., 2024). It is noteworthy that independent innovation within the realm of business transcends mere technological advancements. Instead, it encompasses a systematic approach that spans various domains, including strategy, organization, and culture, among others. Consequently, businesses looking to augment their capacity for autonomous innovation must concentrate not only on enhancing their technical capabilities but also on developing their soft skills (Ynkul & Ünlü, 2022). Organizational culture management assumes a pivotal role in driving innovation-driven development (Chaudhuri et al., 2024), as it profoundly influences the level of innovation within an organization and is intricately linked to the external socio-cultural environment that either supports or hinders innovation-driven growth. The significance of culture in fostering innovation cannot be overstated, as innovative talent, thinking, products, and processes are contingent upon a nurturing cultural milieu for successful implementation (Sawyer, 2011; Järvenpää, 2017). Social culture plays a pivotal role in guiding innovation-driven development (Jiang, 2022), exerting a profound and enduring influence on collective thought through its impact on material technology, social norms, institutional structures, and ideological perspectives.

Ultimately, it significantly shapes the inventive thinking and innovative capabilities of individuals and organizations alike (Miron, Erez & Naveh, 2004).

Organic innovation culture and formal controls have direct pathways to innovation, whereas social networking indirectly impacts innovation through its association with organic innovation culture (Yun et al., 2020). Within the landscape of innovation and innovation-driven development, organizational culture assumes a pivotal role, serving as the linchpin for progress. Scholars have employed the Competing Values Framework to dissect the constituent dimensions of organizational culture, with a particular focus on four distinct cultures: organizational bureaucratic hierarchy culture, family culture, organic organization (flexible culture), and market culture (Knein et al., 2020). Researchers have delved into the impact of these varied organizational cultures on the innovation process (Naranjo-Valencia et al., 2016; Srisathan, Ketkaew & Naruetharadhol, 2020). Innovation represents the synthesis of knowledge and values and stands as the primary driving force behind the enhancement of the inherent competitiveness of both employees and enterprises. It propels the advancement of industrial structures and spearheads macroeconomic transformations. The trajectory of innovation-driven development is profoundly influenced by the management of corporate culture, which not only dictates but also sets limits on the scope of innovation and progress. In this dynamic context, effective corporate culture management necessitates staying abreast of current trends to adapt to and foster the growth of creative enterprises.

The successful implementation of enterprise innovation is closely intertwined with employee innovation. Employee innovation serves as the primary source of enterprise innovation and progress, functioning as the foundational element for enterprise innovation

and development, and providing a crucial avenue for enterprises to attain and sustain a competitive advantage (Ferreira et al., 2020). Consequently, the performance of employees in terms of innovation has garnered increasing significance in the context of enterprise innovation development (Li, 2021).

First and foremost, it is essential to recognize that enterprise innovation and development originate from the innovative ideas and actions of individuals within organizations (He et al., 2019). Innovative behaviour requires divergent thinking, the ability to comprehend and explore diverse perspectives, and the skill to amalgamate disparate products and materials into fresh, superior creations. Employees express their innovative behaviours through various means such as conceptual viewpoints, experiments, publications, among others, which organizations then harness to gain competitive advantages through transformative actions (Li, 2019). For instance, Schumpeter attributed the creation of the container to workers who removed the truck compartment from the wheel to facilitate transportation (Talley, 2017). Previous studies consistently emphasize that innovation within enterprises emanates from the ideas and actions of employees (Amo, 2010; Tu & Tang, 2023; Luo, Zhang & Li, 2023).

Secondly, employee innovation serves as the micro foundation for enterprise innovation and development. To achieve innovation and development, enterprises necessitate consistent investment in resources and enhanced resource efficiency, with human resource investment, management, and development holding pivotal roles. Enterprises must prioritize the recruitment and cultivation of talent, coupled with the implementation of a flexible compensation system in human resources management. Furthermore, enhancing employee diversity and promoting work flexibility are integral

steps in fostering innovation. Technological, organizational, and cultural innovations within enterprises can be realized through the active participation of employees. The rapid advancements in new technologies, including the Internet, big data, and sharing platforms, have empowered employees to master an increasingly vast array of knowledge and effectively utilize various resources. Enterprises consolidate these resources to facilitate innovative development, founded upon individual innovation. Individual innovation exerts a growing influence on enterprise innovation and sustainable development, and its significance and impact continue to expand in alignment with the current trend in innovative development.

Ultimately, employee innovation represents a crucial avenue for enterprises to attain and sustain competitive advantages. In the realm of contemporary enterprise management, augmenting employees' innovative behaviour and performance stands as a pivotal imperative for enhancing competitiveness and securing a lasting competitive edge (Zhong et al., 2019). When viewed through the lens of organizational knowledge management, employees assume the roles of knowledge custodians, facilitators of knowledge translation into productivity, and architects of core enterprise competitiveness. From an organizational production perspective, employees constitute the bedrock of innovative output. They serve as the primary wellspring of fresh and superior ideas, initiatives, products, processes, and services. Only by consistently producing exceptional and enhanced innovations can an organization bolster its competitive advantage (Zhang & Wang, 2018). Furthermore, from the standpoint of the organizational climate, employee creativity, innovation motivation, and innovative behaviour contribute to the creation of an innovative cultural milieu within the organization. Improvements in employee innovation performance can further cultivate a supportive and encouraging atmosphere for innovation

within the organization. An innovation-centric culture and an organizational environment that fosters innovation serve to augment innovation performance (Albuquerque et al., 2024), ensuring that businesses acquire and sustain a competitive edge. This establishes a positive feedback loop between employees and companies.

In summary, an organization's success and its capacity to maintain a competitive advantage on the global stage are contingent upon factors such as cultural diversity, conflict resolution, cultural intelligence, innovation, and the proficient management of cultural disparities.

1.2 Problem Statement

Given the widely acknowledged importance of innovation in driving both organizational growth and national development, it is essential to further explore the specific challenges and underlying dynamics that influence innovation performance at the enterprise level. A substantial body of literature has established a strong link between innovation and the attainment of competitive advantage (Anning-Dorson, 2018). Building on this foundation, innovation is widely recognized as a key driver of economic prosperity, allowing nations to enhance their standing in an increasingly competitive global marketplace (Stanojević & Veličković, 2021). Moreover, efficient and effective innovation processes not only support firms in developing sustainable competitive advantages but also play a pivotal role in strengthening the economic resilience and strategic capacity of national economies (Dereli, 2015). In 2024, China's total research and development (R&D) expenditure exceeded RMB 3.6 trillion, accounting for 2.68% of its gross domestic product (GDP), which marked an approximate 8% year-on-year increase (Ministry of Science and Technology of the People's Republic of China [MOST], 2024). During the same period,

China's National Innovation Index rose by 6% to reach 165.3 points, while its Innovation Output Index increased by 6.5%. Notably, the number of valid domestic invention patents surpassed 4 million for the first time, reflecting the nation's accelerated innovation momentum and enhanced technological capabilities (China National Intellectual Property Administration [CNIPA], 2024). These recent advancements highlight the strategic importance of enterprise-level innovation in sustaining national competitiveness and reinforce the relevance of examining innovation performance.

Enterprises, as the principal drivers of innovation within national economic systems, play a critical role in shaping competitive outcomes and influencing broader national development trajectories. Consequently, strengthening firms' innovation capabilities and enhancing innovation performance have become strategic priorities for both business leaders and policymakers (Rajapathirana & Hui, 2018). Although the outcomes of innovation activities may vary across industries and organizational contexts, existing empirical research consistently demonstrates a strong and positive association between employee involvement and successful innovation, particularly in the domains of product and process innovation (Sarooghi et al., 2015; Seeck & Diehl, 2017). This reinforces the notion that employee engagement is a critical determinant of innovation effectiveness, underscoring the need for organizations to cultivate a workforce that is empowered, creative, and responsive to dynamic market demands.

Employee innovation and creative thinking within the workplace constitute the foundational pillars of corporate innovation, serving as the internal drivers that enable organizations to adapt, compete, and thrive in rapidly changing global environments (He et al., 2019). Within this context, China's foreign trade sector holds a strategically important

position in the global economy. It not only contributes significantly to the nation's economic growth but also acts as a crucial actor in the broader international trade system. As global economic dynamics continue to shift, the operational conditions and developmental trends of China's foreign trade industry are undergoing continuous transformation, influenced by factors such as globalization, digitalization, and evolving market demands (General Administration of Customs of the People's Republic of China [GACC], 2024).

The increasing prevalence of cross-cultural cooperation within foreign trade enterprises has introduced both opportunities and challenges. These shifts place growing demands on employees, particularly in their ability to navigate cross-cultural communication, engage in effective knowledge sharing, and collaborate across diverse teams to drive innovation. However, foreign trade employees often encounter a range of obstacles that hinder their innovation performance. These include a limited awareness or understanding of innovation practices (Wang, 2019), persistent barriers in cross-cultural communication and teamwork (Ratasuk & Charoensukmongkol, 2020), underdeveloped or poorly implemented knowledge sharing mechanisms (Yin, 2024), and incentive systems that fail to sufficiently motivate innovation (Zhang, 2017). Moreover, many organizations exhibit inadequate strategies for managing cultural diversity (Sun, 2024) and lack comprehensive approaches for developing employees' innovation-related skills and competencies (Hu et al., 2024).

Such challenges directly impede the growth and modernization of the foreign trade industry, undermining efforts to enhance its international competitiveness. Employees struggling with innovation execution, communication breakdowns, or limited collaboration

capacities often encounter difficulties in product and process innovation. This can lead to stagnation in development cycles, delaying market responsiveness and diminishing competitiveness on the global stage (Ratasuk & Charoensukmongkol, 2020; Yin, 2024). Additionally, the absence of robust incentive mechanisms and ineffective management of workforce diversity constrain organizational adaptability and innovation potential, further intensifying the difficulties foreign trade enterprises face in responding to fast-evolving market landscapes (Sun, 2024; Hu et al., 2024).

The implications of these innovation-related barriers are both profound and far-reaching. At the national level, the underperformance of the foreign trade sector due to innovation constraints may result in the erosion of global market share, a weakening of international competitiveness, and a decline in foreign investment inflows, ultimately hampering economic growth and structural transformation (Wang & Chen, 2021). These economic disruptions can translate into rising unemployment and widening socio-economic disparities. Furthermore, persistent innovation bottlenecks compromise the country's global image as a technological and innovation leader, diminishing its capacity to attract global talent, forge high-value international partnerships, and embed itself within strategic supply chains (Zhou, 2023).

China has significantly diversified its trading partnerships across the global economic landscape, expanding its engagement in international trade and strengthening bilateral and multilateral cooperation with a wide range of countries and regions (Liu & Zhang, 2024). This progression toward deeper economic globalization and market liberalization has had profound implications for organizational dynamics. One of the most notable consequences is the increasing cultural heterogeneity within enterprises,

particularly those involved in foreign trade. As a result, employees working in these cross-border business environments are frequently exposed to a variety of cultural norms, communication styles, and value systems (Hang et al., 2021). These cross-cultural encounters introduce both opportunities and challenges for organizational development and employee performance.

In such culturally complex work settings, foreign trade professionals are required not only to perform their technical roles but also to navigate intercultural interactions effectively. The ability to manage these intercultural challenges is emerging as a crucial determinant of success in the globalized business environment. Research has consistently shown that one of the core obstacles to enhancing employee innovation performance in international business contexts lies in employees' varying levels of cross-cultural competence, which is conceptually captured by the construct of cultural intelligence (Ratasuk & Charoensukmongkol, 2020). Cultural intelligence encompasses the capability to function and manage effectively across diverse cultural settings, and it has become a critical competency in the modern global workplace.

Furthermore, the literature emphasizes that the interplay between cultural intelligence and employees' perceived inclusion within the organization significantly influences work-related outcomes. Perceived inclusion, defined as the extent to which individuals feel accepted, valued, and integrated within diverse teams, has been shown to strengthen the positive impact of cultural intelligence, particularly within multicultural work environments (Alexandra et al., 2021). Employees who possess high levels of cultural intelligence and simultaneously experience a sense of inclusion are more likely to demonstrate adaptive behaviors, engage in effective collaboration, and contribute to

innovative processes. Therefore, fostering both cultural intelligence and an inclusive organizational culture is essential for leveraging the full potential of a diverse workforce and achieving superior innovation outcomes in foreign trade enterprises.

Cultural intelligence is a multifaceted construct developed to address the complexities inherent in cross-cultural interactions. It extends beyond conventional categorizations such as race, ethnicity, and nationality, and provides a comprehensive framework for navigating culturally diverse environments (Ouedraogo, 2020). Cultural intelligence encompasses four interrelated dimensions: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ (Garcia & Pintrich, 2023). Individuals with a high level of cultural intelligence are consistently able to communicate, coordinate, and collaborate effectively with others who possess different cultural backgrounds and value systems.

Previous research has consistently demonstrated a significant and positive relationship between cultural intelligence and job performance. Empirical studies have shown that employees with higher cultural intelligence tend to perform more effectively in multicultural work environments (Ott & Michailova, 2018; Acar et al., 2019; Li, 2021). These findings emphasize the essential role that cultural intelligence plays in enhancing employee performance across various organizational contexts.

Despite the growing interest in cultural intelligence, a significant gap remains in the existing literature, particularly concerning employee innovation performance within the foreign trade sector. Specifically, there is a lack of empirical studies that examine the combined influence of all four dimensions of cultural intelligence within a single, integrated framework. To address this gap, the present study aims to investigate how

cognitive, metacognitive, motivational, and behavioral aspects of cultural intelligence collectively influence employee innovation performance in foreign trade enterprises, as perceived by employees themselves.

Innovative work behavior plays a pivotal role in translating individual-level characteristics, such as creativity and cultural intelligence, into tangible innovation performance outcomes (Korzilius et al., 2017). Despite its importance, research examining the mediating effect of innovative work behavior on the relationship between cultural intelligence and innovation performance remains limited. Much of the existing literature either conceptualizes innovative work behavior as an independent outcome or as a direct antecedent of innovation (Alfy & Naithani, 2021), thus failing to recognize its intermediary function in linking cultural intelligence to innovation results. Although multiple factors have been identified as influencing innovative work behavior (Siregar et al., 2019; Hashim, 2020; Alfy & Naithani, 2021), empirical studies specifically examining how the four dimensions of employees' cultural intelligence affect their innovative work behavior are relatively scarce. Moreover, there is a notable lack of research that clearly establishes the mediating role of innovative work behavior in the relationship between cultural intelligence and employee innovation performance (Jain, 2022; Butt et al., 2023). In response to this gap, the present study seeks to explore the extent to which innovative work behavior functions as a mediating mechanism that reinforces the influence of the four-dimensional cultural intelligence construct on employee innovation performance, particularly within group-level contexts.

Many foreign trade companies in China are undergoing a strategic transformation from the traditional "Made in China" model toward a more innovation-driven "Created in

China" paradigm, as innovation has become increasingly essential for enhancing corporate performance and sustaining competitive advantage (Chen et al., 2021). Within this context, knowledge sharing has been widely acknowledged as a fundamental driver of innovation in organizations (Li, 2019). A substantial body of research has demonstrated that knowledge sharing among employees significantly contributes to learning processes, fosters creativity, and promotes innovative work behavior.Empirical evidence has consistently supported the positive correlation between knowledge sharing and various forms of innovation (Wang & Hu, 2020; Castaneda & Cuellar, 2020). In addition to its direct influence on innovation outcomes, knowledge sharing has also been explored in prior studies as a mediating variable linking cultural intelligence to innovative performance (Berraies, 2020; Li, 2024), as well as a moderating variable that shapes this relationship under specific contextual conditions (Luo, 2018; Ye et al., 2022). These findings suggest that, particularly in cross-cultural organizational environments, knowledge sharing may act as a critical moderating factor in the relationship between cultural intelligence and innovative work behavior. Despite the valuable insights offered by previous research, a significant gap remains in the existing literature regarding a systematic and comprehensive examination of this moderating mechanism from both theoretical and empirical perspectives. To address this research gap, the present study aims to explore the moderating role of knowledge sharing in the relationship between employees' cultural intelligence, conceptualized through its four dimensions, and their innovative work behavior within the context of foreign trade enterprises.

Therefore, this study aims to examine the influence of four-dimensional cultural intelligence on employee innovation performance, with a particular emphasis on employee groups within Chinese foreign trade enterprises. It further explores the moderating role of

knowledge sharing among these groups, as well as the mediating role of innovative work behavior, both of which are considered potential drivers for enhancing innovation outcomes. While existing studies have investigated cultural intelligence, innovative work behavior, and knowledge sharing as individual constructs, comprehensive research integrating these elements to assess their combined effects on employee innovation performance remains limited. By adopting this integrated approach, the study seeks to provide a deeper and more nuanced understanding of the underlying mechanisms through which cultural intelligence contributes to innovation performance. Moreover, the study aims to generate practical insights into how cultural intelligence, along with collaborative knowledge-sharing practices, can be strategically leveraged to enhance organizational competitiveness in the context of global trade. global trade.

1.3 Research Questions

Expanding upon the problem outlined in Section 1.2, this study seeks to address the following research questions:

Primary Research Question: How does cultural intelligence, including cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, affect employee innovation performance, accounting for the moderating role of knowledge sharing and the mediating effect of innovative work behavior?

This study seeks to explore the following related questions in order to go deeper into the main research question:

Specific Research Questions:

i. Do cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ each independently influence innovative work behavior among employees?

ii. To what extent does knowledge sharing moderate the relationships between cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ in influencing innovative work behavior within foreign trade companies?

iii. Does innovative work behaviour mediate the relationship between cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, and employee innovation performance?

By thoroughly addressing these research questions, this study aims to offer valuable insights into the complex relationships between cultural intelligence, innovative work behaviour, knowledge sharing, and employee innovation performance within the context of foreign trade companies.

1.4 Research Objectives

The following goals are intended to be achieved by the current study:

1.4.1 General Objective

The overarching goal of this study is to examine the relationship between Cultural Intelligence (CQ) and employee innovation performance in cross-cultural contexts. Furthermore, the study seeks to explore the mediating role of innovative work behavior and the moderating effect of knowledge sharing within this relationship.

1.4.2 Specific Objectives

The specific objectives of this study are as follows :

i. To examine the relationships between the different dimensions of CQ, including cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, and employee innovation performance.

ii. To explore the mediating effect of innovative work behavior in the relationship between the dimensions of CQ (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ) and employee innovation performance.

iii. To examine the moderating influence of knowledge sharing on the relationship between the dimensions of CQ (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ) and innovative work behavior.

This research aims to establish empirical links between these constructs within a unified framework, as perceived by employees in organizational contexts. Additionally, the study incorporates knowledge sharing as a crucial moderator, seeking to assess its role in strengthening the relationship between the independent constructs and innovative work behavior. As a result, the study provides valuable insights into the importance of utilizing knowledge sharing strategies to effectively manage cultural diversity, thereby enhancing employee innovation performance. These findings will be particularly relevant for organizational managers and industries operating in cross-cultural environments, offering actionable insights for fostering sustainable improvements in employee innovation performance, with a specific emphasis on the role of cultural intelligence.

1.5 Significance of study

This study makes significant contributions to both theoretical development and managerial practices. It provides valuable insights that benefit employees involved in

foreign trade in China and lays the groundwork for future research on cultural intelligence and its impact on employee innovation performance.

Firstly, This study identifies a strong relationship between the cognitive, metacognitive, motivational, and behavioral dimensions of cultural intelligence and their effects on employee innovation performance in foreign trade enterprises across the cities of Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian, and Shandong. The study posits that these findings will not only enhance employee innovation performance but will also provide valuable insights into the role played by cultural intelligence's four dimensions. Furthermore, it underscores the significance of innovative work behaviour and knowledge sharing among employees as pivotal factors affecting their overall innovation performance. Consequently, the study underscores the importance of educating employees about the diverse cultural environments they operate within and aligning their actions with theoretical principles. Understanding the impact of these factors on the construction of innovative work behaviour is imperative in enhancing overall innovation performance.

Secondly, it is clear that there is a limited understanding of the impact of the four dimensions of cultural intelligence on employee innovation performance, particularly within the context of specific industries in China. Although obtaining literature on innovation performance may not pose significant difficulty, finding reliable studies on the influence of cultural intelligence dimensions on employee innovation performance within the Chinese context presents a considerable challenge. Furthermore, data availability is limited, and researchers may encounter difficulties in accessing relevant information. Additionally, it is important to note that the majority of research and theoretical developments in this field have been conducted in other countries, with limited representation in the Chinese context. This study also advances the practical application of

these theories. Consequently, it adds not only to the corpus of literature already in existence but also paves the way for future knowledge expansion.

Thirdly, the research findings offer a profound understanding that can guide cultural diversity management. This information is invaluable for organizational managers seeking to enact cultural development strategies and foster economic growth within their respective industries, creating successful cultural diversity environments across the trade regions. This study is poised to make significant contributions to the comprehension and advancement of cultural diversity development within foreign trade companies.

Finally, this study is anticipated to offer valuable insights to foreign trade company managers, facilitating a better understanding and management of the potentialities and external factors influencing their innovation performance within the foreign trade industry. It is belief that foreign trade industry managers will realize substantial enhancements and successes when employees effectively and efficiently execute their roles within a profitable context. This research extends its benefits not only to local industry managers but also to the broader foreign trade sector as a whole.

1.6 Scope of Study

This research aims to explore and understand the relationships between cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, and employee innovation performance. Additionally, the study incorporates knowledge sharing as a moderating variable to investigate its role in influencing the relationship between the predictors and the mediating variable, innovative work behaviour (IWB). In addition to that, this study also adopted innovative work behaviour as the mediator variable attempts to examine the mediating relationship between the independent variables and dependent variable. To

generate meaningful insights, this study was conducted among foreign trade companies located in six designated cities in eastern China—Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian, and Shandongas—detailed in Section 3.2 (Research Sites). The target respondents comprised employees working in these companies who were either expatriates or had prior overseas experience.

1.7 Operational Definition of Terms

This part elucidates the essential concepts integral to this research, encompassing cultural intelligence, Cognitive CQ, Metacognitive CQ, Motivational CQ, Behavioural CQ, innovative work behaviour, knowledge sharing, and employee innovation performance. Detailed explanations of these terms are presented in Table 1.1 below:

Table 1.1: Definitions of Terms

Term	Definition of Terms	Sources
Cultural intelligence	These factors pertain to employees' capabilities, particularly their proficiency in operating effectively within culturally diverse environments and adapting seamlessly to new cultural contexts.	Earley & Ang (2003) Ang et al. (2007) Ang,Van Dyne & Rockstuhl (2015)
Cognitive CQ	These are the factors related the employees' capacity, including the extent to which they have knowledge about cultures, their similarities and differences.	Ang et al. (2007) Rockstuhl & Van Dyne (2018)
Metacognitive CQ	These are the factors related the employees' mental capacity, including the extent to which They are able to pick up and comprehend cultural knowledge.	Ang et al. (2007) Rockstuhl & Van Dyne (2018)

Table 1.1 continued

Motivational CQ	These factors concern employees' enthusiasm and self-assurance in navigating intercultural settings effectively.	Ang et al.(2007) Rockstuhl & Van Dyne (2018)
Behavioural CQ	These factors pertain to employees' ability to adapt their behaviors during intercultural interactions.	Ang et al.(2007) Rockstuhl & Van Dyne (2018)
Innovative work behaviour	These pertain to elements associated with four interconnected dimensions: the exploration, generation, advocacy, and execution of ideas.	De Jong & Den Hartog (2010)
Knowledge sharing	These involve the capacity of employees who possess knowledge to willingly share their work experiences, techniques, and insights with others in a practical manner, with the expectation that such knowledge will be applied in the workplace.	Bartol & Srivastava (2002) Huang & Tsai (2003) Fong & Wu (2007)
Employee innovation performance	These are the two factors related the employees' ability of proposing innovative ideas and methods to address problems using advanced technologies and summarizing newly developed work techniques and technical expertise leads to winning patents or rewards and achieving higher work quality and clear-cut effects. The obtained results can be applied across multiple workplaces to bring about economic and social benefits.	Yao & Heng (2012) Li (2021)

1.8 Organization of Chapters

There are five chapters in this dissertation, each serving a unique purpose and contributing to the overall study.

Chapter 1 sets the stage for the study, offering a comprehensive introduction to the research. It provides a background description, identifies the problem, specifies research objectives, and formulates research questions. Moreover, it provides operational definitions for key technical terms such as "hard measures of cultural intelligence," "cognitive CQ," "metacognitive CQ," "motivational CQ," "behavioural CQ," "innovative work behaviour," "knowledge sharing," and "employee innovation performance." The chapter also emphasizes the significance and scope of the study and provides a roadmap for the entire dissertation.

Chapter 2 delves into a comprehensive exploration of the pertinent literature. It offers a meticulous examination of the concepts under consideration, including clarifying the theories and models that serve as the study's cornerstone. This chapter outlines the theoretical framework, identifies gaps in the existing literature, and discusses the rationale behind the chosen theoretical framework. Furthermore, hypotheses are meticulously formulated based on the reviewed literature.

Chapter 3 illuminates the methodological framework of the study, detailing the characteristics of the research sites, design, and sample selection process. It describes the data collection procedures, the formulation of the research questionnaire, and the measurement techniques used. Additionally, this chapter covers the pre-testing of the questionnaires, data cleaning procedures, and the statistical analyses conducted using version 26.0 of the Statistical Package for the Social Sciences (SPSS) and WarpPLS (version 7.0).

Chapter 4 constitutes a comprehensive presentation of the statistical findings derived from the research study. It provides insights into the profiles of the respondents, offering a

statistical overview of the collected data. This chapter meticulously evaluates both the measurement model and structural model employed in the research.

Chapter 5 serves as the culmination of the dissertation, offering an extensive discussion of the research findings. It delves into both the theoretical and practical implications arising from the study's outcomes. Moreover, this chapter critically examines potential limitations and suggests directions for future research endeavors. It ties together the dissertation's various components, summarizing the key insights and their broader significance.

Through this organized structure, the dissertation aims to offer a cohesive and in-depth examination of the relationships among cultural intelligence, innovative work behaviour, knowledge sharing, and employee innovation performance, advancing both theoretical understanding and practical implications.

1.9 Summary

This chapter has provided an overview of the study, laying the foundation for the thesis by contextualizing employee innovation performance within broader themes such as globalization, innovation, cultural diversity, conflict, and intelligence. It has articulated the research problem, outlined the specific objectives, and formulated the central research questions that guide the inquiry. The theoretical and practical significance of the study has been addressed, and the scope of the research has been clearly delineated. Additionally, an outline of the thesis structure has been presented to assist readers in navigating the subsequent chapters. The final section of this chapter describes the organization of the thesis in detail. Building upon this foundation, Chapter 2 presents a comprehensive review of the literature and offers an in-depth examination of the theoretical framework underpinning the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive review of the literature related to employee innovation performance, with particular emphasis on cultural intelligence, innovative work behaviour, and knowledge sharing. It critically examines the underlying theoretical foundations, identifies key gaps in the existing body of research, and offers a justification for the selection of the theoretical framework. Furthermore, the chapter defines the core variables and presents the rationale for the development of the research hypotheses.

In an era characterized by unprecedented globalization, technological advancements, and intensified cross-cultural interactions, organizations face an imperative challenge-fostering innovation amidst cultural diversity (Ricciardelli & Decastri, 2024). As businesses expand across borders and collaborate with people having a variety of backgrounds, the ability to harness the collective intelligence of a culturally heterogeneous workforce becomes a critical determinant of success (Phookan, 2020). In this context, cultural intelligence, innovative work behaviour, and knowledge sharing emerge as pivotal constructs at the intersection of culture, innovation, and organizational performance.

Cultural intelligence, often referred to as CQ, has garnered substantial attention in recent years as organizations recognize its significance in navigating the complexities of multicultural environments (Crowne, 2008; Chen, 2011; Sozbilir & Yeşil, 2016; Tu, 2019; Kadam, 2021). Rooted in the premise that cultural competence extends beyond mere cultural awareness, CQ encompasses a multidimensional framework that includes

cognitive, metacognitive, motivational, and behavioural aspects. It reflects an individual's capacity not only to comprehend cultural differences but also to adapt, communicate, and collaborate effectively across cultures.

Simultaneously, innovation is critical to organizational survival (Gong, 2023). In a hypercompetitive global landscape, innovation is the lifeblood that drives sustainable growth and fosters a competitive edge (Moin, 2022). It encompasses not only groundbreaking technological advancements but also the cultivation of a culture that nurtures creativity, experimentation, and the implementation of novel ideas. Within organizations, it is the innovative work behaviour of employees that fuels the innovation engine (Shanker et al., 2017; Li, 2019; Yánez Morales, Pan & Ali, 2020).

The significance of knowledge sharing in the innovation process cannot be overstated (Zhang, 2019). In an era characterized by information abundance, the ability to capture, disseminate, and leverage knowledge becomes central to organizational success. Knowledge sharing is the conduit through which ideas, expertise, and insights flow within an organization. It enables individuals to build upon the knowledge of others, resulting in the development of new solutions, products, and processes (Janus, 2016).

At the intersection of the three constructs, namely cultural intelligence, innovative work behaviour, and knowledge sharing, exists a complex network of interrelationships that exerts a significant influence on employee innovation performance. Organizations seek to understand how employees with higher levels of cultural intelligence are more predisposed to engage in innovative work behaviour, ultimately driving innovation performance. Moreover, the role of knowledge sharing as a moderator in this intricate

relationship is gaining prominence, as it has the potential to either amplify or attenuate the impact of cultural intelligence on innovative work behaviour.

The contemporary literature is replete with studies examining various facets of these constructs in isolation (Yousaf, Masrek & Bahry, 2023; Jishnu & Hareendrakumar, 2024). Cultural intelligence has been scrutinized for its role in enhancing cross-cultural adaptability and intercultural communication. Innovative work behaviour has been lauded as a driver of organizational innovation and competitive advantage (Nguyen et al., 2019). Knowledge sharing has been explored as a mechanism to facilitate the flow of ideas and knowledge within organizations (Farooq, 2018). However, what remains insufficiently explored is the dynamic interaction between these constructs and their combined impact on employee innovation performance.This literature review embarks on a critical exploration of existing research, theoretical frameworks, and empirical findings to untangle the complexities of cultural intelligence, innovative work behaviour, knowledge sharing, and their implications for employee innovation performance. It endeavors to provide a comprehensive understanding of these interrelated constructs while scrutinizing gaps, inconsistencies, and emerging trends in the literature.

Through a synthesis of diverse studies, models, and theories, this review aims to construct a robust theoretical foundation upon which our study will be situated. Our objective is not only to shed light on the current state of knowledge in this field but also to identify avenues for future research. As organizations continue to grapple with the challenges and opportunities presented by cultural diversity, innovation, and knowledge sharing, this exploration takes on heightened relevance. Ultimately, it is within this intellectual landscape that our research on the mediating role of innovative work behaviour

and the moderating impact of knowledge sharing in the relationship between cultural intelligence and employee innovation performance finds its context and significance.

2.2 Employee Innovation Performance

In an era characterized by swift technological progress, globalization, and intense market competition, innovation has become a cornerstone of organizational success and survival (Kaplinsky, 2019). At the heart of this innovation lies the role of employees who drive creative thinking, generate novel ideas, and translate them into tangible outcomes (Lockwood & Papke, 2017). The concept of "employee innovation performance" is pivotal in understanding how individuals contribute to an organization's ability to innovate and sustain a competitive advantage (Jing et al., 2022). Employee innovation performance is increasingly recognized as a critical driver of organizational success in the competitive and changing corporate world of today (Janssen, 2019). This study explores employee innovation through the lens of cultural management, with employee innovation performance serving as the dependent variable. This thesis systematically reviews the literature on employee innovation performance from various aspects, such as the meaning of employee innovation performance, internal and external factors influencing employee innovation performance, and measurement dimensions of employee innovation performance.

2.2.1 The Concept of Employee Innovation Performance

Within the literature on innovation performance, there has been growing attention to the analysis of employee innovation performance, owing to its critical role in organizational survival and development (Sinaga, Lis & Razimi, 2019; Mumtaz & Parahoo, 2020; Jiang et al., 2024; Zheng & Lin, 2024). Various interpretations have been put

forward to define employee innovation performance, each based on distinct sets of criteria. The criteria are idea generations, idea implementation, problem solving, adaptability and change orientation and collaboration and knowledge sharing.

Idea generation is central to employee innovation performance as it is the ability to generate creative and novel ideas (Zhang & Li, 2021). Employees who excel in this dimension exhibit a propensity to think divergently, identify opportunities for improvement, and propose innovative solutions to organizational challenges (Sokół & Figurska, 2021). On the other hand, idea implementation is the generating of ideas, which are crucial as their effective implementation is vital (Valtonen, Kimpimäki & Malacina, 2023). This dimension emphasizes translating innovative concepts into actionable plans, managing resources, and executing projects to bring ideas to fruition (Dong & Wang, 2021). Another criteria is problem solving whereby it focuses on employees' capacity to identify complex issues, conduct thorough analyses, and devise innovative solutions that drive organizational progress (Dewett & Williams, 2007).

On the other hand, adaptability and change orientation is a key dimension of innovation performance (Park & Park, 2021). It emphasizes employees' readiness and willingness to embrace new approaches, technologies, and methodologies (Hu, 2019). Collaboration and knowledge sharing are integral components of employee innovation performance (Singh et al., 2021). This dimension highlights the capacity to collaborate with colleagues, share valuable insights, and collectively contribute to the innovation process (Wang & Hu, 2020; Mohammed, 2023).

2.2.2 Determinants of employee innovation performance

Employee innovation performance is shaped by a range of both internal and external factors. Internally, organizational culture, leadership and management support, resources and training, as well as autonomy and empowerment, play crucial roles in shaping the innovation landscape (Lam et al., 2021; Li, 2021). Organizational culture, according to Cobbinah (2021), significantly influences innovation performance, with cultures fostering experimentation, risk-taking, and openness exhibiting higher levels of innovation (Scaliza et al., 2022). Effective leadership, as asserted by Song (2021), is essential in motivating and empowering employees for innovation engagement, with supportive leaders recognizing and rewarding innovative efforts to enhance performance (Kremer, Villamor & Aguinis, 2019). Access to resources, training, and tools, as indicated by Li (2023), is pivotal for innovation performance, as well-equipped employees are better positioned to innovate effectively (Yang, 2021). Moreover, autonomy and empowerment in decision-making, as highlighted by Mihály (2021), contribute to enhanced innovation performance by fostering a sense of ownership and encouraging experimentation (Berraies, Chaher & Yahia, 2014).

Externally, market dynamics and competitive forces are significant determinants of innovation performance, with organizations in competitive markets emphasizing innovation to maintain a competitive edge (Ferreira, Coelho & Moutinho, 2020). Additionally, technological advancements, as noted by Mubarak (2021), can either stimulate or inhibit innovation performance, necessitating organizations to leverage emerging technologies for fostering innovation.

2.2.3 Implications of employee innovation performance

The impact of employee innovative performance stretches across multiple aspects of organizational operations, encompassing significant dimensions like competitive advantage, operational efficiency, employee engagement and satisfaction, and knowledge generation and transfer (Zhou, 2024). Organizations prioritizing and nurturing innovation performance gain a distinct competitive advantage (Feng, Zhu & Miao, 2023). They can respond to market changes, introduce innovative products or services, and outperform competitors (Sarsah, 2022).

Innovation resulting from employee performance often leads to enhanced organizational efficiency (Liu, 2023). Streamlined processes and resource optimization are common outcomes (Adesina, Iyelolu & Paul, 2024). Engaging in innovation activities can enhance job satisfaction and foster greater overall employee engagement (Delina, 2020). Innovation performance equips organizations with adaptability and resilience to navigate challenges and disruptions effectively (Fu, Zhang & Sun, 2024). Innovation frequently leads to the creation of new knowledge and best practices (Wang & Hu, 2008). This knowledge can be leveraged for future innovation efforts and shared throughout the organization (Long, 2024).

Employee innovation performance is a multifaceted and dynamic construct that encompasses various dimensions, determinants, and implications (Yildiz et al., 2021). Understanding and fostering this performance is essential for organizations striving to excel in today's innovation-driven business landscape (Masumba, 2019). Further research and practical strategies are required to harness the full potential of employee innovation performance and propel organizations toward continuous innovation and growth.

2.2.4 The Dimensions of employee innovation performance

Through the examination of the outcomes of organizational innovation management practices, it can be concluded that employee innovation performance is both a reflection of individual creativity and a result of the performance of innovative behaviour (Shanker et al., 2017). Therefore, the performance of employee creativity or innovative behaviour is usually used to measure employee innovation performance (De Jong & Den Hartog, 2010; Nasifoglu Elidemir et al., 2020). The current research scales for measuring individual innovation performance include measures of creativity and innovative behaviour, which are mainly uni-dimensional, bi-dimensional, and tri-dimensional, as shown in Table 2.1. Currently, the most widely used in research is the three-dimensional measurement scale of employee innovation performance proposed by (Zhou & George, 2001). The second is (Oldham & Cummings, 1996) earlier unidimensional measurement scale for directly evaluating employees' innovative performance. Janssen (2001, 2004) developed a three-dimensional measurement scale for employees' innovative performance by carrying out a study from several aspects such as desire to innovate, innovative actions and application of innovative results, which has been widely recognized. In Chinese scholars' studies, this measurement scale has been widely adopted in empirical analyses to study employee innovation performance (Han, Liao & Long, 2007; Li, 2021). Scott & Bruce (1994) focused on the path model of employee innovation behaviour, which views innovation as a collection of behavioural processes. Although Scott and Bruce did not distinguish between process dimensions of innovative behaviour, their study is a milestone in innovation theory research, and almost all studies on innovation theory and individual innovative behaviour and performance are based on or evolved from their theoretical results. The innovation behaviour measurement scales they developed were widely used in

the early empirical research literature. Chinese scholars (Han et al., 2007) developed a new three-dimensional employee innovation performance measurement scale by combining the research results of foreign scholars and the Chinese management context, which is now widely used in empirical analyses within China, and which is also used in this study.

Table 2.1: Dimensions of employee innovation performance

No	Dimensions	Contents	Source
1	one-dimension	Evaluating innovation performance from the perspective of generating innovative behaviour	Scott & Bruce (1994) Thneib & Sweis (2023)
2	one-dimension	Earlier questions designed to evaluate innovation performance directly in terms of novelty and usefulness of individual work	Oldham & Cummings (1996) Prajogo & Ahmed (2006)
3	Single dimension	Measuring innovation performance through supervisors' ratings of employee creativity	Tierney et al. (1999) De Jong & Den Hartog (2010)
4	Three dimensions	Measuring innovation performance in terms of innovative thinking generation, innovation realization, innovation facilitation, and innovative thinking.	Janssen (2001)
5	Three dimensions	Evaluating innovation in terms of individual creativity	Zhou & George (2001)
6	Three dimensions	To examine innovation performance through the dimensions of willingness to innovate, innovative actions, and innovative outcomes, which is mostly used in domestic research on individual innovation.	Han et al. (2007) Li (2021)

2.3 Cultural Intelligence

2.3.1 Culture

Culture is a complex and multifaceted concept that encompasses the beliefs, values, norms, and practices shared by a group of individuals. As noted by Hofstede (2001) and Zhou (2015), culture significantly influences individuals' behaviors and perceptions, shaping their interactions both within and outside their communities. The importance of culture in shaping social identity has been emphasized by Yan (2006), who argues that it provides a framework through which individuals can comprehend their roles in society. Several scholars have examined the role of culture in global contexts. For instance, Geert Hofstede's cultural dimensions' theory illustrates how cultural values affect workplace behavior and organizational practices across different countries. According to Hofstede, dimensions such as individualism versus collectivism illustrate the diversity of cultural perspectives and underscore their implications for international relations and business practices. Moreover, in the field of anthropology, cultural relativism has emerged as a critical concept, emphasizing the necessity of understanding cultures on their own terms rather than through the lens of one's own cultural experiences (Zhang, 2024). This perspective illuminates the dynamic nature of culture, which continually evolves in response to social, economic, and political changes (Sorokin, 2017).

In contemporary discussions, the impact of globalization on culture is a significant area of focus (Qu, 2020). As noted by Hei (2024) and Yun (2008), globalization gives rise to various 'scapes', including ethnoscapes and mediascapes, which facilitate the transnational flow of cultural ideas and practices, thereby contributing to both cultural homogenization and hybridization.

In summary, culture remains a vital aspect of human society that influences various facets of life (Wang, 2023). Understanding its complexities and the interplay between different cultural dimensions is essential for fostering cross-cultural communication and cooperation in an increasingly globalized world (Adler & Aycan, 2018).

2.3.2 The Concept of Culture Intelligence

Cultural intelligence has recently garnered a great deal of interest in both academic and professional contexts (Ott & Michailova, 2018; Reichman, 2023). In a globalized environment where individuals from diverse cultural backgrounds interact in a variety of settings, such as international business, education, or daily life, it has become more and more important. In order to meet the benefits and challenges related with intercultural contacts and partnerships, it is necessary to comprehend the idea of cultural intelligence (Xu, 2021). This review offers a detailed comprehension of cultural intelligence by evaluating different definitions and concepts presented in scholarly literature. Through an analysis of the fundamental dimensions, components, and assessment methods of cultural intelligence, this paper reviews the research on cultural intelligence in detail.

The term "cultural intelligence," or "CQ," is a recent one that has developed during the previous two decades. Earley (2002) created the theory of "cultural intelligence", which was later defined in detail by Earley and Ang (2003). According to Earley & Ang (2003) and Sternberg (2022), it can be roughly defined as the capacity of an individual to work effectively in culturally varied situations by comprehending, interpreting, and responding to the values, beliefs, customs, and practices of many cultures. The ability to adapt to and effectively navigate cross-cultural situations is a fundamental aspect of

cultural intelligence, which goes beyond simple cultural knowledge (Ang et al., 2007; Van Dyne et al., 2010).

The concept of cultural intelligence quotient traces its theoretical origin back to Gardner's (1983) theory of multiple intelligences and Sternberg et al.'s (1986) analysis of intelligence components. These researchers divided human intelligence into multiple dimensions or components, including language, logic, emotion, and music, and assessed individual intelligence levels beyond general IQ. It's important to differentiate CQ from general intelligence quotient (IQ) and emotional intelligence (EQ). Although EQ (Emotional Intelligence), CQ (Cultural Intelligence), and AQ (Adversity Quotient) share a theoretical basis and measure an individual's intelligence level from various aspects, IQ and EQ focus only on abilities particular to a single cultural environment. CQ, however, in contrast, assesses an individual's capacity for crossing cultural borders. Thomas et al. (2008) posited that cultural intelligence measures an individual's cognitive abilities in culturally diverse settings, rather than comparing intelligence among different cultural environments. Analyzing the relationship between the "big five" personality traits and the four dimensions of cultural IQ, Ang et al. (2006) conclude that personality traits serve as antecedent variables influencing cultural intelligence. Tomas (2008) offered a succinct and influential definition of cultural intelligence in his article entitled "Cultural Intelligence: Domain and Assessment" (see Table 2.2).

Table 2.2: Definitions and applications of cultural intelligence

Definition ofculturalintelligence	Outcomes /applications	Constituent elements	Source
'The capacity of an individual to successfully adjust to novel cultural environments'	worldwide assignment accomplishment assignments on diversity Techniques of training.	Cognitive (Including metacognitive) Motivational Behavioural	Earley (2002) Earley & Ang (2003)
'...involves understanding the principles of cross-cultural communication, cultivating an awareness of cross-cultural communication, and ultimately creating a behavioral repertoire and adaptive abilities to be successful in a variety of cross-cultural contexts.'	Cross-cultural decision constructing intercultural dialogue international careers; multicultural teams; cross-cultural leadership.	Knowledge Mind fulness Behavioural Skills	Thomas & Inkson (2003)
'…a seemingly instinctive capacity to copy and understand unexpected and ambiguous movements made by one's coworkers and fellow citizens.'	Appropriate behaviour in new cultures.	Cognitive Physical Emotional/motivational	Earley & Mosakowski (2004)
'…indicates a person's capacity to perceive, decipher, and respond to these vastly disparate clues in order to work well in multicultural environments or across cultural settings.'	Intercultural training Multinational teams	Metacognitive/Cognitive (e.g., learning strategies and cultural sensemaking) Motivation (e.g., Cultural empathy and self-efficacy) Behaviour (e.g., acceptable behaviour in culture and mimicry)	Earley & Peterson (2004)

Table 2.2 continued

'…the ability of an individual to effectively adjust to novel environments that are related to their cultural background.'	Diversity assignments Global work assignments Global teams' Global leadership	Cultural strategic thinking Motivation Behavior	Earley, Ang & Tan (2006)
'…the ability to interact effectively with people who are culturally different.'	Development Assessment	Knowledge Mindfulness Behaviour	Thomas (2006)
'…the capacity of an individual to perform and oversee activities in environments with varying cultural backgrounds.'	Cultural evaluation and decision-making Cultural adaptation and effectiveness	Cognition Metacognition Motivation Behaviour	Ang et al. (2007) Wang & Goh (2020)
'... a system of interconnected knowledge and abilities connected by cultural metacognition that enables individuals to choose, adjust, and influence the cultural features of their surroundings.'	Interactions between cultures that are effective in terms of personal growth, interpersonal relationships, and task completion.	Cultural Knowledge Cross-Cultural Skills Cultural Metacognition	Thomas (2008)

Source: Author self-compilation (2024)

Early research into cultural intelligence primarily focused on psychology and education. Social cognitive theory posits that cultural intelligence is expressed through an individual's ability to adjust, adapt, and modify their cognitive abilities in cross-cultural environments (Wu & Ang, 2011). Cultural intelligence is defined as an individual's psychological adaptation in a new cultural or cross-cultural setting (Wang & Goh, 2020). Research has established that cultural intelligence has an impact on psychological adjustment, cultural inclusion, cross-cultural adjustment, psychological well-being, and job satisfaction (Chew et al., 2021; Bethel, Ward & Fetvadjiev, 2020; Jyoti & Kour, 2015; Lam, Cheung & Lugosi, 2022). Cultural intelligence is relevant not only to psychological adjustment but also to education, as it involves knowledge and skill systems related to cultural metacognition (Ott & Michailova, 2018). Since knowledge and skills are crucial to an individual's educational growth, the influence of cultural intelligence on education is apparent (Ng, Van Dyne & Ang, 2009). This study concentrates on the measures to develop and augment cultural intelligence (Wang & Goh, 2020). With the rise of globalization, managing cultural conflict and cross-cultural issues has become more complex. Consequently, the significance of cultural intelligence in management has grown, particularly in the areas of human resource management, cross-cultural management, and leadership (Bücker et al, 2014). Studies have shown that cultural intelligence has a significant impact on individuals' job performance, task performance, innovativeness, leadership, and knowledge sharing (Li, 2021; Lee & Sukoco, 2010; Velarde et al., 2022; Chen et al., 2022). It is crucial to consider cultural intelligence in workplaces for better outcomes. Furthermore, cultural intelligence theory has been frequently utilized in multiple fields including medicine, life sciences, sociology, and anthropology (Velarde et al., 2022; Barzykowski et al., 2019; Van Schaik & Burkart, 2011; Alam, 2020; Hyndman & Flower,

2019). These investigations stress the universal and significant role of cultural intelligence across diverse fields.

2.3.3 The Dimension of Culture Intelligence

The first structural analysis of cultural intelligence was conducted by Earley and Ang (2003). They identified three dimensions of cultural intelligence in their monograph: cognition, motivation, and behaviour. All subsequent investigation into the dimensions of cultural intelligence has been founded on their work. Subsequently, Ang and colleagues (2006) extended the three dimensions mentioned earlier to include four dimensions, based on extensive empirical studies. Specifically, they subdivided the cognitive dimension into Metacognitive and cognitive dimensions, forming the now-classic four-dimensional cultural intelligence theory. Since then, numerous studies have investigated the antecedents and outcome variables of cultural intelligence using this theoretical framework. This paper also adopts the four dimensions to conduct its research. Thomas (2008) proposed a three-dimensional theoretical model of cultural intelligence, consisting of cultural metacognition, cultural knowledge, and cross-cultural skills. Bucker and colleagues (2015) proposed a two-dimensional framework for cultural intelligence, comprising effective cultural flexibility (ECF) and internalized cultural knowledge (ICK).

Organizational cultural intelligence was the focus of Ang and Inkpen's (2008) study. Drawing upon the insights of resource-based theory (Zhang et al., 2023), dynamic capability theory (Zhu et al., 2008), and organizational intelligence theory (Kalkan, 2005; Akgün, Byrne & Keskin, 2007), they developed a conceptual framework with three dimensions: resource management, competitive ability, and structural ability. Ang and Inkpen, Moon (2010) reconstructed the three dimensions of organizational cultural

intelligence based on dynamic capability theory. These dimensions are organization CQ process capability, organization CQ position capability, and organization CQ path capability. However, there is limited research on cultural intelligence at the organizational level and relevant theories are not yet fully developed.

Table 2.3: The Dimensions of CQ

Num	Dimensions	Contents	Studies	Source
4-Dimensions (CQS)	Metacognitive CQ	This dimension relates to an individual's awareness and control of their cultural knowledge and strategies. It involves the ability to organize, monitor, and adapt one's behavior and thought processes in cross-cultural settings.	This is the most widely used one. Firth et al. (2014) MacNab (2012) MacNab & Worthley (2012) MacNab et al. (2012) Fischer (2011) Varela & Gatlin-Watts (2014) Li (2021)	Ang (2007) Xu (2021) Greischel et al. (2021)
	Cognitive CQ	It encompasses an individual's knowledge about cultural norms, practices, and values. It involves understanding the differences and commonalities across cultures and recognizing cultural patterns.		
	Motivational CQ	refers to an individual's readiness and confidence to engage in intercultural interactions. It includes one's willingness to adapt and learn from cultural differences and the ability to overcome any anxiety or reluctance associated with such encounters.		
	Behavioural CQ	It pertains to an individual's actual behaviours and expressions in cross-cultural contexts. It involves the ability to communicate effectively, demonstrate respect for other cultures, and adapt one's behaviour to different cultural expectations.		
3-Dimensions (SFCQ)	Cultural metacognition	The process of examining, adjusting, and changing one's own cultural experience and action strategies, cognitive processes.	limited its acceptance and utility	Thomas (2012)
	Cultural skills	Cultural competence and behaviour, gathering information, developing relationships, adapting to the underlying cultural environment.		

Table 2.3 continued

	Cultural knowledge	Understanding the basic principles of culture, cultural differences, how culture influences behaviour, and cross-cultural interaction.		
2-Dimensions	ICK intelligence	internalized cultural knowledge intelligence, regroups metacognition and cognition items.	Bücker et al.(2015)	Bücker et al. (2015)
	ECF intelligence	effective cultural flexibility intelligence, combines motivation and behaviour items.		
4-Dimensions (BCIQ)	Motivation	A presumed internal force that influences a person to select one course of action over another, particularly decisions that promote receptivity to novel concepts, interpersonal connections, cultural identities, and experiences.	Velez-Calle et al. (2018) Melgar Echeverria & Larsen (2019)	Alon, I., et al. (2018)
	Listening, Communication, and Adaptation	the application of baseline verbal and nonverbal awareness about social norms and information exchange across cultural boundaries. Additionally, the capacity to precisely alter and adjust actions in accordance with the circumstances.		
	Cognitive Preparation	The self-study of appropriate cross-cultural behaviour/business practices.		
	Global Knowledge	The extent of one's general understanding of the facts, traditions, customs, norms, and values of other cultures.		

Source: Author self-compilation (2024)

2.3.4 The Scale of Culture Intelligence

Cultural intelligence is essential for both research and practical applications. Several assessment tools have been developed to measure an individual's level of cultural intelligence. The Cultural Intelligence Scale (CQS), created by Ang et al. (2007), is one of the most used tools for measuring cultural intelligence (Li, 2021; Xu, 2023). The CQS consists of a series of self-report items that capture an individual's self-perception of his or her own cultural intelligence across its four dimensions. In recent years, researchers have continued to develop new cultural intelligence scales to meet the needs of different research and application areas (Greischel et al., 2021; Li, 2021). In addition to the CQS, there is the Thomas three-dimensional scale (Thomas, 2015) and the two-dimensional scale (Bucker et al., 2015). There are also two-dimensional scales for business applications SFCO (Short Form Cultural Intelligence) and BCIQ (Business Cultural Intelligence Quotient) (Alon et al., 2018), which emphasize cultural intelligence. Lima (2016) and Zhou (2018) developed the Organizational Cultural Intelligence Scale (OCIS), which not only focus on individuals in cultural interactions, but also on the cultural intelligence of the organization. These scales not only focus on individual performance in cultural interactions, but also consider the importance of cultural intelligence at the organizational and cross-organizational levels. These diverse measurement tools provide researchers and practitioners with flexible options for assessing and developing an individual's cultural intelligence. The continued development and refinement of these instruments has contributed to a better understanding of the nature of cultural intelligence and has provided additional support and resources for research and practice in the cross-cultural field.

Table 2.4: The Scale of Culture Intelligence

No.	Scales	Contents	Sources
1	CQS	Four dimensions and 20 items: the most widely used CQ scale with tested reliability and validity in a multinational language environment.	Ang et al. (2007) Greischel et al. (2021)
2	SFCQ	Three-dimensional, 10-item scale: streamlined CQ scale, tested on a multinational, multilingual sample, not widely used.	Thomas (2012) Thomas (2015)
3	Two-Dimensional Scale	Twelve items in two dimensions: The correlation between the four dimensions of the CQS was investigated, and eight items of the CQS were deleted.	Bucker et al. (2015)
4	BCIQ	Four dimensions and 38 questions: the CQ scale for business interactions proposes different measurement dimensions than the COS.	Alon et al. (2018)
5	Team Culture IQ Scale	Team CQ 4-Dimensions: 16 questions that measure the team on a COS basis.	Chen, Liu & Portnoy (2012)
6	E-CQS (Expanded CQS)	Eleven sub-dimensions and 37 items: The original four-factor model is expanded into a second-order model, with sub-dimensions organized hierarchically under the primary factors.	Van Dyne et al. (2012)
7	Organizational Culture IQ Scale	Organizational CQ five dimensions 21 question items: It is the earliest organizational cultural intelligence scale that measures the five dimensions of organizational CQ.	Lima et al. (2016)
8	Cross-Organizational Cultural Intelligence Scale	Eighteen questions on the four dimensions of CQ: broadening the boundaries of the study beyond the individual and organizational dimensions of CQ to study CQ in a cross-organizational context.	Zhou et al. (2018)

Source: Author self-compilation (2024)

Ang and Van Dyne (2008) identified four core components of cultural intelligence by integrating the concept of diverse loci of intelligence into multicultural contexts. Metacognitive CQ represents the cognitive capacity to acquire and assess cultural knowledge, focusing on awareness of cognitive processes and the monitoring of thought strategies (Matthews, 2000). General knowledge and knowledge structures concerning cultures and cultural diversity are reflected in cognitive CQ. It is in line with Wu's (2020) idea of intelligence as knowledge, which presents analogous justifications for the significance of knowledge as a component of intellect.

Motivational CQ quantifies an individual's capacity to concentrate and persevere in accomplishing objectives within cross-cultural environments. It addresses the motivational dimension of conscious cognition, which is crucial for effective problem-solving in real-world contexts (Wang, 2020). The ability to adapt behaviour to match various cultural situations is seen in behavioural CQ. It focuses on the ability to display overt acts or outward manifestations that are acceptable for putting others at ease during cross-cultural interactions (Yang, 2018). Van Dyne et al. (2012) proposed a more advanced framework that introduces sub-dimensions for each of the four components of cultural intelligence. This expanded model enhances the initial four-factor structure by defining eleven sub-dimensions, forming a second-order model with the sub-dimensions hierarchically organized under the main components.

2.3.5 Cognitive Cultural Intelligence (Cognitive CQ)

Cognitive CQ is the term used to describe a person's understanding of cultural institutions, norms, practices, and customs in various cultural contexts. An individual's appreciation of how the systems shape and cause patterns of behaviours and interactions within a culture, as well as why behaviours and interactions vary across different cultural

settings, is aided by understanding the components that make up the cultural environment (Gao & Ma, 2024). This understanding is crucial for forming accurate attributions of actions across diverse cultural contexts and is fundamental for making informed judgments and decisions in multicultural environments (Ang et al., 2007). In order to be effective across cultures, Van Dyne et al. (2012) distinguished between two types of cultural knowledge: (i) culture-general knowledge, which encompasses declarative knowledge about fundamental aspects of cultural environments, and (ii) context-specific knowledge, which includes declarative knowledge on how cultural universals manifest within specific domains, as well as procedural knowledge on how to operate effectively within those domains. Knowledge of the common components that make up a cultural context is referred to as culture-general knowledge. It's critical to comprehend the fundamental components of culture since doing so gives one a conceptual framework within which to consider how various civilizations could be similar and unlike. Context-specific knowledge is defined as declarative knowledge about manifestations of cultural universals in a specific domain and procedural knowledge of how to be effective in that domain. A domain could refer to a specific cultural context such as a particular country or part of the world, as emphasized in area studies. Both the culture-general knowledge and the context-specific knowledge subdimensions of cognitive CQ are significant and complimentary. A broader understanding of both the objective and subjective elements of culture (culture-general knowledge) facilitates a deeper insight into how individuals within a specific cultural domain are shaped by the broader cultural environment to think and act. Therefore, people with high cognitive CQ should have context-specific knowledge to work effectively in a particular subject and culture-general knowledge to grasp the wide variety of cultures that may be encountered.

2.3.6 Metacognitive Cultural Intelligence (Metacognitive CQ)

According to Ang and Van Dyne (2008), metacognitive CQ is the degree to which a person is mindful of cultural differences and is able to process information effectively. It is built on advanced cognitive techniques and in-depth information processing (Earley & Peterson, 2004; Zhou & Charoensukmongkol, 2022), which enable people to create heuristics for social interaction in a variety of cultural settings (Reichman, 2023).

As noted by Van der Horst and Albertyn (2018), individuals with high metacognitive cultural intelligence possess a heightened awareness of how their own cultural background influences their behavior and their interpretation of intercultural situations. They also recognize the importance of preparation for cross-cultural interactions, often achieved by familiarizing themselves with diverse cultural norms, such as through participation in cross-cultural training programs. They actively check to see if their interpretations match the intents of others during cross-cultural interactions. This is referred to as isomorphic attributions by Triandis. Individuals use self-regulated mental processes to learn and comprehend cultural knowledge (Pan, Fang & Jiang, 2023), and increased awareness and checking activate these processes. As a result, it encompasses situational awareness, other awareness, and self-awareness (Triandis, 2006).

Van Dyne et al. (2012) utilized the State Metacognitive Inventory (SMI) to identify sub-dimensions of metacognitive cultural intelligence. The SMI captures distinct metacognitive constructs, focusing on the state (rather than trait) aspect of metacognition. This approach builds upon the work of Hinojosa et al. (2020), who defined metacognition as strategies for planning, monitoring, and adjusting cognitions, by incorporating the concept of awareness. They emphasized that metacognition cannot occur without

conscious awareness, thereby underscoring the critical role of self-awareness, awareness of others, and situational awareness in intercultural interactions. Other studies employing the SMI have adapted its items for specific samples and contexts (Mok, Fan & Pang, 2007; Hoy et al., 2012). Van Dyne et al. (2012) concentrated on three particular metacognitive self-regulated cognitive processes: planning, awareness, and monitoring.

Planning is described as the process of developing strategies prior to engaging in a culturally diverse interaction (Chédru & Delhoume, 2023). It includes advance preparation such as thinking carefully about short-term and long-term objectives. It also includes developing action plans for specific steps to take in specific cultural contexts. Planning is based on thinking deeply about a culture and anticipating what needs to be done in advance of the interaction. Awareness is defined as knowing about cultural thinking and knowledge of self and others in real time (Wang, 2024). While planning emphasizes proactive awareness, awareness refers to the extent to which individuals maintain real-time consciousness of the influence of culture. Checking involves reviewing assumptions and modifying mental frameworks when actual experiences diverge from initial expectations (Bell & Kozlowski, 2008; Chua & Ng, 2017; Chedru & Ostapchuk, 2023). This aspect of metacognitive cultural intelligence (CQ) entails critically examining and challenging ingrained assumptions, while adjusting mental models based on new experiences and information (Phillips, 2020). The three sub-dimensions of metacognitive cultural intelligence highlight its dynamic nature. Planning typically takes place before interactions, awareness is continuously maintained, and checking occurs both during and after interactions.

Collectively, these sub-dimensions constitute a vital aspect of CQ, as they involve proactively considering individuals and situations in intercultural contexts (planning), questioning rigid reliance on culturally ingrained habits and thinking (awareness), and refining mental models and strategies to ensure they are culturally suitable and more likely to yield favorable results in cross-cultural encounters (checking).

2.3.7 Motivational Cultural Intelligence (Motivational CQ)

Motivational cultural intelligence refers to an individual's ability to focus attention and direct energy toward understanding and performing effectively in culturally diverse contexts (Ang & Van Dyne, 2008). Schunk and Usher (2012) and Xie et al. (2024) emphasize that motivational capacities enable "agentic control of affect, cognition, and behavior," which supports the attainment of goals. This agentic control is particularly crucial, as intercultural interactions often involve challenges that can induce uncertainty and anxiety (Molinsky, 2007; Maertz, Hassan, & Magnusson, 2009). Individuals who exhibit a sense of agency and recognize the value of cultural diversity are better equipped to maintain the energy required for successful intercultural engagement (Brooks & Schweitzer, 2011; Bell, 2016).

Motivation theories vary in their emphasis on the factors driving work-related behavior. Certain theories highlight enduring individual differences, such as needs, values, and personality traits, as internal sources of tension that influence work-related actions. Conversely, other theories concentrate on contextual variables, including job design characteristics and national culture, which act as external factors either promoting or inhibiting work-related behavior (Barrick, Mount & Li, 2013; Parker, Van den Broeck &

Holman, 2017). Li et al (2019) emphasized the pivotal role of self-efficacy in facilitating adaptation and fostering relationships in culturally diverse settings.

Motivational self-efficacy instills confidence in one's ability to adjust, while intrinsic and extrinsic interests offer compelling motivations for engagement (Parker, Bindl & Strauss, 2010; Liu, 2020). Drawing upon self-determination theory (Ryan & Deci, 2017), expectancy-value theory (Eccles & Wigfield, 2020), and social cognitive theory (Schunk & DiBenedetto, 2020), Van Dyne (2012) delineated three sub-dimensions of motivational cultural intelligence: intrinsic interest, extrinsic interest, and self-efficacy for adjustment. Intrinsic interest is defined as valuing culturally diverse experience in and of itself because it is inherently satisfying (Cowen, 2017). This includes the intrinsic satisfaction gained from novel intercultural interactions and basic enjoyment of working with people from different cultural backgrounds. Extrinsic interest refers to the appreciation of tangible, personal benefits that arise from engaging in culturally diverse experiences (Ryan & Deci, 2017; Chedru & Ostapchuk, 2023). This includes a sense of increased employability based on having intercultural experiences and an enhanced reputation based on international work experiences. Self-efficacy to adjust is characterized as task-specific confidence in navigating culturally diverse situations (Eccles & Wigfield, 2002; Emirza, Öztürk & Şengönül, 2021). It emphasizes an individual's perceived capability to manage the challenges and stresses associated with adapting to new cultural environments.

2.3.8 Behavioural Cultural Intelligence (Behavioural CQ)

Behavioural Cultural intelligence pertains to an individual's ability to exhibit a diverse range of verbal and nonverbal behaviors during interactions with individuals from different cultural backgrounds (Ang & Van Dyne, 2008). This capability facilitates

effective management and regulation of social behaviors in intercultural contexts, thereby minimizing the likelihood of misperceptions and misattributions (Rockstuhl & Van Dyne, 2018). Behaviors deemed appropriate in one cultural setting may be unsuitable in another (Earley & Ang, 2003; Ting-Toomey & Dorjee, 2018). Consequently, individuals must exhibit flexibility and adjust their actions to align with the specific cultural context (Kim, 2017). This behavioral adaptability is particularly crucial in intercultural interactions (Salazar & Agüero, 2016), as individuals lack direct access to others' thoughts, emotions, and motivations. Instead, they must interpret verbal cues, vocal tones, facial expressions, and body language to navigate these interactions effectively. Van Dyne (2012) proposed three sub-dimensions of behavioural CQ, which are verbal behaviour, nonverbal behaviour, and speech acts. verbal behaviour, and speech acts. Verbal Behaviour is defined as flexibility in vocalization (Hage, 2018). The capability to flex verbal behaviour includes speaking louder or softer, faster or slower, and varying the amount of inflection. Non-verbal behavior is characterized as the adaptability in communication expressed through gestures, facial expressions, and body language rather than spoken words (Knapp & Hall, 2010). This capacity for non-verbal flexibility entails adjusting facial expressions and gestures to suit the context (Saberi, DiPaola & Bernardet, 2021). Speech Acts is defined as flexibility in manner of communicating specific types of messages such that requests, invitations, apologies, gratitude, disagreement, and saying "no" are expressed appropriately based on local standards (Van Dyne et al., 2012).

Table 2.5: Sub-Dimensions of Cultural Intelligence Dimension

No	Dimensions	Sub-Dimensions	Source
1	Cognitive CQ	Culture-General Knowledge Context-Specific Knowledge	Van Dyne et al. (2012) Van Dyne, Ang & Tan (2016)
2	Metacognitive CQ	Planning Awareness Checking	Van Dyne et al. (2012) Van Dyne, Ang & Tan (2016)
3	Motivational CQ	Intrinsic interest Extrinsic interest Self-efficacy to adjust	Van Dyne et al. (2012) Van Dyne, Ang & Tan (2016)
4	Behavioural CQ	Verbal behaviour Non-verbal behaviour Speech acts	Van Dyne et al. (2012) Van Dyne, Ang & Tan (2016)

Source: Author self-compilation (2024)

2.3.9 National Culture and Organizational Culture

The interplay between national culture and organizational culture is essential for understanding the development of cultural intelligence (Murphy, Gölgeci & Johnston, 2020), particularly in the context of globalization and international business expansion. This section examines the impact of national culture, with a focus on Chinese culture, on organizational culture and its implications for cultural intelligence.

i. National Culture and Its Influence

National culture comprises the values, beliefs, and behaviors shared by members of a society, which significantly shape organizational practices (Hofstede, 1980; Luria, Cnaan & Boehm, 2015). Hofstede's cultural dimensions' theory identifies key elements such as individualism versus collectivism, power distance, and uncertainty avoidance that influence how organizations function within specific cultural contexts (Hofstede, 1991;

Jang et al., 2018). Within the framework of Chinese culture, collectivism assumes a pivotal role, placing greater importance on group harmony and collective responsibility over individual achievement (Liu, 2013). This cultural trait affects organizational behavior, fostering teamwork and establishing hierarchical structures wherein leaders are expected to provide guidance and support.

ii. Interplay Between National Culture and Organizational Culture

The relationship between national culture and organizational culture is dynamic (Zhang & Cai, 2012). Organizations often cultivate a distinct culture influenced by the broader national context, while also adapting to global influences. For instance, Confucian values deeply embedded in Chinese culture emphasize respect for authority and the significance of interpersonal relationships, thereby shaping organizational hierarchies and interactions (Zhang & Li, 2024). As organizations expand internationally, they encounter diverse cultural landscapes that necessitate adjustments in their internal cultures. This adaptability is crucial for fostering cultural intelligence, which entails understanding and adjusting to various cultural norms and practices (Livermore & Soon, 2015). The success of this adaptation frequently hinges on an organization's ability to balance its national cultural foundations with the exigencies of the global market (Poulis, 2024).

iii. Cultural Intelligence and Its Development

Cultural intelligence is defined as the ability to function effectively in culturally diverse environments (Wang & Goh, 2020). The development of CQ is shaped by both national and organizational cultures. Organizations that nurture a keen awareness of their national cultural identity can better equip their employees to navigate the complexities of global interactions. For example, training programs that emphasize comprehension of

Chinese cultural values can enhance employees' CQ, enabling them to engage more effectively with international partners (Fan et al., 2020). Conversely, organizations that neglect the impact of national culture on their practices may face challenges in their international endeavors. A deficiency in cultural awareness can result in miscommunication and ineffective collaboration, thereby undermining the organization's competitive advantage in the global marketplace (Gelfand et al., 2007).

iv. Globalization and Its Impact on Cultural Dynamics

As businesses globalize, the influence of Chinese culture and other Eastern cultures becomes increasingly significant in shaping organizational practices and employee behavior (Qian, 2022). The emergence of Chinese multinational corporations has underscored the necessity of integrating cultural intelligence into business strategies (Zhang & Zhou, 2017). This integration is vital for navigating the complexities of cross-cultural interactions, particularly in regions where Eastern and Western business practices converge. Literature suggests that globalization not only facilitates cultural exchange but also presents challenges as organizations strive to maintain their cultural identities amid external influences (Pieterse, 2019). The interaction of local cultural elements with global business practices can generate a hybrid culture within organizations, enhancing or diluting their original cultural values (Pang & Zhang, 2020). In the contemporary global business environment, cultural intelligence is increasingly recognized as an essential and improvable skill. Managers possessing high cultural intelligence are better prepared to adapt to the diverse cultures of various countries, regions, organizations, and professions, thus enabling successful business operations (Wu, 2020). They can identify differences among groups, organizations, and cultures, particularly those characteristics that define a group (Chu, 2014). Such competence aids managers and employees in understanding and

adapting to varying business customs and behaviors, reducing misunderstandings and conflicts resulting from cultural differences (Moran, Abramson & Moran, 2014). Individuals with elevated cultural intelligence can more readily assimilate into new environments, build trust, facilitate teamwork, and foster positive cross-cultural communication (Ma, 2019).

In conclusion, the interaction between national culture, particularly Chinese culture, and organizational culture plays a pivotal role in shaping cultural intelligence within globally integrated business environments (Liu, 2024). Organizations that recognize and leverage their cultural roots while embracing diversity can enhance their employees' cultural intelligence, leading to more effective international operations.

2.4 Innovative Work Behaviour

In the era of globalization, innovation is crucial for businesses that want to compete on a global scale. In particular, "employee innovative behaviour (e.g., developing, adopting, and implementing new ideas for products and work methods) is an important asset that enables an organization to succeed in a dynamic business environment" (Yuan & Woodman, 2010). Butt, Laeeq, and Aijaz (2023) found that innovative work behavior serves as a mediator in the relationship between cultural intelligence and employee job performance. According to Zhang et al. (2024), innovative work behaviour is the proper course of action that includes developing new concepts, forging partnerships, and putting them into action. It refers to four interconnected sets of behavioural actions, such as issue recognition, idea creation, idea dissemination, concept implementation, and problem identification. These are all beneficial in improving the individual's capacity for invention (De Jong & Den Hartog, 2010). According to studies, people who engage in innovation

when they can, are willing to, and consistently fulfill the requirements of their position thus facilitates innovation's flow (Heras-Rosas & Herrera, 2021).

An individual's creative work behaviour is defined by Farr and Ford (1990) as behaviour that tries to initiate and intentionally introduce (within a work role, group, or organization) new and valuable ideas, processes, products, and procedures. Individuals' efforts to create and put into practice unique solutions are what will ultimately favorably transform an individual, a group, or an organization (Bos-Nehles et al., 2017). Organizations must be able to continuously develop their goods, services, and operational procedures. Actions taken by individuals have a major impact on ongoing innovation and improvement. A worker who exhibits innovative work behaviour will be able to generate fresh ideas, challenge the status quo, collaborate with coworkers, and then put those ideas into practice (Afsar, Masood & Umrani, 2019). Employees of the present and those of the future will need to embrace change, continue learning, and adapt new methods of doing things as a result of new technologies, such as artificial intelligence. According to Korzilius, Bücker, and Beerlage (2017), diversity fosters creative workplace behaviour. People who use it become less dogmatic, more creative, and open to new ways of looking at issues. Different types of organizational innovation were implemented by numerous organizations, and their benefits were augmented by the interaction of organizational and technology innovation (Wang, 2016). While most studies concentrate on the business level, this study concentrated on the level of the individual employee. Innovative work practices have numerous advantages. According to research, employees that are more innovative at work exhibit higher levels of job performance, job happiness, interpersonal interactions, reduced stress, and personal growth (Yu, 2024). Visnjic, Wiengarten and Neely (2016) claim that innovation at work significantly contributes to the long-term success and

viability of businesses. In conclusion, it is crucial for policymakers in organizations to support a psychologically secure atmosphere that encourages employees to act in novel ways (Holbeche, 2023). In this study, innovative work behavior is assessed using the four-dimensional structural scale consisting of 10 items, as proposed by De Jong and Den Hartog (2010).

Table 2.6: Definition of Innovative Work Behaviour

Concept	Source	Definition
Innovative Work Behaviour	De Jong & Hartog (2003)	lnnovative behaviour means that co-workers generate ideas for better and/or different products, services or working methods, and strive for implementing such changes. ln knowledge-intensive services innovative behaviour of co-workers is a critical success factor.
	Janssen (2000) Kleysen &Street (2001) Wijchen (2017)	It is defined as all employee behaviours related to the generation of an idea, support for the idea and implementation of the idea.
	Julianto (2013) Geležinytė & Bagdžiūnienė (2016) Efandi & Syuhada (2021)	It is defined as the process of generating, promoting, and realizing new and useful ideas within a work context.
	Patterson & Zibarras (2009)	It is defined as the process of generating and realizing new and innovative ideas through creative problem-solving and group-based brainstorming. One way of harnessing the creativity of staff is to develop creative problem-solving skills. This will help to create genuinely innovative solutions to the issues faced at work.

2.4.1 The Dimensions of Innovative Work Behaviour

Researchers have identified several dimensions that contribute to innovative work behaviour(AlEssa & Durugbo, 2022). These dimensions collectively contribute to an employee's capacity for fostering innovation within an organization. Idea generation focuses on generating creative ideas through brainstorming and thinking outside the box (De Jong & Den Hartog, 2010). Idea promotion involves effectively communicating and advocating for innovative concepts. Idea implementation entails planning and executing novel solutions (Grobben, 2022). Risk-Taking is vital, requiring employees to take calculated risks and embrace unconventional approaches (Giaccone & Magnusson, 2022). Persistence reflects determination in the face of obstacles, while Adaptability is crucial as business landscapes evolve (Sapie & Ishak, 2015). Finally, creativity fosters imaginative thinking, and Knowledge Sharing facilitates innovation across the organization (Dong et al., 2017; Salam & Senin, 2022). These dimensions collectively shape an employee's ability to contribute to organizational innovation.

Table 2.7: Several representative dimensions of innovative work behaviour

No.	Dimensions and items	Source
1	Uni-dimensional with 4 items.	Scott and Bruce (1998)
2	Uni-dimensional with 9 items.	Janssen (2000)
3	Ten elements in four dimensions: two for idea generation, three for concept exploration, two for idea championing, and three for idea implementation.	De Jong and Den Hartog (2010)

Table 2.7 continued

4	Five dimensions are identified in the model, consisting of 24 components which comprise of opportunity exploration (4 items), idea generation (5 items), idea promotion (5 items), realization (3 items) and reflection (7 items).	Messmann and Mulder (2012)
5	Five-dimensional framework consisting of 14 items that include: idea exploration (3 items), generativity (2 items), information investigation (3 items), championing (3 items), and application (3 items).	De Bruin and Steyn (2019)

2.4.2 The Antecedents of Innovative Work Behaviour

Understanding the factors that contribute to innovative work behaviour (IWB) is crucial for firms committed to fostering an innovative culture. These determinants include a variety of variables that fall under the three categories of individual, team, and organizational. Personal qualities including inventiveness, self-efficacy, intrinsic motivation, and a proactive mindset show up as key influencing factors at the individual level. Higher levels of these characteristics are associated with a greater propensity for IWB in individuals (Sulistiawan et al., 2017). The dynamics of teamwork are introduced when moving to the team level, when factors like psychological safety, team diversity, and leadership support significantly contribute to the acceleration of IWB. Teams that support psychological safety, encourage candid conversation, and value different points of view frequently demonstrate higher levels of invention (Bogilović, 2020). The organizational level offers additional components that include organizational environment, culture, and structure, all of which have a significant influence on IWB. The potential for IWB to be amplified across the entire organization is greatly increased by a culture that supports

innovation, fosters and rewards risk-taking, and embraces experimentation (Manalo et al., 2024).

2.5 Knowledge Sharing

Knowledge economy, sharing economy and platform economy all embody knowledge sharing. With the generalization of the understanding of knowledge connotation, knowledge is regarded as the core resource no matter from the organizational level or from the individual point of view. A growing number of researchers believe that in today's knowledge-driven economy, where information is a valuable asset, knowledge sharing is often regarded as a key driver of organizational success (Finnegan & Willcocks, 2006; Cormican et al., 2021; Li, 2024). Knowledge has been identified as the crucial element for the survival of an organization (Asrar-u-Haq & Anwar, 2016; Liu & Xu, 2019; Shan, 2024).

2.5.1 The Concept of Knowledge Sharing

Scholars define the concept of knowledge sharing from two aspects: first, from the perspective of process, knowledge sharing is the process of information exchange and learning interaction; second, it is content oriented, focusing on the shared content and emphasizing the transformation and innovation of knowledge. Different theoretical perspectives have different understandings of knowledge sharing. From the perspective of learning theory, knowledge sharing is considered as a learning process. For instance, Wang et al. (2024) assert that knowledge sharing is an ongoing process of learning and goal achievement. Kamaşak and Bulutlar (2010) believes that knowledge sharing is a process of continuous interaction and innovation of knowledge. Through a comprehensive literature review and analysis of prior studies, the concept of knowledge sharing is

explored from various theoretical perspectives and the motivations that drive this process. The key viewpoints are summarized in Table 2.8.

Table 2.8: Concept of Knowledge Sharing

Concept	Source	Definition
Knowledge Sharing	Charband & Jafari Navimipour (2016)	acknowledges it as an activity through which knowledge is exchanged between people or organizations.
Knowledge Sharing	Hartono (2014) Olan et al. (2022)	states that the process of exchanging knowledge is known as knowledge sharing, contributing to organizational performance and competitive advantage.
Knowledge Sharing	Wulandari (2020)	highlights that knowledge sharing involves the exchange of knowledge among individuals or groups, and it can enhance learning outcomes in educational institutions.
Knowledge Sharing	Hodgson, Shehhi & Al-Marzouqi (2014) Wu (2024)	a practice of moving employees between different roles or departments to spread knowledge and broaden their understanding of the business.
	Bartol & Srivastava (2002) Tan & Ramayah (2018)	defines knowledge sharing as the willingness of those with knowledge to impart their thoughts, work experiences, and practices to others in a tangible way with the expectation that others will use this knowledge in real-world situations at work.

Note: The definition adopted in this study is based on Bartol and Srivastava (2002).

From the literature analysis, it has been discovered that the comprehension of knowledge sharing is impacted by the research's perspective and context. Different theoretical perspectives are closely related to each other, and the concepts referred to in knowledge sharing are similar, but the research contexts and focuses are different. Currently, in the context of globalization and anti-globalization trends, frequent cross-cultural exchanges but intensifying cultural conflicts, and the rapid development of the sharing economy, digital economy and platform economy, the research on knowledge sharing will focus more on technological innovation and cross-cultural communication. This paper studies the impact of cultural intelligence on innovation in the cross-cultural context, pays more attention to the process of knowledge sharing, and explains knowledge sharing from the perspective of favouring innovation in line with the research background of this paper, but innovation is closely related to other theoretical perspectives, such as the learning theory perspective and the communication perspective.

2.5.2 The Dimensions of Knowledge Sharing

Exploring the dimensions of knowledge sharing is crucial to understanding this phenomenon. It is essential to note that the factors or dimensions influencing knowledge sharing may vary depending on the research's context and focus, despite the significant literature available on knowledge sharing. According to the interpretation of different research objects and research perspectives, there are unidimensional (Bartol & Srivastava, 2002), two-dimensional (Wang & Zhu, 2012), and multidimensional (Wang, 2016) measures of knowledge sharing. Among them, one-dimension and two-dimension are more common; one-dimension sets up the questions from a certain perspective; two-dimension explains the dichotomous related or relative knowledge sharing concepts, such as explicit

knowledge sharing or tacit knowledge sharing, etc., while multi-dimension are mostly divided from the process of knowledge sharing.

The relationship between knowledge sharing and culture intelligence has been acknowledged and validated by numerous studies (e.g., Berraies 2019; Chen & Lin, 2013; Li et al., 2021; Stoermer et al., 2021). Moreover, knowledge sharing has a certain impact on employees' innovation behaviour. Akhavan et al. (2015) conducted research on Iranian high-tech firms and discovered that workers' knowledge-sharing behaviours positively influenced their innovative work practices. Another empirical study by Kim and Park (2017) on Korean firms found that information sharing encourages employees to engage in creative job behaviour. Similar findings from research conducted in Vietnam by Phung et al. (2017) show that organizations can encourage innovative work behaviour when individuals are eager to share their knowledge. Knowledge donation and knowledge collecting were found to have a favorable and significant impact on the innovative work behaviour of the personnel working in the telecommunications industry, according to earlier research by Akram et al. (2018) in China.

In light of its pivotal role in enhancing organizational communication and collaboration, knowledge sharing is introduced in this study as a moderating variable to investigate whether it reinforces the relationship between cultural intelligence and innovative work behaviour. A considerable body of prior research has examined knowledge sharing primarily as a mediating mechanism (Wang & Noe, 2010; Cheung et al., 2016; Wang & Hu, 2020; Liu et al., 2021), some studies have empirically explored its function as a moderator (Lin, 2007; Mittal & Dhar, 2015; Al-Saffar & Obeidat, 2020). The inclusion of knowledge sharing as a moderating variable is theoretically supported by

Social Exchange Theory, which suggests that strong knowledge exchange networks foster the accumulation of collective intellectual capital, thereby enhancing innovation, especially in culturally diverse organizational settings (Ahmad et al., 2023). By examining this moderating effect, the present study seeks to identify potential boundary conditions under which cultural intelligence more effectively facilitates innovation, thereby advancing current behavioural models and extending their applicability to increasingly globalized and culturally diverse work contexts (Rockstuhl & Van Dyne, 2018).

2.6 Underlying Theories

The next section reviews the three theoretical perspectives that underpin the rationale for the relationships between culture intelligence, innovative work behaviour, knowledge sharing and employee innovation performance. These underlying theories are Cultural Diversity Theory, Innovation Theory, and Social Exchange Theory (SET). A summary of the variables covered by Cultural Diversity Theory, Innovation Theory, and Social Exchange Theory (SET) is presented in Table 2.10.

Firstly, Innovation Theory is utilized to establish the theoretical foundation for innovative work behavior and employee innovation performance within the framework of this study. It is propounded that innovative worker behaviour mediates the relationship between culture intelligence (cognitive CQ, metacognitive CQ, motivational CQ, behavioural CQ) and employee innovation performance.

Next, the study examines managing cultural diversity by applying the Cultural Diversity Theory. The proposed strategies aim to effectively manage cultural diversity in the workplace without compromising on performance or creating a bias towards any particular group. This research will provide a roadmap for organizations seeking to

optimize its diversity management strategies for fostering a more inclusive and supportive work environment. Learn how to integrate the diverse cultural backgrounds of employees into organizational and team development to enhance their abilities and ultimately improve organizational performance.

Lastly, the study adopts the Social Exchange Theory as the foundational theory for knowledge sharing, serving as the moderator in the relationship between cultural intelligence and innovative work behaviour. The study suggests that by encouraging knowledge sharing among employees within organizations, innovative behaviour can be enhanced, resulting in a valuable advantage for the organization. Knowledge is a crucial resource for businesses and foreign trade companies to foster innovation and creativity.

2.6.1 Innovation Theory

This research study adopted Innovation Theory (Schumpeter, 1911; Greenacre, Gross & Speirs, 2012) as one of the theories to build the study research framework and explain the development of innovation performance based on the perspective of employee in the foreign trade companies. The competitiveness of a nation is significantly influenced by innovation (Ling & Nasurdin, 2010). In any firm, innovation and creativity serve as a foundation for growth (Khan, 2020). Therefore, it is crucial for businesses to incorporate innovation into the process of creating a competitive advantage (Abou-Moghli et al., 2012). According to McDowell (2018), efficiently and effectively organized enterprises can use highly skilled and innovative personnel to attain the highest performance through innovation. Innovation appears to be a vital prerequisite for the growth and sustainability of small businesses. Given its crucial role in giving organizations a sustained competitive advantage (Turró et al., 2014), innovation performance emerges as a core component of

employee performance (Mumtaz & Parahoo, 2020). This is because businesses lose their competitive edge when their employees simply follow orders (Frese & Fay, 2001; McGrath, 2013).

In an organizational setting, innovation theory is a crucial framework for comprehending the dynamics of employee inventive performance. Overall, the theory adopts a multifaceted approach to the study of innovation. It presents critical observations into the factors propelling innovative behaviour, highlighting the how and why of such actions (Shanker et al.,2017). The emphasis on novelty and creativity is one of the main elements of innovation theory that is related to employee innovation performance (Shi & Sun, 2023). The process of developing and putting into practice new concepts, items, methods, or services that result in appreciable advancements or modifications to the status quo is frequently described as innovation. Employees strive to innovate by using a wide range of information, abilities, and experiences to develop fresh approaches to issues, improve current procedures, or offer ground-breaking ideas (Zhen, 2024). The notion of innovation also acknowledges the importance of employee incentives and motivation. Employees are more likely to exhibit innovative work behaviours when they are driven by intrinsic motivations like curiosity (Bani-Melhem, Abukhait & Shamsudin, 2020), a feeling of purpose, and a desire for personal and professional advancement (Nasir et al., 2019). Innovation is also greatly influenced by extrinsic factors, including as recognition, rewards, and possibilities for career advancement (Fischer, Malycha & Schafmann, 2019). Companies that mix incentive programs with innovation objectives are better able to foster and realize their employees' creative potential. A supportive organizational climate is also important, as highlighted by innovation theory. Organizations that encourage a culture of experimentation, risk-taking, and open communication are more likely to see innovative

work practices flourish (Yun, 2020). The possibility of developing novel solutions greatly increases when workers feel free to voice their thoughts, take calculated risks, and interact with colleagues (Nazir et al., 2021). This is in line with the notion that innovation is a team effort combining various viewpoints and specialties rather than just an individual attempt (Chi, 2024).

Innovation theory offers a thorough and significant framework for comprehending the mechanisms behind innovative employee performance. It stresses the value of creativity, motivation, and organizational culture in building a productive working environment that favors innovation (Xue, 2024). Through embracing and implementing the principles of innovation theory, organizations can successfully nurture a culture of persistent growth, enabling them to maintain a competitive edge in a continually shifting business landscape (Dobni, Wilson & Klassen, 2021). In this study, innovation theory is employed to explore the effect of employees' innovative work behaviour on improving employees' innovation performance under the background of globalization and cultural diversity.

2.6.2 Cultural Diversity Theory

Diversity refers to "the different perspectives and approaches to work that members of different identity groups bring to the table" (Roberson, 2006). Organizational cultural diversity is closely related to the plurality of organizational members (Gao, 2021). Scholars have examined the characteristics and nature of plurality of organizational members based on the classification of plurality and based on these characteristics and nature to distinguish whether differences in organizational culture are caused as a result (Thomas & Ely, 2001; Liu, 2024). These plurality characteristics and properties include gender, ethnicity, cultural

background, religious affiliation, age, sexual orientation, and physical ability. These diversity factors are manifested in different forms within the organization in the form of diversity in the composition of employees, the formation of multicultural teams, and the interactions between employees from different backgrounds (Hajro, Gibson & Pudelko, 2017). The existence and management of diversity has a profound effect on organizational culture (Bana & Wario, 2016). Diversity may lead to a diverse organizational culture as employees from different backgrounds and characteristics may bring different values, beliefs and ways of working (Koroma, 2023). This helps to enrich the organizational culture, making it more inclusive and innovative. However, diversity can also give rise to potential conflict and disharmony, and therefore organizations need to adopt effective cultural management measures to ensure that employees can work together harmoniously and achieve common organizational goals (Li, 2021).

Cox and Blake (1991) summarized 7 aspects of managing cultural diversity, including organizational culture building, human resource management systems, diversity mindset, cultural differences, educational programs, race and nationality, and female management (Figure 2.1). They elaborated on the impact of managing organizational cultural diversity on organizational competitiveness in six areas, including cost, resource acquisition, marketing, creativity, problem solving, and system adaptation (Table 2.8) (Cox & Blake, 1991). Cox and Blake's early research explored the specifics and potential competitive advantages of managing cultural diversity, which sparked widespread interest. Subsequent studies have built on this foundation, analyzing the issue of cultural diversity more specifically, focusing on the management of the negative effects of organizational diversity as well as the study of management models of cultural diversity (O'Reilly III,

Williams & Barsade, 1998; Ely and Thomas, 2001; Van Knippenberg et al., 2010; Otike et al., 2022; Chen, 2024).

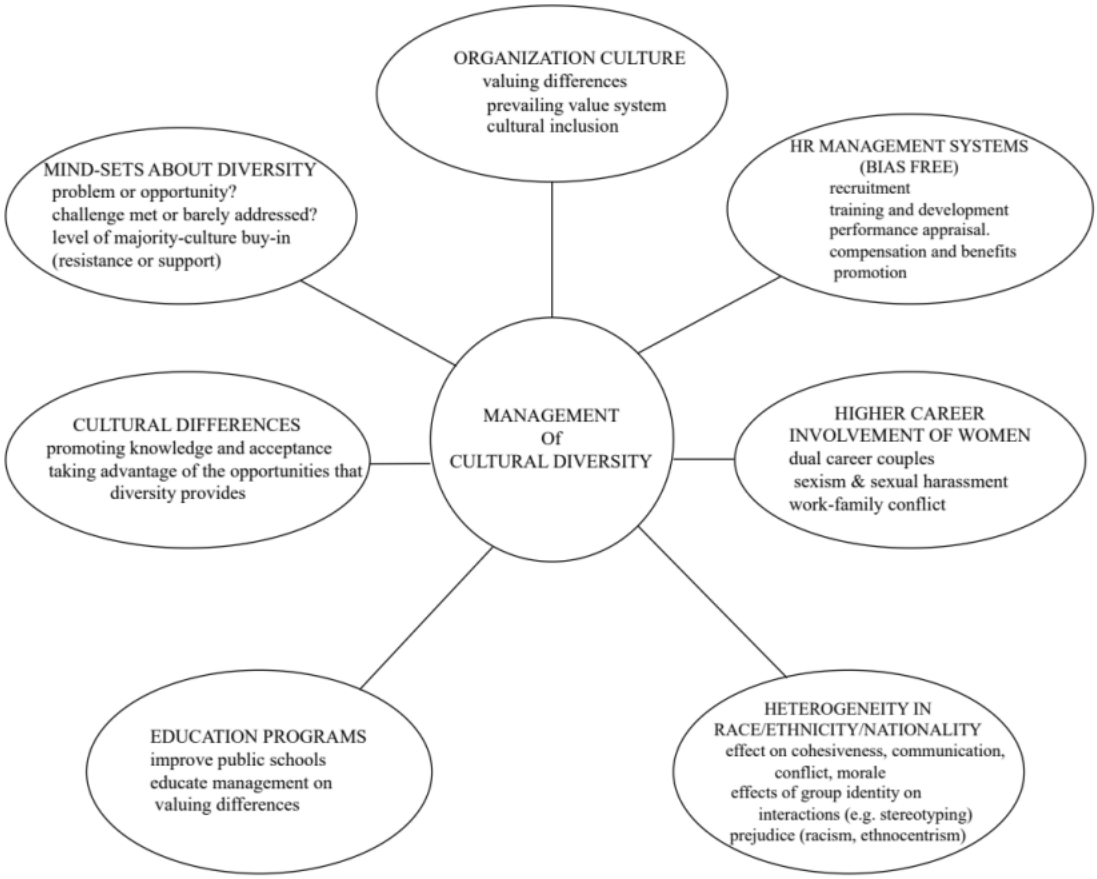


Figure 2.1: Spheres of Activity in the Management of Cultural Diversity

Source: Cox and Blake (1991)

Table 2.9: Managing Cultural Diversity Can Provide Competitive Advantage

No.	Item	Source
1. Cost Argument	As organizations become more diverse, the cost of inadequate worker integration will rise. Those who successfully manage diversity will therefore gain cost advantages over those who do not.	Chen & Xiao (2024)
2.Resource-Acquisition Argument	Companies cultivate their reputations as desirable employers for women and ethnic minorities. The firms with the strongest track records in managing diversity will emerge as victors in the competition for the finest personnel. Given that the labor pool is contracting and experiencing a shift in its demographics, this advantage will grow in importance.	Wang (2012)
3.Marketing Argument	For multinational firms, expertise and cultural awareness brought to the marketing endeavor by members with origins in other nations ought to significantly ameliorate these efforts. The same basis is applicable to the marketing of subpopulations within local operations.	Li (2024)
4.Creativity Argument	Diversity of viewpoints and reduced emphasis on conforming to past norms (which characterize the contemporary approach to diversity management) can enhance creativity levels.	Sun (2024)
5. Problem-solving Argument	Heterogeneity in decision-making and problem-solving teams has the potential to yield superior outcomes resulting from a broader range of perspectives and more comprehensive critical analysis of issues.	Huang & Huang (2022)
6.System Flexibility Argument	An implication of the multicultural model for managing diversity is that the system will become less prescriptive, less standardized, and thus more adaptable. This increased adaptability should create greater flexibility to respond to environmental changes, resulting in more efficient and cost-effective reactions.	Tan (2007)

Source: Author self-compilation (2024)

Academic researchers have begun to focus on ways to effectively manage cultural diversity, exploring ways to integrate employees' cultural diversity into organizational and team development to enhance organizational and team capabilities and to make employees' cultural diversity an enabler of improved organizational performance. Among them, the theoretical paradigm of cultural diversity management proposed by Ely and Thomas (2001) is the most well-known and is widely cited in national and international academic discussions on managing cultural diversity in organizations. Ely and Thomas (2001) argued that the effectiveness of cultural diversity relies to a certain extent on people's perspectives and viewpoints on diversity. They examined three different perspectives on diversity management, including the "discrimination-one-equity" perspective, the "access-one-legitimacy" perspective, and the "integration-one-learning" perspective. The first two perspectives focus on explaining the problems and negative effects of cultural diversity in order to curb its negative impacts, while the integration-learning perspective focuses on how to capitalize on the strengths of cultural diversity (pluralism) in order to realize its value. The ultimate goal of all three perspectives contributes to improving the performance level of organizations and employees. Subsequently, Dong Linping et al. (2018) investigated the positive impact of cultural diversity management on job performance and analyzed the mediating role of Cultural Intelligence Quotient (CQ) in it based on Ely and Thomas's "Integration-Learning" perspective of cultural diversity management.

This study takes Ely and Thomas's "integrating learning" cultural diversity management paradigm as the main theoretical foundation. Based on this paradigm, the relationship between independent and dependent variables was established and a basic research model was constructed. The aim is to explore the impact of employees'

multicultural communication and cultural intelligence on innovation performance in the context of organizational cultural diversity.

2.6.3 Social Exchange Theory

According to Cropanzano and Mitchell (2005), the Social Exchange Theory emphasizes the relationship between an interaction or an exchange of resources between two parties (i.e., individuals or groups). It is particularly useful for evaluating and comprehending the behaviour of the individuals involved in the interactions (Xia et al., 2020). The ideas of costs and benefits are frequently the foundation for resource exchanges between two parties (Gray, 2012). Instead of emphasizing economic transaction, the Social Exchange Theory places more emphasis on social interactions (Cook, 2013). Past studies have revealed the use of Social Exchange Theory to explain what is not economic in social behaviour (Varey, 2015).

However, research in the past has shown that the Social Exchange Theory is the key theory to comprehend and clarify the behaviour of information sharing (Hall, 2008; Thomas & Gupta, 2021). It is significant to remember that knowledge sharing among coworkers is a type of social interaction and knowledge exchange (Obrenovic, 2020). Knowledge sharing, as defined by Kim and Lee (2013), is the practice of people exchanging knowledge with one another in order to collectively produce new knowledge. Employee innovation gains from social exchange focus more on connection building than economic or monetary rewards (Cook, 2000), whereby workers in foreign trade companies impart their expertise or experience dealing with other members. This would act as a foundation for developing pleasant feelings for one another that might provide beneficial results. Building trust among employees is another focus of social interchange (Salanova et al., 2021). Employees are more willing to accept knowledge offered by their coworkers

once trust has been built, which encourages support and active participation in organizational development (Ma et al., 2008).

Knowledge sharing is considered as one of the cornerstones for one to build its competitive capabilities to compete with others in the current competitive environment (Azeem, et al., 2021). As a result, the Social Exchange Theory is incorporated into the research framework of this study to examine how knowledge sharing moderates the relationship between cultural intelligence and innovative work behavior, ultimately influencing employee innovation performance in the foreign trade companies. For instance, a supportive environment should be developed in foreign trade companies to promote educational engagement between employees and managers to share experiences rather than for members to give each other bad comments. This is due to the fact that employees would anticipate respect from team members engaged in foreign trade company, not advice on how to change or enhance things. As previously mentioned, once trust is established through social interactions, members of the organization will be more receptive to the knowledge shared and more likely to use it to create competitive capabilities that will help to simulate employees' innovative work behaviour in the same industry.

Table 2.10: Summary of Variables Covered by Cultural Diversity Theory, Innovation Theory, and Social Exchange Theory

Variables \ Theories	Innovation Theory	Cultural Diversity Theory	Social Exchange Theory
Cultural intelligence		√	
Metacognitive CQ		√	
Cognitive CQ		√	
Motivational CQ		√	
Behavioural CQ		√	
Innovative work behaviour	√		
Knowledge sharing			√
Employee innovation performance	√		

Based on the theoretical foundation and the conceptual framework diagram (see Figure 2.2 Conceptual Framework), this model integrates Cultural Intelligence (CQ), Innovative Work Behavior (IWB), and Employee Innovation Performance (EIP), with Knowledge Sharing (KS) as a moderator. Cultural intelligence, comprising cognitive, metacognitive, motivational, and behavioral dimensions, is identified as a key driver of employees' capacity to engage in innovative behavior. Employees with higher CQ are more adept at sharing and integrating knowledge, which strengthens the relationship between CQ and IWB (H1-H4). Knowledge Sharing (KS) further moderates these relationships (H5-H8), enhancing the effect of CQ on IWB by fostering an open and collaborative environment conducive to innovation. Innovative work behavior, in turn, acts

as a mediating mechanism linking CQ to EIP (H9-H12). Through proactive idea generation, promotion, and implementation, IWB translates cultural competencies into tangible innovation outcomes. KS also moderates the IWB-EIP linkage, reinforcing the transformation of innovative behaviors into performance outcomes. In this way, the model highlights the dual function of Knowledge Sharing as both a moderator and a facilitator along the CQ-IWB-EIP pathway.

Overall, the conceptual model presents a holistic view of how CQ fosters EIP through IWB, with KS amplifying these effects. It underscores the importance of both individual cultural capabilities and knowledge practices in driving innovation within culturally diverse work environments.

2.7 Gap in the Literature

In the context of today's rapidly evolving industrial and technological landscape, knowledge serves as a fundamental asset for enterprises aiming to sustain their operations. Effective knowledge management, sharing, and transfer are pivotal in bridging the gap between tacit and explicit knowledge, ultimately facilitating the achievement of desirable outcomes (Ali, Musawir & Ali, 2018). Knowledge sharing, in particular, plays a central role in motivating organizations to generate knowledge and transform it into enhanced capabilities (Gope, Elia & Passiante, 2018; Nabi, Liu & Hasan, 2023). The greater the involvement of employees in knowledge sharing, the more knowledge is internalized, thereby fostering innovative behaviour. The rapid dissemination of knowledge accelerates the development of thinking and creativity (Beliz, Basco & de Azevedo, 2019). Knowledge sharing represents a vital avenue through which employees acquire and integrate knowledge into their professional endeavors (Dalkir, 2017). Recent research has illuminated the partial mediating role of knowledge sharing in the positive relationship

between employees' cultural intelligence and sustainable innovation behaviour (Li et al., 2021). Additionally, knowledge sharing has been identified as a moderator in the relationship between employees' creative self-efficacy and their level of creativity (Saffar & Obeidat, 2020; Asada, 2021). These findings suggest that knowledge sharing could potentially play a crucial role in moderating the impact of cultural intelligence on employees' innovative work behaviour and innovation performance. However, it is important to note that the existing literature lacks both theoretical frameworks and empirical analyses that comprehensively explore this moderating effect. Hence, this research paper aims to address this gap in the literature by investigating the moderating influence of knowledge sharing on the relationship between cultural intelligence and innovative work behaviour among employees. Through rigorous theoretical and empirical analysis, this study endeavours to shed light on the intricate dynamics at play and contribute to a deeper understanding of how knowledge sharing functions as a moderator in the context of cultural intelligence and its impact on employees' innovative work behaviour and overall innovation performance.

The present study examines the influences of cultural intelligence (metacognitive CQ, cognitive CQ, motivational CQ and behavioural CQ) on the employee innovation performance in foreign trade company. Furthermore, knowledge sharing is adopted as the moderating variable to testify the moderating impacts among the proposed constructs (Bartol & Srivastava, 2002). Innovation work behaviour mediates the relationship between culture intelligence and employee innovation performance.

Firstly, from the review of existing empirical research, the study on cultural intelligence and innovation mostly have been conducted in Western contexts or

multinational organizations (Elenkov & Manev, 2009; Korzilius, Bücker & Beerlage, 2017; Gölgeci et al., 2017; Caputo, Ayoko & Amoo, 2018; Berraies, 2019; Afsar et al., 2020; Boubakri et al., 2021). There is a limited body of research examining the effects of cultural intelligence across diverse cultural contexts, particularly within non-Western countries and among small and medium-sized enterprises, such as foreign trade companies, cross-border e-commerce firms, financial institutions, and research and development organizations. In fact, there is no known study found investigating the four dimensions of culture intelligence and employee innovation performance in the foreign trade industry. Table 2.11 provides a comprehensive synthesis of prior studies that have examined cultural intelligence in various contexts, outlining the specific CQ dimensions investigated, key associated variables such as leadership performance or innovation outcomes, and the research settings. While several studies have explored overall CQ (e.g., Chen et al., 2012; Hu, Wu & Gu, 2019; Li, 2021), only a limited number have examined its four distinct dimensions—Metacognitive, Cognitive, Motivational, and Behavioral CQ—either partially or in full. For instance, Ang et al. (2007) focused on Metacognitive and Behavioral CQ in relation to task performance, whereas Moon (2010) and Ward et al. (2011) considered all four CQ components, but did not relate them specifically to innovation performance. Moreover, the research contexts span a variety of sectors and populations, including business executives in Singapore and the U.S., military officers in Switzerland, and international students in New Zealand. However, no prior study was found to have examined all four CQ dimensions in a single framework in relation to employee innovation performance within the foreign trade industry context. This highlights a critical gap that the present study seeks to address.

Table 2.11: Summary of Prior Empirical Studies on Cultural Intelligence and Related Outcomes

No.	CQ Variables Examined	Authors (Year)	Other Key Variables (e.g., Innovation)	Research Site/Context
1	Metacognitive CQ and behavioural CQ	Ang et al. (2007)	Task performance	USA and Singapore (business executives)
2	Metacognitive CQ and cognitive CQ		Cultural judgment and decision making	
3	Motivational CQ and behavioural CQ		Cultural adaptation	
4	Overall CQ	Rockstuhl et al. (2011)	Leadership effectiveness	Swiss (military officers with both domestic and cross-border leadership responsibilities)
5	Overall CQ	Groves & Feyerherm (2011)	Leadership performance	America (corporate managers- the part-time MBA students)
6	Overall CQ (no dimensional separation)	Imai & Gelfand (2010)	Intercultural negotiation processes and outcomes	America, Japan (negotiators)
7	The four-factor model of cultural intelligence: cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ	Moon (2010)	Social competence	Korean (graduate and undergraduate students)
8	Four core components of cultural intelligence (CQ) – Behavioral, Motivational, Cognitive and Meta-cognitive	Ward, Wilson & Fischer (2011)	Cross-cultural adjustment	New Zealand (international students)
9	Overall CQ	Chen et al. (2012)	Innovative work behaviour	China (technology firms)
10	Overall CQ	Hu, Wu & Gu (2019)	Employees' creative performance	interorganizational teams
11	Overall CQ	Fan et al. (2020)	Employee's Innovative Behavior	Chinese migrant workers and their supervisors working in South Korea
12	Overall CQ	Li (2021)	Innovation performance	China(high-tech firms)

Secondly, most of the existing studies on cultural intelligence and innovation performance focus on the organizational level (Elenkov & Manev, 2009; Berraies, 2019). It has been shown that individuals with higher levels of cognitive and metacognitive cultural intelligence are more likely to exhibit greater emotionality, which in turn positively impacts their self-creativity (Altınay et al., 2021). Scholarly studies have shown that individuals with higher cultural intelligence have higher job performance (Barakat et al., 2015; Bal & Kökalan, 2022). With respect to cross-cultural adaptation, cross-cultural communication, and job adjustment (Ang, Dyne & Koh, 2006; Jyoti & Kour, 2017). CQ also impacts an individual psychological well-being, interpersonal trust, and knowledge interaction (Ott & Michailova, 2018; Acar, Tarakci & Van Knippenberg, 2019). Multicultural individuals possess cultural intelligence, which allows them to collaborate sensitively and effectively with people from other ethnic backgrounds. Multicultural individuals are creative and proactive in implementing their ideas. Cultural intelligence helps an individual to become more culturally sensitive and to learn and share knowledge from people who think in unintelligence ways. This skill can be taught to employees in an organisation by increasing the number of multicultural experiences and other professional training events. With cultural intelligence, people in diverse work groups can overcome differences to become more innovative. They are more likely to engage in innovative work behaviours. employees who have more innovative working behaviour are more likely to help with the innovative output of the company (Lim, 2019). More research at the individual employee level could shed light on how cultural intelligence impacts personal innovation performance and how this, in turn, contributes to organizational innovation. However, Limited research on the influence of employee cultural intelligence dimensions on employee innovation performance through innovative work behaviour.

Thirdly, moderating factors. knowledge sharing behaviour acts as a vital mediator in the correlation connecting CQ and innovative work behaviour as well as CQ and job satisfaction (Chen et al. 2024). Previous research has demonstrated that the act of sharing knowledge promotes innovative work behaviours (Kmieciak, 2021; Radaelli et al., 2014) or the relationship between CQ and knowledge sharing behaviour (Jyoti et al., 2019; Presbitero & Attar, 2018). Ratasuk et al. (2020) investigated the effect of team cultural intelligence on team innovation performance. Their findings revealed that knowledge sharing serves as a mediating factor between team CQ and team innovation performance. Employee knowledge sharing mediates the relationship between intelligence and behaviour (Li et al., 2021). However, there is currently no known research in the employee innovation performance literature that investigates the moderating impact of knowledge sharing among cultural intelligence and innovative work behaviour. Most of these relationships are being investigated in a single framework and not in a holistic manner (Berraies, 2020; Li, 2021; Zhang, Zhang & Wang, 2022; Islam et al., 2024). Consequently, this study may contribute to the limited body of research that considers knowledge sharing as a moderator in the relationship between cultural intelligence and innovative work behaviour.

2.8 Justification of the Theoretical Framework

Firstly, the direct relationships between culture intelligence, namely, cognitive CQ, metacognitive CQ, motivational CQ, behavioural CQ and innovative worker behaviour are measured. These are hypothesized in H1 to H4.

Subsequently, the moderating hypotheses were proposed and tested between the independent variables and dependent variables. Knowledge sharing is positively the moderating relationship between culture intelligence, namely, cognitive CQ, metacognitive

CQ, motivational CQ, behavioural CQ and innovative worker behaviour, as discussed in hypotheses H5 to H8.

Finally, the mediating hypotheses (Preacher & Hayes, 2008) were proposed and tested between the independent variables and dependent variable. Innovative worker behaviour mediates the relationship between culture intelligence, namely, cognitive CQ, metacognitive CQ, motivational CQ, behavioural CQ and employee innovation performance, as discussed in hypotheses H9 to H12. The description of the study's variables is presented in the following section, which is followed by the development of hypotheses.

2.9 Description of Variables

The framework, illustrated in Figure 2.2, comprises two main components: independent variables and the dependent variable. The independent variables include four distinct constructs, namely cognitive CQ, metacognitive CQ, motivational CQ, behavioural CQ, as discussed in section 2.3. On the other hand, the constructs that fall under the proposed dependent variable is employee innovation performance and is discussed in section 2.2. In addition, knowledge sharing is adopted in this study as the moderator variable to look at its impact in enhancing the relationship between the four proposed independent variables to the variable of innovative worker behaviour and is discussed in section 2.5. Finally, innovative worker behaviour is adopted in this study as the mediator variable to look at its impact in the relationship between the four proposed independent variables to the dependent variable and is discussed in section 2.4.

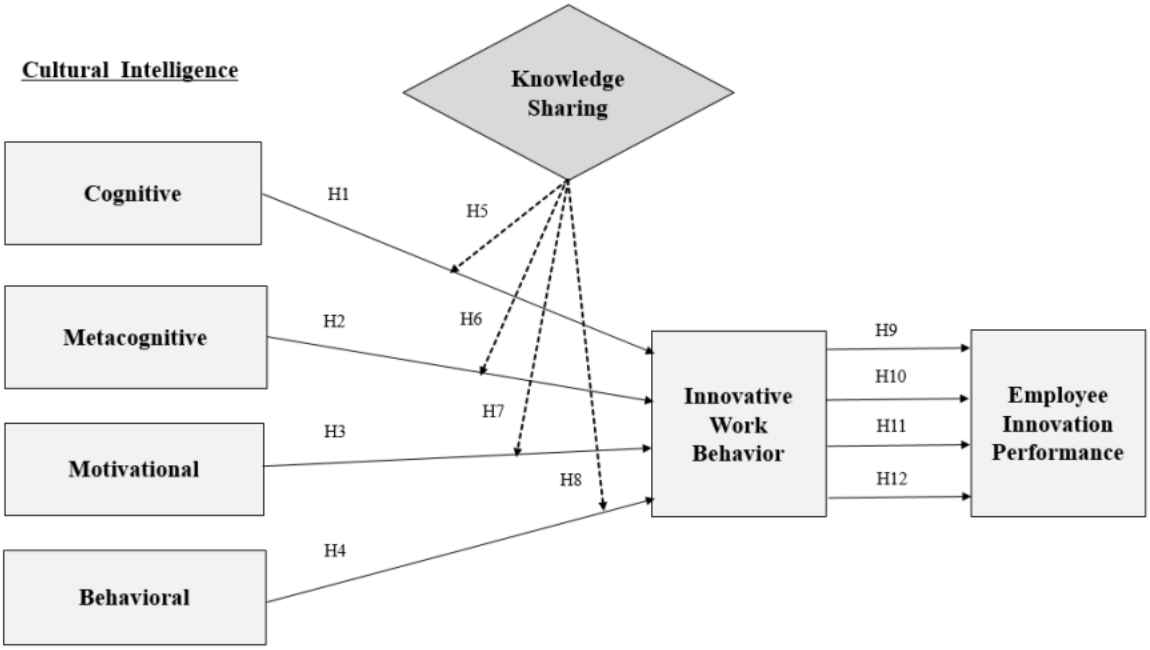


Figure 2.2: Conceptual Framework

2.10 Development of Hypotheses

2.10.1 Cognitive CQ and Innovative Work Behaviour

In order to enable efficient communication across country boundaries, cross-cultural abilities are essential in international business (Dai, 2024). Cultural intelligence and its cognitive, motivational, and behavioural dimensions are included in Johnson, Lenartowicz, and Apud's (2006) framework of cross-cultural skills (Bücker et al., 2014). The ability to adjust to various cultural contexts is referred to as cultural intelligence (Brislin, Worthley & Macnab, 2006; Earley & Ang, 2003; Wang & Goh, 2020). CQ has typically been assessed on an individual basis, such as in studies on expatriate management that show it to be a precursor to cultural adjustment and, maybe, a source of superior performance from expatriates (Hamidu, Arumugam & Maideen, 2022). CQ centers on an individual's capacity to modify their conduct to the demands of their relationships when there is a diversity of cultural backgrounds. According to earlier empirical studies (Ang et

al., 2007; Le et al., 2018; Setti, Sommovigo & Argentero, 2022), expatriates' cultural intelligence enhances their effectiveness in intercultural interactions, particularly in terms of cultural judgment, adaptation, and task performance. Research by Korzilius et al. (2017) suggests that CQ moderates the relationship between multicultural exposure and personal innovation. Additionally, Elenkov and Manev (2009) argue that CQ fosters innovative behaviors by facilitating the integration of knowledge from diverse cultural backgrounds. Furthermore, CQ plays a vital role in alleviating the stress, anxiety, and uncertainty associated with cross-cultural integration. According to Ramsey et al. (2011), business travelers with high CQ possess greater confidence in their ability to adapt and value their cultural insights, which positively influences their performance across various cultural settings.

Innovative work behaviour is described by Janssen (2000) as "the intentional creation, introduction and application of new ideas within a work role, group or organization, with the goal of enhancing role performance, the group, or the organization," which includes reevaluating and altering the fundamental assumptions guiding organizational work. Thus, innovative work behaviour is a flexible, situation-specific construct that captures "the physical and cognitive work activities performed by employees in their work environment, either alone or in a group, to achieve a set of tasks necessary for innovation development" (Lambriex-Schmitz et al., 2020).

High-quality connections are made with CQ, and it also promotes improved interactions with peers. Having opposing viewpoints and points of view is one technique to come up with a fresh idea. Learning from peers' distinctive ideas, methods, and views is ensured by high CQ (Liu & Xu, 2018). A deeper understanding of cultural diversity, along

with the integration of diverse values, beliefs, ideas, cultures, and perspectives, enhances the development of more comprehensive knowledge when generating new ideas (Setti, Sommovigo & Argentero, 2022). Individuals with CQ have a better understanding of which ideas or viewpoints will be accepted by peers from various cultural backgrounds and which particular techniques will encounter opposition during implementation because innovative work practices also entail this phase (Van Dyne, Ang & Koh, 2015). Cultural knowledge aids in maintaining beliefs that are in line with those of others so that there is little room for opposition, fear, or uncertainty (Brislin et al., 2006). CQ further indicates mental awareness and mindfulness during cross-cultural interactions. CQ enables people to organize their behaviour before interacting with culturally different universities, according to Van Dyne, Ang and Tan (2016). CQ is a multidimensional construct that encompasses several key components, including cultural metacognition, cultural knowledge, motivation to adapt in cross-cultural contexts, and a diverse behavioural repertoire (Van Dyne et al., 2012). Afsar (2020) discovered that employees with high CQ and higher levels of work engagement are more likely to exhibit innovative work behavior. Similarly, Korzilius et al. (2017) found that multiculturalism positively influences employees' innovative work behavior, with this relationship being mediated by their CQ. Furthermore, CQ is positively correlated with employees' innovative work behavior (Afsar et al., 2020), and for individuals from multicultural backgrounds, cultural intelligence significantly enhances contextual performance, particularly in fostering innovative work behavior. Living abroad enables people to think of innovative ideas, claim Maddux et al. (2021). The present study confirms that CQ plays a significant role in promoting innovative work behavior among employees.

Engle and Crowne (2014) investigated how prior international experiences affect CQ and discovered that education and employment in other cultures improve cognitive and behavioural elements of CQ, whereas motivational CQ was higher for individuals who travelled to more countries for leisure and other reasons. Several investigations have discovered specific CQ sub-dimensions to be predictors of various employment outcomes. Metacognitive CQ and behavioural CQ are shown to be predictive of task performance for foreign professionals by (Schlaegel, Richter & Taras, 2021). The focus of CQ is on an individual's ability to adapt their behaviour to the demands of interpersonal relationships that arise in contexts marked by cultural variation. According to Bogilović et al. (2017), a lack of cultural intelligence may lead to knowledge concealment and disputes, which makes innovation more difficult. Although it is unclear whether CQ dimensions are more important, their influence on behavioural or attitudinal results in multicultural work situations is apparent. It is reasonable to anticipate that all sub-dimensions of cultural intelligence influence innovative work behaviour (Afsar et al., 2020), the effects of the CQ elements (metacognitive CQ, cognitive CQ, motivational CQ, and behavioural CQ) on innovative work behaviour may be examined in further studies.

Cognitive CQ is "knowledge of norms, practices, and conventions in different cultures that has been acquired from educational and personal experiences" (Ang & Van Dyne, 2008). Cognitive CQ specifies an individual's solid knowledge of cultural similarities and differences. Cognitive CQ involves acquiring knowledge of cultural customs, ethics, and behaviours and mental abilities to comprehend cultural variations in negotiation strategies or leadership manners. Attaining CQ requires an understanding of contextual nuances and a broad awareness of societal systems that incorporate political, economic, and cultural dynamics (Azevedo & Shane, 2019). The cognitive aspect of

cultural intelligence (cognitive CQ) involves understanding the knowledge component, such as recognizing distinctions pertaining to cultural values and norms. Individuals with high cognitive CQ should have context-specific knowledge to function effectively in a particular subject and culture-general knowledge to understand the wide variety of cultures that may be encountered. There is now evidence that each of these dimensions of cultural intelligence impacts specific types of intercultural interactions (Ang & Van Dyne, 2008; Imai & Gelfand, 2010). All CQ subdimensions are likely to have an impact on innovative work behaviour, according to Afsar et al. (2020). Yunlu et al. (2017) conducted an empirical study examining the impact of cultural intelligence on creativity. They discovered that cognitive CQ significantly predicted creativity levels in a sample of expatriates. Kodwani's (2012) study confirmed that cognitive ability was a significant predictor of expatriate engagement. Therefore, on the basis of previous studies that linked cognitive CQ to innovative work behaviour, creativity, and innovation, the following hypothesis is developed:

H1: There is a positive relationship between cognitive and innovative worker behaviour.

2.10.2 Metacognitive CQ and Innovative Work Behaviour

Metacognitive CQ pertains to the intellectual, high-level cognitive processes that individuals must develop to comprehend and utilize cultural knowledge (Ang et al., 2007). Crucial components of metacognitive CQ entail the ability to prepare for cross-cultural interactions, being cognizant and equipped to manage mental processes during these interactions, and the proficiency to scrutinize and amend cultural assumptions pre and post cross-cultural engagements (Bogilovic & Skerlava, 2016).

According to Livermore (2015), metacognitive CQ is a crucial link between comprehending cultural issues and effectively utilizing that knowledge to improve intercultural interactions. Metacognitive CQ refers to an individual's conscious awareness of cultural differences and an overall understanding of diverse cultures (Lee et al., 2018). Ang et al. (2007) demonstrated that metacognitive CQ serves as a predictor of task performance for expatriate professionals. In cross-cultural interactions, metacognitive CQ enables individuals to adapt to unfamiliar cultural values, norms, and beliefs, fostering proactivity and flexibility. This allows them to swiftly acquire knowledge about new cultures without being constrained by prior cultural frameworks (Malek & Budhwar, 2013).

According to Chua et al. (2012), cultural metacognition assists individuals in navigating intercultural interactions, fostering affect-based trust, and ultimately promoting creative collaboration. It is reasonable to anticipate that all CQ subdimensions will influence innovative work behaviour (Afsar et al., 2020). Yunlu et al. (2017) conducted an empirical study investigating how cultural intelligence affected creativity. Their findings indicated that metacognitive CQ significantly predicted creativity in a population of expatriates. Tay et al. (2015) discovered that metacognitive CQ capability significantly contributed to lower levels of burnout. Metacognitive form of CQ was found to have positive relationships with individual creativity (Yunlu, Clapp-Smith & Shaffer, 2017).

Metacognitive CQ enables expatriates to impartially observe cross-cultural actions, reflect on assumptions andbeliefs, make objective and calculated decisions, and selectively apply prior experience devoid of bias (Ang, Van Dyne & Rockstuhl, 2015). Expatriates with high levels of metacognitive CQ exhibit analogical and inductive reasoning abilities (Ang et al., 2007). Moreover, Chua, Morris, and Mor (2012) reported that metacognitive

CQ constitutes a vital element in fostering innovative and collaborative relationships. Learning how to structure an environment for highly innovative activity and foster collaborations may rely on an expatriate's cognitive CQ, which refers to their knowledge of the environment, and metacognitive CQ, which refers to their understanding of its processes (Lorenz et al., 2018). Expatriates who are accustomed to using the assimilative learning style, which is typical of those with high levels of metacognitive CQ, can reflect on the initial concept of constructing seemingly disparate activities into coherent models. High metacognitive CQ can help companies avoid costly innovation failures stemming from generalized and country-unspecific approaches (Moon, 2010). An expatriate's metacognitive CQ affects innovativeness through an improved ability to recognize opportunities abroad (Lorenz et al., 2018). Based on the above discussion, the hypothesis is developed as follow:

H2: There is a positive relationship between metacognitive and innovative worker behaviour.

2.10.3 Motivational CQ and Innovative Work Behaviour

Motivational CQ is made up of extrinsic interests like seeing concrete advantages in cross-cultural settings and confidence in one's capacity to achieve there, as well as intrinsic elements like finding delight in cross-cultural interactions (Livermore, 2011; Van Dyne, Ang & Tan, 2016). This motivational aspect of cultural intelligence is important because it gives cross-cultural relationships the push they need to start and continue. People have to work hard at adjusting to the distinct and frequently strange situations they come across in cross-cultural environments (Ng et al., 2012; Kim, 2017).

According to Peng, Van Dyne, and Oh (2015), motivational CQ can raise peers' assessments of a student's readiness for business study abroad programs as well as their own self-reported cultural well-being. Motivational CQ has also been identified as a predictor of expatriates' cultural effectiveness (Ott & Michailova, 2018) as well as task and contextual performance (Lee & Sukoco, 2010; Setti et al., 2022). While the relative importance of different CQ dimensions may not be definitively established, its influence on attitudinal and behavioral outcomes in multicultural work environments appears to be unquestionable. The influence of each CQ dimension on cross-cultural relationships has been demonstrated, according to Chua et al. (2012). According to Afsar et al. (2020), it is realistic to expect that all CQ subdimensions will have an impact on innovative work behaviour. Yunlu et al. (2017) conducted an empirical investigation into the impact of CQ on creativity and concluded that motivational CQ significantly predicted creativity among a sample of expatriates. Kodwani's (2012) and Iskhakova et al.'s (2022) studies confirmed that motivational CQ capabilities significantly predicted engagement among expatriates. Tay et al. (2015) found that three of the four CQ abilities, specifically metacognitive, motivational, and behavioural CQ, made significant contributions to reducing burnout levels. It was discovered that there is a favourable correlation between individual creativity and the metacognitive, cognitive, and motivational elements of cultural intelligence. Research already conducted suggests that cultural intelligence skills can improve innovation and creativity (Yunlu, Clapp-Smith & Shaffer, 2017; Binsaeed et al., 2023). The following hypothesis is developed in light of the discussion above:

H3: There is a positive relationship between motivational and innovative worker behaviour.

2.10.4 Behavioural CQ and Innovative Work Behaviour

Behavioural CQ pertains to an individual's capacity to utilize a vast and adaptable collection of verbal and nonverbal behaviours during cross-cultural interactions (Alsayed, 2021). Substantial components of behavioural CQ comprise of speech acts, such as specific words or phrases used when disagreeing with somebody from a distinct culture, and verbal actions like altering the utilization of pauses and silence in different cultural contexts (Van Thi, 2024). This includes understanding and respecting cultural norms, adapting communication styles, and adjusting nonverbal actions such as hand gestures and head movements. Behavioural CQ is vital in cross-cultural situations as it reflects individuals' ability to behave appropriately in diverse settings (Whitaker & Greenleaf, 2017; Ott and Michailova, 2018). Behavioural CQ is shown by Ang et al. (2007) to be a predictor of cultural adaptation and task performance for foreign professionals. Demonstrating culturally appropriate behaviour when interacting with individuals from diverse cultural backgrounds may impact expatriates' performance by enhancing their knowledge of culturally acceptable norms and behaviours (Kour & Jyoti, 2022). Behavioural CQ (behavioural flexibility during intercultural interactions), predicted sequences of cooperative strategies and tacit knowledge sharing (Chua et al., 2012; Van Thi, 2024). Their research highlights that CQ is comprehensive, and proficiency in cognitive understanding, metacognitive awareness, motivational drive, and behavioural adaptation collectively contributes to enhanced effectiveness in navigating and successfully engaging in diverse cultural contexts. It is reasonable to expect a significant influence of cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ on innovative work behaviour, as demonstrated by Afsar et al.'s 2020 study. The results indicate that each facet of CQ is likely to have a meaningful impact on shaping and promoting innovative

behaviours within the workplace. Azevedo and Shane (2019) found that participants' cultural intelligence capabilities, including cognitive, meta-cognitive, motivational, and behavioural aspects, increased significantly after the training program. Additionally, there were significant improvements in innovative work behaviour among employees. In the study conducted by Kodwani in 2012, it was discovered that there exists a noteworthy relationship, as indicated by statistical significance, between behavioural CQ capabilities and the level of engagement observed among expatriates. The findings suggest that individuals with higher behavioural CQ are more likely to exhibit increased engagement in the context of expatriate experiences and this is conducive to the innovative behaviour of employees. Puzzo et al. (2024) found that the development of behavioural CQ is significantly associated with decreased levels of burnout. This suggests that having strong CQ capabilities can help reduce burnout and thus facilitate positive behaviour. A hypothesis is developed as follows in light of the debate above:

H4: There is a positive relationship between behavioural and innovative worker behaviour.

2.10.5 The Moderating Effects of Knowledge Sharing on the relationship between Culture Intelligence and Innovative Work Behaviour

Elenkov and Manev (2009) assert that expatriates need cultural intelligence to be able to integrate knowledge from staff members from different cultures into their innovative behaviour. Cultural intelligence is essential for assimilating knowledge from others and effectively applying this knowledge through engagement in innovative work behavior (Korzilius et al., 2017). Vlajčić et al. (2019) identified a positive correlation between cultural intelligence and knowledge transfer, suggesting that a greater accumulation of knowledge may enhance employee creativity. Additionally, Bogilović et

al. (2017) found that CQ moderated the relationship between knowledge hiding and creativity at the individual level.

In cross-cultural interactions, individuals may proactively seek valuable cultural knowledge to enhance their ability to adapt and work successfully (Afsar et al., 2021). Knowledge-sharing is the behaviour through which knowledge is shared and exchanged among individuals, organizations, or societies (Yang & Chen, 2007). Therefore, through the process of sharing information, one can acquire knowledge of others' experiences, skills, or expertise. In cross-cultural work environments, CQ enhances individuals' ability to interact with other cultures. High CQ individuals are more aware of cultural differences and can better analyze the various possibilities that arise (Van Dyne, Ang & Tan, 2016). Expatriates, in particular, face considerable difficulties when it comes to sharing knowledge. In high power-distance cultures, expats are commonly perceived as outsiders, potentially creating trust issues and limiting their interactions with and engagement in knowledge sharing with local colleagues (Stoermer et al., 2021). Additionally, Messarra et al. (2008) suggest that those who interact with others frequently are often more successful in their knowledge-sharing endeavors. Suitably, individuals from diverse cultures are more inclined to exchange knowledge in order to assimilate into a new cultural group and gain social acceptance. Some scholars also have shown that CQ has an impact on knowledge-sharing behaviour (Jyoti et al., 2019; Chen & Lin, 2013).

Some researchers have discovered that collaborative and reciprocal relationships between employees and their organization (i.e., supervisors/leaders), have a positive effect on employee work engagement, which may lead to an increase in positive employee behaviours (i.e., knowledge sharing and innovative work behaviour) (Agarwal, 2014;

Agarwal et al., 2012). Fair treatment in work procedures can promote proactive behaviour, such as sharing task-relevant knowledge, which can increase opportunities for innovative work behaviours. Employees can engage in various exercises that provoke innovative thinking and actions while also sharing knowledge. This can include internalization, integration, translation, externalization, and socialization.

The moderating and mediating role of knowledge sharing have attracted considerable attention in recent studies (Saffar & Obeidat, 2020； Ye, Liu & Tan, 2022； Salamzadeh et al., 2023; Berraies, 2020； Li, 2021; Usmanova et al., 2023), which identify knowledge sharing as a pivotal factor that enhances the utilization of diverse cultural insights and fosters innovative outcomes in cross-cultural work environments (Li, 2021). Previous research has examined knowledge sharing as a mediating variable in diverse organizational contexts, demonstrating its essential role in enhancing the positive influence of individual competencies, such as cultural intelligence, on sustainable innovation behavior (Li, 2021). Ye, Liu, and Tan (2022) demonstrated that knowledge sharing serves as a moderating factor that enhances the relationship between organizational commitment and innovative behavior. By fostering an open and collaborative environment, knowledge sharing encourages employees to contribute creatively and utilize shared insights effectively. This mechanism is particularly relevant in multinational teams, where strategic exchange and adaptation of diverse cultural knowledge are essential for innovative problem-solving (Berraies, 2020).

Additionally, knowledge sharing serves as a moderator that enhances the impact of leadership styles and organizational justice on innovation. For example, Wang and Noe (2010) found that knowledge sharing facilitates employee contributions and knowledge-

sharing, which subsequently leads to enhanced innovative behavior through the integration of various cultural perspectives. This indicates that knowledge sharing has the potential to bridge the cultural intelligence gap by promoting mutual understanding and support, essential for expatriates or individuals from culturally diverse backgrounds (Bogilović, Černe & Škerlavaj, 2017). When employees engage in knowledge sharing, they gain access to diverse perspectives and approaches that can stimulate creative thinking and the application of CQ to improve work behavior, suggesting that knowledge sharing is particularly effective as a moderator in diverse, high-CQ work environments.

Moreover, knowledge sharing encourages knowledge exchange, thereby strengthening the relationship between CQ and innovative work behaviour by motivating employees to engage in cross-cultural problem-solving and innovation. Scholars such as Chen et al. (2024) argue that knowledge sharing supports a social environment conducive to innovation, allowing employees to leverage each other's experiences and unique cultural knowledge, which fosters a culture of reciprocity and collaboration. Such an environment enables high-CQ individuals to effectively analyze, adapt, and apply culturally diverse knowledge, enhancing their innovative capabilities (Siemsen et al., 2009).

Furthermore, knowledge sharing holds significant importance in high-power distance and collectivist cultures, where trust and relationship-building are crucial for effective knowledge exchange. Stoermer et al. (2021) contend that knowledge sharing aids expatriates in overcoming trust-related challenges in these settings by establishing platforms for mutual knowledge sharing, which supports the effective application of CQ in interactions with local employees. This underscores the potential for knowledge sharing to moderate CQ's influence on innovative work behaviour by creating an environment in

which cross-cultural knowledge is not only shared but also actively leveraged to generate innovative solutions.

In conclusion, prior literature confirms the appropriateness of knowledge sharing as a moderator, particularly within cross-cultural, high-CQ environments where innovation is prioritized. By fostering the exchange and application of knowledge across cultures, knowledge sharing enhances CQ's influence on innovative work behaviour, thereby enabling employees to translate cultural insights into creative work behaviors (Fan et al., 2020).

2.10.5.1 Knowledge Sharing Moderates the relationship between Cognitive CQ and Innovative Work Behaviour

Chen (2022) has further developed the research domain by highlighting the significance of curiosity, cultural intelligence, and knowledge sharing behaviour in augmenting innovative work behaviour and job satisfaction. The interconnectivity between CQ and knowledge sharing behaviour plays a vital part in foretelling the consequences of innovative work behaviour and job satisfaction. In addition, according to Ratasuk & Charoensukmongkol (2020), team knowledge sharing mediates the positive relation between team CQ and team innovation. Alon and Higgins (2005) argue that geographic and ethnic CQ, defined as context-specific cognitive CQ, moderates the relationship between emotional intelligence and global leadership success, as many emotional cues vary across cultures. Knowledge sharing as moderator variable, moderates the impact of creative self-efficacy on employee creativity. Specifically, when knowledge sharing is high, the relationship is strengthened, while a low level of knowledge sharing weakens the relationship (Mittal & Dhar, 2015). However, there has been little discussion on the

influence of knowledge sharing as a moderator between CQ (four dimensions) and innovative work behaviour in Cross-Cultural Settings.

The study of cultural intelligence has received a great deal of attention over the past few decades, and researchers in this field have worked to understand how individuals exhibit different cognitive abilities across cultures and cross-cultural environments (Earley & Ang, 2003). Researchers have noted that individuals with higher levels of cognitive CQ tend to better adapt to and understand cross-cultural situations and may be more competitive in diverse and complex environments (Ang et al., 2007; Ang & Van Dyne, 2008; Van Dyne et al., 2012). On the other hand, innovative work behaviours are widely recognized as one of the key factors in organizational success and competitiveness (De Jong & Den Hartog, 2008). This includes individuals coming up with new ideas, adopting creative problem-solving methods, and introducing new work methods or processes. Therefore, it becomes crucial to understand the factors that contribute to innovative employee behaviour. While there have been studies that have explored the relationship between cognitive CQ and innovative employee behaviour (Afsar et al., 2021), there is not enough research that has explored the moderating role of knowledge sharing between cognitive CQ and innovative work behaviour. Knowledge sharing, which refers to workers' incentive and desire to impart their knowledge and experience to coworkers, is frequently regarded as a key mechanism for organizational innovation (Chang, Liao & Wu, 2017). The study is to explore this hypothesis in depth and to verify whether this relationship holds using quantitative data and statistical methods. This will help us better understand whether employees with higher levels of cognitive CQ are more likely to exhibit innovative employee behaviours in work environments that encourage knowledge sharing. Consequently, the following hypothesis is put forward:

H5: Knowledge sharing moderates the positive relationship between cognitive CQ and innovative worker behaviour.

2.10.5.2 Knowledge Sharing Moderates the relationship between Metacognitive CQ and Innovative Work Behaviour

The study of metacognitive CQ has attracted widespread interest, but the integration of metacognitive CQ and innovative work behaviour within the organizational context is a burgeoning area of study, with emerging as a potential moderator of this relationship. Metacognitive CQ refers to an individual's ability to plan, monitor, and adjust their cultural awareness during cross-cultural interactions (Semenov & Randrianasolo, 2024). Employees with higher metacognitive CQ are more adept at managing their cultural knowledge, thereby enhancing their capacity for innovation (Berraies, 2020). Innovative work behaviour are widely recognized as critical in organizations to drive organizational success and competitiveness (Ercantan, Eyupoglu & Ercantan, 2024). While several studies have investigated the positive relationship between metacognitive CQ and self-awareness (Moon, 2010; Lu, Lee & Wan, 2024), as well as expatriate career intentions (Camargo, Storme & Çelik, 2020), there is a lack of direct research examining the moderating role of knowledge sharing in the relationship between metacognitive CQ and innovative work behavior. Knowledge sharing, defined as the exchange of information, ideas, and experiences among individuals or groups (Ahmad & Karim, 2019), may amplifies the positive impact of metacognitive CQ on job creativity (Xu & Chen, 2017). Specifically, in environments where knowledge sharing is encouraged, individuals with high metacognitive CQ are better equipped to integrate diverse perspectives and generate innovative solutions (Berraies, 2020). Conversely, in settings lacking knowledge sharing, the potential benefits of metacognitive CQ on innovative work behaviour may be

attenuated. Recent empirical studies corroborate this moderating effect, highlighting the synergistic relationship between these constructs in driving innovative outcomes (Zhao, 2024). In the context of innovative work, knowledge sharing may have a moderating effect on the relationship between metacognitive CQ and innovative employee behaviour. The same study will use quantitative data and statistical methods to verify whether this relationship holds, which will help to better understand whether employees with higher levels of metacognitive CQ are more likely to exhibit innovative work behaviours in work environments that encourage knowledge sharing. Consequently, it is proposed :

H6: Knowledge sharing moderates the positive relationship between metacognitive CQ and innovative worker behaviour.

2.10.5.3 Knowledge Sharing Moderates the relationship between Motivational CQ and Innovative Work Behaviour

Compared to the cognitive, metacognitive and behavioral dimensions of cultural intelligence, the motivational dimension uniquely incorporates both intrinsic interest and self-efficacy beliefs. Individuals with high levels of motivational cultural intelligence are likely to be more driven to exert the necessary effort required for future expatriation (Camargo, Storme & Çelik, 2020). Research has found a positive association between high levels of motivational CQ and innovative work behaviour (Azevedo & Shane, 2019; Fan et al., 2020), as the motivational CQ is activated, people with high motivational CQ are attracted to intercultural situations because they value the benefits of these interactions and are confident that they can cope with the inherent challenges of cultural differences (Van Dyne et al., 2012). Employees with high levels of motivational CQ are more able to understand and cope with coworkers and customers from different cultural backgrounds, which can help foster cross-cultural job creativity (Xu & Chen, 2017). However, while

studies have focused on the positive relationship between motivational cultural intelligence and innovative employee behaviour, the moderating role of knowledge sharing in this relationship has not been fully investigated. Knowledge sharing, which refers to employees' willingness to share expertise and experience, is often seen as an important mechanism for organizational innovation (Nham et al., 2020). In the context of innovative work, knowledge sharing may moderate the positive relationship between high levels of motivational CQ and innovative employee behaviour. Hence, it is hypothesized:

H7: Knowledge sharing moderates the positive relationship between motivational CQ and innovative worker behaviour.

2.10.5.4 Knowledge Sharing Moderates the relationship between Behavioural CQ and Innovative Work Behaviour

Behavioural CQ, which emphasizes an individual's behavioural performance and competence in actual cross-cultural interactions (Wang & Goh, 2020). Research has already found a positive association between high levels of CQ, particularly high levels of behavioural CQ, and innovative employee behaviour. When the behavioral CQ sub-dimensions are activated, individuals with high behavioral CQ are able to transcend the natural human inclination to rely on habitual responses. Instead, they exhibit behavioral flexibility in intercultural contexts, which includes adapting their behavior and engaging in code-switching to align with the cultural environment (Van Dyne et al., 2012). People with high behavioural CQ engage with people from different cultures more successfully, offer a variety of viewpoints in the creative process, and encourage the adoption of ideas (Bogilovi et al., 2016). According to Al-Zoubi et al (2020), knowledge sharing is the act of sharing information with others to assist them in problem-solving and the development of novel ideas. Knowledge sharing played a partial mediating role in the positive relationship

between employees' cultural intelligence and sustainable innovation behaviour (Li, Wu & Xiong, 2021). Knowledge sharing may act as a moderator in the context of innovative work in the favorable association between behavioural CQ and innovative work behaviour. So, the following is proposed:

H8: Knowledge sharing moderates the positive relationship between behavioural CQ and innovative worker behaviour.

2.10.6 The Mediating Effects of Innovative Work Behaviour on Culture Intelligence and Employee Innovative Performance

Prior research suggested that innovative work behaviour might mediate the association between CQ and employee job performance (Butt, Laeeq & Aijaz, 2023). Despite this development, the empirical evidence on the role played by innovative work behaviour in mediating the relationship between specific CQ dimensions and employee innovation performance has been relatively limited in the CQ and innovation literature, requiring further research (Amiri et al., 2010; Li, 2021). People require skills and interactions to communicate with persons from different cultures in order to forge good relationships and overcome the issues brought on by such cultural variety. Among these skills is cultural intelligence (Thomas, 2008). People with cultural intelligence are more accepting of different cultures and are better able to analyze the new cultures they encounter (Imai, 2007; Livermore & Soon, 2015). Crowne (2008) discovered that exposure to diverse educational and professional environments improves cognitive and behavioural elements of CQ, whereas motivational CQ was found to be higher in individuals who traveled to more foreign places for leisure and other reasons.

Amiri et al. (2010) argue that individuals with high cognitive CQ are more attuned to potential differences in role expectations and are more inclined to act in ways that align

with those expectations. This is because they have vivid mental images of culturally based social interactions. People with high metacognitive CQ are more accurate at understanding the appropriate times to apply their cultural knowledge and how to act in various scenarios. Individuals with high levels of motivational CQ, energy, and perseverance tend to engage in new activities and refine their performance through continuous practice. Similarly, those with elevated behavioural CQ are capable of adjusting their verbal and nonverbal behaviors to align with the expectations of others.

According to Li et al. (2019), employees that exhibit innovative work behaviour are more likely to benefit from the chance to enhance their performance by developing new procedures and concepts. In order to overcome obstacles and find solutions, innovative work behaviour acts as a stimulant (Jong, 2007; Bos-Nehles, 2017; Rajeswari & Venugopal, 2024), this makes the employee more effective and helps them reach high performance. It is a crucial concept that serves as a bridge to achieving a competitive advantage (Caniëls & Veld, 2019).

Innovation, according to Shen (2024), is the process of generating new ideas to enhance outcomes in products and services. It is viewed as a key factor in uncovering new mechanisms related to creativity, which in turn contributes to improved effectiveness and sustainability (Awan, Sroufe & Kraslawski, 2019; Acar et al., 2021).

Cultural intelligence: its measurements and impacts on cultural judgment and decision-making, cultural adaptability, and job performance was the title of a 2007 study by Ang et al. Authors looked at the connections between various aspects of cultural intelligence and these three areas of skill. They came to the following conclusions: Each dimension of cultural intelligence, namely the cognitive, metacognitive, motivational, and

behavioral components, constitutes a specific capability that enhances intercultural effectiveness (Rockstuhl & Van Dyne, 2018). Ang et al. (2007) posited that both metacognitive and cognitive CQ are positively associated with intercultural judgment and decision-making. Individuals who demonstrate high metacognitive CQ are attentive to cues regarding the alternative meanings of behaviors influenced by culture, while those exhibiting high cognitive CQ possess well-developed cultural schemas. Such individuals are able to interpret behavior from the perspective of others rather than through an ethnocentric lens (Triandis, 2006). Consequently, strong strategic thinking regarding others' perspectives, combined with a profound understanding of culturally diverse individuals, enables those with elevated metacognitive and cognitive CQ to make superior intercultural decisions. Motivational and behavioural cultural intelligences have a positive and significant relation with cultural adaptability; Metacognitive and behavioural cultural intelligences have a positive and significant relation with job performance; and Cognitive and Metacognitive cultural intelligences have a positive and significant relation with the effectiveness of cultural judgment and decision-making. An employee with higher CQ is essential for fostering innovative work behavior (Butt, 2023). The CQ positively influences intercultural workplace behaviour, especially in a workforce with diverse cultures (Egan, 2005). Bogilović et al. (2016) emphasized that each dimension of the CQ can decrease the negative consequences of the social categorization process, and thus can improve the ideas' implementation by individuals in cross-cultural collaborations. According to earlier empirical studies (Chen et al., 2011; Chen et al., 2010), the dimension of cultural intelligence can positively affect adaptive performance, particularly individual non-routine creativity performance (Şahin & Gürbüz, 2014; Şahin & Gürbüz, 2020).

2.10.6.1 The Mediating Effects of Innovative Work Behaviour on Cognitive CQ and Employee Innovative Performance

The relationship between cognitive intelligence and employee innovation performance has gained significant attention in research, especially in today's diverse and rapidly changing work environments. CQ encompasses various dimensions, with cognitive intelligence being one of its key components. It emphasizes an individual's cognitive capabilities, adaptability, and problem-solving skills when dealing with cross-cultural interactions (Ang & Van Dyne, 2008). Research has indicated that individuals with high cognitive CQ tend to exhibit more innovative behaviour in the workplace. Expatriates with high cognitive CQ possess sophisticated mental maps of culture, which enable them to anticipate cultural similarities and differences (Brislin et al., 2006). Consequently, they may excel in foreign workplaces due to their in-depth knowledge of diverse cultures, which enhances their understanding of cultural expectations. Moreover, this knowledge equips them to adopt culturally appropriate behaviors by facilitating decision-making, cultural judgment (Ang et al., 2007), intercultural negotiation (Groves et al., 2015), conflict management (Caputo et al., 2018), and knowledge transfer from headquarters to subsidiaries (Vlajčić et al., 2019). This could be attributed to their ability to navigate and excel in cross-cultural contexts, which are often fertile ground for creativity and innovation (Gelfand et al., 2008). However, it is essential to understand the mechanisms that underlie this relationship. Innovative worker behaviour, which includes activities such as generating novel ideas, implementing creative solutions, and actively contributing to innovation, serves as a potential mediator. This means that cognitive CQ may influence innovative worker behaviour, which, in turn, affects employee innovation performance. Hence, it is propounded that innovative worker behaviour mediates the relationship between cognitive CQ and employee innovation performance.

H9: Innovative worker behaviour mediates the relationship between cognitive CQ and employee innovation performance.

2.10.6.2 The Mediating Effects of Innovative Work Behaviour on Metacognitive CQ and Employee Innovative Performance

The relationship between metacognitive CQ and employee innovation performance is a topic of growing interest, especially in contemporary workplaces characterized by increasing cultural diversity and globalization. Metacognitive CQ focuses on an individual's self-awareness, reflecting on their thinking and learning processes, and assessing their intercultural experiences (Lu et al., 2024). To date, research examining the relationship between metacognitive CQ and employee innovation performance remains limited. However, several studies have indicated that metacognitive CQ positively influences cross-cultural adaptation in the workplace (Guðmundsdóttir, 2015; Setti, Sommovigo & Argentero, 2022). Expatriates exhibiting high levels of metacognitive CQ tend to reflect on cultural differences prior to engaging in cross-cultural interactions and devise actionable strategies for effectively interacting with local individuals. This proactive planning fosters cultural learning, enhances problem-solving abilities, and encourages collaboration with local colleagues, thereby mitigating uncertainties associated with expatriation and facilitating cross-cultural adaptation conducive to workplace innovation (Chen, 2024). Research has also indicated that individuals with high metacognitive CQ are more adept at self-regulating their thoughts and emotions in cross-cultural contexts, which can lead to better performance in tasks requiring innovative thinking. Employees who excel in this dimension of CQ are more likely to adapt, learn, and think creatively when navigating cross-cultural interactions (Setti et al., 2022). However, it is essential to uncover the mechanisms that explain the relationship between metacognitive CQ and employee

innovation performance. Innovative worker behaviour, encompassing activities such as idea generation, creative problem-solving, and active contribution to innovation initiatives, is a potential mediator in this context. It suggests that metacognitive CQ influences innovative worker behaviour, which subsequently impacts an employee's innovation performance. Studies showed that individuals with high metacognitive cultural intelligence are not only more effective in intercultural creative collaborations, but also directly related to their individual creativity (Berraies, 2020). This hypothesis suggests that the self-regulatory abilities encompassed by metacognitive CQ may be a driving factor behind an employee's innovative behaviour, thereby influencing their overall performance in the context of innovation. Therefore, in this research, the proposed hypothesis is proposed:

H10: Innovative worker behaviour mediates the relationship between metacognitive and employee innovation performance.

2.10.6.3 The Mediating Effects of Innovative Work Behaviour on Motivational CQ and Employee Innovative Performance

The relationship between motivational CQ and employee innovation performance has gained significance in today's culturally diverse and globally interconnected workplaces. Motivational CQ primarily focuses on understanding and addressing the motivational aspects of individuals in cross-cultural settings (Ott & Michailova, 2018). This dimension of CQ is related to an individual's passion, interest, and desire to engage effectively in cross-cultural interactions. For example, expatriates with high levels of motivational CQ are better psychologically equipped to meet the demands of culturally diverse workplaces (Setti et al., 2022). Consequently, they possess greater confidence in their abilities and a strong intrinsic motivation to adapt to new environments, which enables them to demonstrate newly acquired behaviors (Berraies, 2020). This increased

adaptability may enhance their engagement with culturally distinct work practices and facilitate the achievement of their assignment goals (Mabkhot & Al-Ameryeen, 2023). Thus, empirical evidence indicates that motivational CQ has a positive association with expatriates' cross-cultural work adaptation and overall work efficiency (Jyoti & Kour, 2015; Jyoti et al., 2015; Setti et al., 2022). Research has shown that employees with high motivational CQ exhibit stronger intrinsic motivation and are more willing to engage with individuals from different cultural backgrounds. This heightened motivation can potentially drive them to contribute actively to innovative activities, making them more likely to participate in idea generation, creative problem-solving, and innovation initiatives. According to empirical studies (Chen et al., 2012; ogilović & Škerlavaj, 2016; ZHAO, 2024), motivational CQ is connected to higher job performance. To understand the mechanisms behind the relationship between motivational CQ and employee innovation performance, it is crucial to examine the role of innovative worker behaviour. Innovative worker behaviour encompasses various activities related to idea generation, creative problem-solving, and active participation in innovation projects, reflecting an employee's proactive approach to innovation. Consequently, the suggested hypothesis is developed:

H11: Innovative worker behaviour mediates the relationship between motivational CQ and employee innovation performance.

2.10.6.4 The Mediating Effects of Innovative Work Behaviour on Behavioural CQ and Employee Innovative Performance

The role of behavioural CQ in enhancing innovation performance has attracted substantial research attention (Berraies, 2020; Ali et al., 2019; Karma & Vedina, 2009). Behavioural CQ focuses on understanding and addressing the behavioural aspects of individuals when they interact with people from different cultural backgrounds,

emphasizing adaptability and effective communication in cross-cultural settings (Setti et al., 2022). Empirical research indicates that individuals with higher levels of behavioral CQ are more likely to demonstrate adaptive behaviors in multicultural work environments. For example, expatriates with higher behavioural CQ can employ culturally sensitive communication styles and adapt their behaviour to create a comfortable environment for others in cross-cultural interactions (Earley & Peterson, 2004; Setti et al., 2022). This adaptability is likely to enhance work-related cross-cultural adaptation and innovation, as it facilitates effective communication with host colleagues, thereby reducing the risk of cross-cultural misunderstandings (Giorgi et al., 2020). Consequently, this enables employees to integrate into the workplace more quickly and exhibit innovative behaviours, ultimately fostering the development of innovative performance (Setti et al., 2022). People with high behavioural CQ engage in more productive interactions with persons from different cultural backgrounds, offer a variety of perspectives during the innovation process, and encourage the implementation of ideas (Bogilovi et al., 2016). This adaptability may include open-mindedness, effective collaboration with colleagues from diverse cultural backgrounds, and flexibility in approaching work tasks. These behaviours contribute to the creation of an environment conducive to innovation. In understanding the relationship between behavioural CQ and employee innovation performance, researchers have recognized the vital role of innovative worker behaviour. Innovative worker behaviour encompasses activities such as generating and proposing novel ideas, creatively solving problems, and actively participating in innovation projects, all of which are crucial for organizational innovation. Therefore, the hypothesis is proposed:

H12: Innovative worker behaviour mediates the relationship between behavioural and employee innovation performance.

2.11 Summary

In sum, this chapter discussed the independent, dependent variables, mediator variable, and as well as the moderator variable used in this study. Overall, the independent variable with four dimensions discussed included Cognitive CQ, Metacognitive CQ, Motivational CQ and Behavioural CQ. On the other hand, the dependent variable was employee innovation behaviour. Additional discussions covered the moderator variable which was knowledge sharing and the mediator variable which was innovative work behaviour. It also described the underlying theories, namely, Innovation Theory, Cultural Diversity Management Theory and Social Exchange Theory used to underpin the proposed research framework. The gaps in the literature, theoretical framework and the development of hypotheses were also presented in this chapter. The next chapter will highlight the research methods and procedures used in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology and procedures employed in the current study, covering aspects such as the research site, design, sample, procedures, research questionnaire, measurement tools, and pilot study. Furthermore, it outlines the statistical techniques used for data analysis, including descriptive statistics, factor analysis, reliability analysis, and independence of factors. Finally, the rationale for all study steps is presented.

3.2 Research Sites

The study was conducted in the eastern part of China, With 34 provincial-level administrative regions, China's foreign trade activities are distributed throughout the country; however, China's foreign trade industrial centers are mainly located in cities and regions that are more economically developed and more open to the outside world, mainly in the eastern region of Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian, and Shandong, which are six provinces and cities that usually have greater foreign trade activities and employees who are more likely to be involved in international business. Enterprises are facing an increasingly fierce market environment, and in order to cope with market changes and adapt to market needs, there is a higher demand for employee innovation, and enterprises in foreign trade in these regions can give their employees more room and platform for innovation. According to data from the General Administration of Customs for the first quarter of 2024, the top six cities in China in terms of foreign trade volume are Shanghai, Guangdong, Jiangsu, Zhejiang, Fujian, and Shandong. Consequently, these six

provinces in the eastern region of China were selected as the research sites. These regions are recognized for their dynamic economic activities and culturally diverse environments, resulting from their substantial involvement in international trade. By focusing on these locations, the study seeks to obtain a diverse and representative sample of expatriates and employees with overseas work experience within the Chinese foreign trade context. Figure 3.1 shows the research location.



Figure 3.1: Location Map

Table 3.1: Characteristics of the Selected Research Sites

Study Sites / Characteristics	Shanghai	Guang dong	Zhe jiang	Jiangsu	Fujian	Shan dong
District	Eastern China					
Diversity and representation	These provinces and cities in eastern China cover different geographic regions of China, including coastal and inland areas. These areas usually have a large concentration of talent, which is consistent with the respondents of this study.					
Concentration of the foreign trade industry	cities in China with a high concentration of foreign trade activities, with a sizable population of international trade companies and practitioners. These cities provide a rich source of samples for foreign trade research and help to collect a large amount of data.					
Data accessibility	These cities usually have more easily accessible lists of foreign trade companies, information on chambers of commerce, and business registration data. This helps the researcher to carry out questionnaire survey and data collection more easily.					
Geographic location and accessibility	These cities are strategically located, easily accessible, and have extensive national and international connections, which will help the researcher to carry out research methods such as field surveys and interviews.					

Source: Author self-compilation (2024)

The data collection period spanned the months of January to July 2024. This research undertakes a comprehensive exploration of the connection between cultural intelligence, knowledge sharing, innovative work behavior, and employee innovation performance within the foreign trade companies of China. The selected regions and data collection period align with the study's objectives, enabling a focused investigation into these dynamics in a post-epidemic context.

3.3 Research Design, Sample and Procedures

In the present investigation, to determine whether there may be a correlation between the independent variables, moderating variables, mediators, and dependent variables, a quantitative technique for data collection and analysis was employed. In order to collect data for this study, a non-probability sampling methodology was used, namely purposive sampling methods through the distribution of questionnaires. The sample covered multiple foreign trade industries and regions to ensure a balanced distribution of the sample and to minimize the adverse effects of homoscedasticity bias. Regarding the sample's regional distribution, six cities in eastern provinces were investigated. Considering that this study focuses on the primary variables of cultural intelligence and innovation performance, labour-intensive foreign trade processing industries typically depend on low-cost labour and standardised production processes. They tend to exhibit lower levels of innovation and demonstrate a reduced capacity to innovate. Consequently, the inclusion of these industries in the study may result in a limitation of the depth of understanding with regard to issues such as innovative behaviour, technological upgrading and knowledge sharing.

In contrast, technology-intensive industries and services are more reliant on knowledge and technological innovation, which aligns more closely with the study's objectives (Kim & Mauborgne, 2019). Therefore, it is not suitable to include the less innovative, labor-intensive foreign trade processing industries in this study, so it is chosen to cover related foreign trade occupations such as technology and services. In terms of industry distribution, it includes a number of foreign trade service and technology industries such as medical, construction, software, and chemical. In view of studying the issues of employees' cultural intelligence and cultural adaptability, the questionnaire was focused on placing foreign trade enterprises with foreign-related business.

3.3.1 Unit of Analysis

The unit of analysis in this study is the individual employee working in foreign trade companies who has acquired experience in foreign countries. This focus aligns with the research objective of examining how employees' cultural intelligence, informed by cross-border exposure, influences their innovation performance. To ensure a scientifically robust and broadly representative sample, data were collected through surveys administered to employees in 60 foreign trade enterprises located across six eastern provinces and cities in China. The survey assessed employees' perceptions of cultural issues within their organizations, including deeply held personal values and their evaluations of organizational culture.

In selecting survey participants, priority was given to employees working in enterprises with international operations, as they were more likely to have meaningful interactions with diverse cultures. To ensure respondents had relevant experience, the first step was to confirm whether an employee had expatriate or international work experience. This verification was conducted through a multi-step screening process, which involved

both direct inquiries and the review of supporting documentation. Respondents were asked to provide detailed descriptions of their overseas assignments, including the duration, location, and specific nature of their roles. In addition, resumes and employment records were examined to validate the accuracy of the reported experiences. When necessary, follow-up interviews were conducted to further clarify the extent and relevance of their international exposure.

For the purposes of this study, “foreign experience” was defined to include a variety of international assignments, such as short-term placements abroad, long-term expatriation, and virtual collaboration with foreign teams in a global work context. By establishing clear selection criteria and conducting targeted screening, the study ensured that respondents had substantial exposure to international work environments. Given the focus on cultural intelligence and innovation, it was necessary to select participants with an adequate level of education and work experience to fully comprehend and respond accurately to the survey items. Therefore, only employees with a college-level education or above were included. To enhance the reliability and validity of the responses, individuals with less than two years of tenure in their current organization or those who had been recently hired were excluded from the sample, as their limited experience might reduce their ability to accurately evaluate the organizational and cultural environment.Finally, considering that the survey included psychological assessments that could involve sensitive personal information, modest material incentives were provided to encourage honest participation and improve response rates, while ensuring ethical standards were maintained throughout the data collection process.

Several methods were employed to ascertain the minimum sample size for this study, considering that a sample size ranging from 30 to 500 is typically considered adequate for academic research (Szucs & Ioannidis, 2020). The methods were (i) the "10 times" rule of thumb (Alwosheel, Cranenburgh & Chorus, 2018), (ii) a formula to calculate the minimum sample size (Mertler, Vannatta & LaVenia, 2021) and (iii) G*power 3.1.9.7 software (Kang, 2021). First, the "10 times" rule of thumb was used to determine the minimum sample size to provide enough power to estimate the relationships in partial least squares (PLS) analysis. As suggested by Hair (2009), a minimum sample size of ten times the maximum number of independent variables in the outer and inner model was used. Thus, the minimum sample size of this study was 70 (7 x 10 times = 70). In addition, the software known as G*power 3.1.9.7 (Kang, 2021) was employed to determine the minimal sample size. The findings suggested that in order to test the model as presented in Figure 3.2 [$f^2 = 0.15$ (medium); $\alpha = 0.05$; number of predictors = 4; power = 95%], a minimum of 129 respondents would be needed.

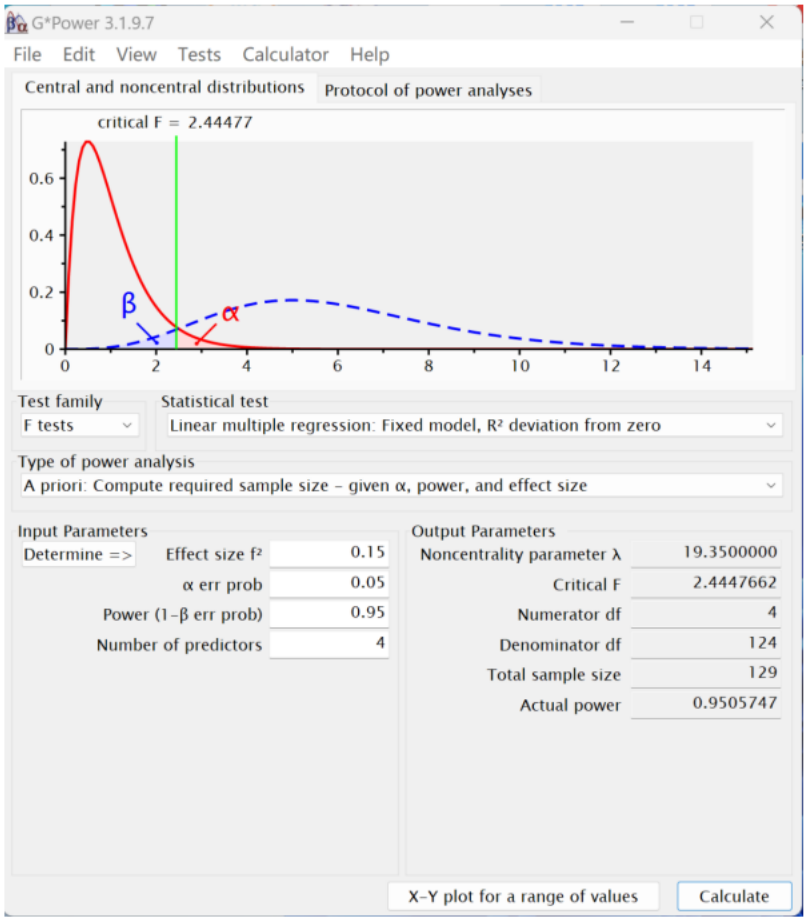


Figure 3.2: G*power Graph

Lastly, Several researchers have employed different numbers of questionnaires in related studies. These include Korzilius, Bücker and Beerlage (2017), who surveyed 157 respondents in a large, international Dutch-based staffing agency; Hu, Wu and Gu (2019), who collected data from 257 respondents in interorganizational teams; Afsar et al. (2020), who sampled 381 respondents across various industries; Li (2021), who surveyed 336 respondents from multiple industries; and Butt et al. (2023), who focused on 209 respondents in the telecom sector. Since this study is aimed at a specific foreign trade industry, a sample size of at least 500 questionnaires is acceptable for this study.

3.3.2 Data Collection Procedures

The study's data was gathered through a combination of quantitative methods and a participatory approach. In this regard, the survey questionnaires were distributed to employees of foreign trade companies who fell into two categories: individuals who had travelled abroad and expatriates involved in business activity away from their own nation. This approach was adopted to effectively pursue the research objectives and assess the research model's validity.

To commence the research process, one hand, the survey was conducted in six cities: Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian and Shandong. To gain approval for conducting the survey in these areas, the researcher initiated to contact with the heads of International Convention and Exhibition Centers (ICECs). These are specialised facilities designed to host large-scale events, including conferences, trade shows, exhibitions, and conventions. The centres serve as a hub for business networking, knowledge sharing, and collaboration, attracting participants from various industries and sectors globally. Furthermore, the researcher contacted the personnel departments of foreign trade companies through telephone and written correspondence. Once the necessary approvals were secured and authorized, the researcher visited each of the research destinations. During these visits, the research questionnaire, along with a formal letter, were personally delivered to the employees in these specific locations. Prior to administering the questionnaire, the researcher obtained consent from the target respondents regarding their availability and willingness to participate in a brief interview session. At this stage, the respondents were not only briefed on the study's objectives but also individually approached for their cooperation. Throughout this research, a particular focus was placed on elucidating the importance and benefits of the survey to the employees

and company managers. The researcher also emphasized a sincere commitment to sharing the study's results with both company managers and employees while assuring the confidentiality of participating employees' identities. To ensure clarity and facilitate any necessary clarifications, the researcher distributed the questionnaires to the respondents personally and was available to address any questions or concerns. Additionally, the researcher verified whether the employees had been in foreign countries or expatriates before questionnaire distribution to maintain research validity and reliability. Detailed instructions were provided to ensure respondents' comprehension of the questions, enabling them to provide precise answers, the researcher later collected the completed questionnaires from participants who drew upon their personal experiences abroad.

On the other hand, recognizing the advantages of online surveys, such as high-quality data collection, ease of administration, direct communication with respondents, and rapid feedback collation, an online questionnaire platform was employed for the survey in Shanghai, Guangdong Province, Zhejiang Province, Jiangsu Province, Fujian Province, and Shandong Province. It is noteworthy that a substantial number of the author's students and former colleagues in these regions are actively engaged in foreign trade activities, possessing valuable overseas work experience. To optimize the effectiveness of the online survey, individual communication with respondents was conducted in advance. Clear instructions on questionnaire completion were provided, accompanied by a comprehensive explanation of the survey's objectives and purpose. For data collection, a self-administered survey approach was employed, allowing respondents to read and record their responses independently, eliminating the need for trained interviewers (Christensen et al., 2014). The questionnaire was prepared in both Chinese and English languages, and employees were allocated 15 minutes to complete it. As detailed in Section 3.3, which addresses the

Research Design, Sample, and Procedures, a total of 500 questionnaires were distributed to employees of selected foreign trade companies, with 300 administered via an online platform and 200 delivered through face-to-face distribution. The objective of this substantial distribution was to ensure an adequate number of completed surveys, enabling the researcher to gain vital insights into employees' perceptions of cultural intelligence, its cognitive, metacognitive, motivational, and behavioural aspects, its impact on employee innovation performance, the mediating influence of innovative work behaviour, and the moderating effect of knowledge sharing.

3.3.3 Participatory Approach

In this study, a quantitative approach was employed as the primary research method. Initially, questionnaires were distributed to gather primary data from employees, seeking their insights on cultural intelligence, innovative work behaviour, knowledge sharing, and innovation performance.

3.4 Development of Research Questionnaire

In the current study, the primary objective was to look into the impact of cultural intelligence, specifically focusing on cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, on employee innovation performance. Additionally, the study introduced two important variables into the research framework. The study explored the moderating impact of knowledge sharing and examined the mediating impact of innovative work behaviour. To collect the essential data and gain insights into how these dimensions of cultural intelligence affected employee innovation performance from the perspective of employees, the study developed a self-administered survey questionnaire. As highlighted by Taherdoost (2016), questionnaires were widely recognized as a highly effective means

of data collection in the social sciences and were instrumental in facilitating appropriate data analysis.

The study designed a close-ended questionnaire, incorporating measurement items drawn from prior research (refer to Table 3.2 for details). To enhance the questionnaire's linguistic accuracy and consistency, this research followed the recommendation of Al-amer (2015) and employed the technique of back translation during its development. The questionnaire underwent a meticulous translation process, initially being rendered into Chinese and subsequently translated into English by a proficient Business English Professor at the School of English. The final version of the questionnaires were made available in both languages, Chinese and English. This approach was chosen deliberately because the majority of the respondents were Chinese employees who typically had a greater familiarity with their native language. However, recognizing the possibility of foreign respondents, the study aimed to ensure that all participants can comfortably understand and respond to the questionnaire.

The questionnaire utilized a multi-scale item measurement approach, meticulously adopted from established studies (Liu et al., 2020; Wei et al., 2020; De Jong & Den Hartog, 2010; Rahman et al., 2022; Janssen, 2004; Li, 2021), to ensure alignment with the specific socio-cultural and organizational nuances of the Chinese context. For comprehensive information, please refer to Appendix A.

The questionnaire was structured into two primary sections. Section I aimed to capture respondents' perceptions of the dimensions of cultural intelligence, innovative work behaviour, and knowledge sharing, all of which are recognized as factors influencing employee innovation performance. A total of 44 close-ended statements were used to

measure the impact of variables. Section II of the questionnaire collected essential demographic information to support further analysis of the respondent profiles.

In this study, a 7-point Likert scale was adopted as the primary measurement tool. This scale was deliberately chosen over the more commonly applied 5-point scale in order to enhance the precision and sensitivity of the data collected. By offering respondents a broader range of options to articulate their attitudes, the 7-point format captures finer distinctions in perception, which is particularly valuable when assessing complex and multidimensional constructs such as cultural intelligence, innovative work behaviour, and knowledge sharing. These constructs often involve nuanced judgments that may not be adequately reflected through fewer response categories. Previous empirical studies have demonstrated that the 7-point Likert scale tends to exhibit stronger psychometric properties compared to the 5-point version. Specifically, it has been found to yield higher reliability, improved discriminant validity, and greater scale sensitivity (Finstad, 2010; Dawes, 2008). The 7-point scale also incorporates a clearly defined midpoint, along with three gradations on either side of neutrality. This structure reduces the risk of central tendency bias while maintaining interpretability, thereby enhancing the accuracy of respondents' self-assessments. Such features are particularly relevant when collecting data from individuals with international work experience, whose interpretations may be influenced by diverse cultural and contextual factors.

Furthermore, the application of a 7-point scale supports more rigorous and reliable statistical analyses. Techniques such as structural equation modeling (SEM) and partial least squares (PLS) benefit from the increased variability in response data that the 7-point scale provides. This variability contributes to improved model estimation, enhanced

statistical power, and stronger predictive validity. Given that the objective of this study is to examine both direct and indirect relationships among several key variables, the expanded scale format strengthens the methodological integrity and analytical robustness of the research framework.

In conclusion, the use of a 7-point Likert scale contributes to the overall methodological rigor of this study by enabling the collection of more detailed, reliable, and analytically useful data than a 5-point alternative could offer. Respondents were asked to evaluate each item related to metacognitive cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence, behavioural cultural intelligence, innovative work behaviour, knowledge sharing, and employee innovation performance using this scale, where a score of 1 represented "strongly disagree" and a score of 7 represented "strongly agree".

Table 3.2: Summary of the Measurement of the Constructs

Section	Dimensions	Number of items	Sources	Rating Scale
I	Metacognitive CQ	4	Ang et al. (2007)	1=Strongly disagree and 7=Strongly agree
	Cognitive CQ	6	Ang et al. (2007)	
	Motivational CQ	5	Ang et al. (2007)	
	Behavioural CQ	5	Ang et al. (2007)	
	Innovative Work Behaviour	10	De Jong & Den Hartog (2010) Rahman, Kistyanto & Surjanti (2022)	
	Knowledge Sharing	6	Yu et al. (2013) Bartol & Srivastava (2002) Huang & Tsai (2003) Janssen (2004)	

	Employee Innovation Performance	8	Janssen (2004) Li (2021)	
II	Demographic Characteristics	9		

3.5 Measures

The study utilized a set of seven constructs, each accompanied by their respective measurements, to assess the proposed research framework. The paper adopted a multiple-item measurement scale inspired by previous research and tailored it to suit the specific context of cultural diversity in China. These constructs encompassed the four dimensions of cultural intelligence, innovative work behaviour, knowledge sharing, and employee innovation performance. Furthermore, this study collected demographic and company-related information, including data on gender, age, education level, monthly income, years of service, job rank, occupation, organization size, and type of organization. These additional details contributed to a comprehensive understanding of the research context.

3.5.1 Metacognitive CQ

A total of four items from the reference, specifically from Ang et al. (2007), to assess employees' perceptions of metacognitive CQ in the context of engaging in foreign trade activities within culturally diverse settings. To evaluate these items, the study employed a 7-point Likert scale. Respondents were instructed to indicate their perceptions by selecting a point on the scale, for all four elements, 1 means "strongly disagree," 2 means "disagree," 3 means "slightly disagree," 4 means "neutral," 5 means "slightly agree," 6 means "agree," and 7 means "strongly agree." Higher scores from respondents signify a stronger belief that metacognitive CQ plays a pivotal role in fostering innovative work behaviour.

3.5.2 Cognitive CQ

A set of six items from the source Ang et al. (2007) to evaluate employees' perceptions of cognitive CQ when conducting foreign trade business within culturally diverse contexts. A 7-point Likert scale was utilized to gauge these perceptions. Respondents were tasked with rating their perceptions on this scale, the numbers 1 through 7 represent "strongly disagree," 2 "disagree," 3 "slightly disagree," 4 "neutral," 5 "slightly agree," 6 "agree," and 7 "strongly agree" for each of the six items. Employees who provide higher scores indicate a stronger belief in the significant role of cognitive CQ in fostering the development of innovative work behaviour.

3.5.3 Motivational CQ

A total of five items from the source Ang et al. (2007) to gauge employees' perceptions of motivational CQ when conducting foreign trade business within culturally diverse contexts. A 7-point Likert scale was employed for the assessment. Respondents were instructed to rate their perceptions on this scale, where 1 stands for "strongly disagree," 2 for "disagree," 3 for "slightly disagree," 4 for "neutral," 5 for "slightly agree," 6 for "agree," and 7 for "strongly agree" for each of the five elements. Employees who assign higher scores express a stronger belief in the significant role of motivational CQ in contributing to the development of innovative work behaviour.

3.5.4 Behavioural CQ

The study employed a set of five items from the source Ang et al. (2007) to evaluate employees' perceptions of behavioural CQ when conducting foreign trade business within the context of cultural diversity. To assess these perceptions, the study utilized a 7-point Likert scale. Respondents were instructed to rate their perceptions on this

scale, with 1 indicating "strongly disagree," 2 denoting "disagree," 3 representing "slightly disagree," 4 signifying "neutral," 5 reflecting "slightly agree," 6 indicating "agree," and 7 expressing "strongly agree" for all five items. Higher scores from respondents indicate a stronger belief in the significant role of behavioural CQ in fostering the development of innovative work behaviour.

3.5.5 Innovative Work Behaviour

Innovative work behaviour was evaluated using a set of ten items drawn from various sources, including De Jong and Den Hartog (2010) and Rahman, Kistyanto and Surjanti (2022). To gauge these aspects, a 7-point Likert scale was employed where respondents were requested to rate their perceptions. This scale ranges from 1, signifying "strongly disagree," to 7, indicating "strongly agree," with intermediate values representing varying degrees of agreement or disagreement. Higher scores that were assigned by respondents indicate a stronger belief in the role of innovative work behaviour as a mediator in the relationship between the four dimensions of CQ, namely, metacognitive CQ, cognitive CQ, motivational CQ, behavioural CQ, and employee innovation performance.

3.5.6 Knowledge Sharing

Knowledge sharing was employed as the moderating variable in this study. It was measured using a previously validated and widely adopted six-item questionnaire, originally developed by Bartol and Srivastava (2002) and Yu et al. (2013). This instrument has also been employed in subsequent studies, including those by Srivastava, Bartol, and Locke (2006) and Li (2021), indicating its reliability and consistent application across research contexts. To evaluate the items, a 7-point Likert scale was employed. For each of

the six questions, respondents were asked to indicate their opinions using a 7-point Likert scale, where 1 represented strong disagreement, 2 disagreement, 3 slight disagreement, 4 a neutral opinion, 5 slight agreement, 6 agreement, and 7 strong agreement. The employees who give their responses a high score state that they believe knowledge sharing moderates the relationship between the proposed independent variables and innovative work behaviour, with a high knowledge sharing score indicating a stronger relationship between the independent variables and dependent variables.

3.5.7 Employee Innovation Performance

Regarding the construct of employee innovation performance, a total of eight questionnaire items were modelled using the quantitative attribute-based assessment approach that was adapted from the works of Janssen (2004) and Li (2021). To evaluate the items, a 7-point Likert scale was employed. For all eight topics, respondents were asked to rate their opinions on a 7-point Likert scale: 1 for strongly disagreeing, 2 for disagreeing, 3 for mildly disagreeing, 4 for neutral, 5 for slightly agreeing, 6 for agreeing, and 7 for strongly agreeing. A high score means that the respondents believe the construct of employee innovation is crucial to employee innovation performance.

3.5.8 Demographic and Company Profile

Section II of the survey requested information regarding the respondents' selected demographic characteristics and company details, as can be seen in Appendix A. Gender, age, education level, monthly salary, years of service, positon, department, company size, and company type were all collected pieces of data. The respondents were notified during the data collection procedure that their information would be kept private, used only for analysis, and reported only as average results. Some responders may have found certain

topics, such as monthly income, sensitive. To better understand the profiles of each respondent, the researcher found the acquired demographic data to be both informative and useful for future analysis.

3.6 Pre-test

Pre-testing was done to verify that the Chinese questionnaires were clear and unambiguous when they were delivered, that the items were reliable and valid, and that the surveys would operate with the intended respondents (Kumari et al., 2020). A pre-test was conducted in December 2023 before the actual data collection since the questionnaire was adapted from the western environment to fit the goals of the current research in China.

According to Perneger et al. (2015), a relatively small sample size was acceptable for the pre-test; therefore, 15 respondents, specifically employees aged 30 and above, including both expatriates and individuals who have lived abroad, were selected as the target respondents for pre-testing the questionnaire. The headquarters of Hexin Foreign Trade Company is located in Shenzhen, a city that has been at the vanguard of China's opening up to the outside world. It is renowned for its robust economic dynamism, innovative spirit and robust intellectual property protection regime. Shenzhen, colloquially known as China's 'Silicon Valley', is one of the country's leading special economic zones in terms of foreign investment. It offers a range of incentives to encourage the establishment of high-tech companies, including tax breaks and financial support.

However, in addition to its reputation for technology and innovation, Hexin Foreign Trade Company has also demonstrated its distinctive capabilities in terms of the innovative conduct and performance of its employees. The company places an emphasis on fostering a sense of innovation among its employees, facilitating the exchange of

information and experiences through the establishment of an effective knowledge-sharing mechanism. This environment not only enhances the individual capabilities of employees, but also promotes the innovative performance of the team as a whole, thereby maintaining the company's competitive edge in the international market. Furthermore, the company participates in social innovation activities, such as showcasing its new products and services through participation in platforms such as the Canton Fair, with the objective of enhancing its brand influence and market expansion capabilities.

In addition, Hexin Foreign Trade Company has established a branch in Hefei, Anhui Province, which offers a geographically convenient location for data collection, thereby significantly reducing the consumption of time, cost, and resources. Furthermore, the company has signed a university-enterprise collaboration agreement with the researcher's institution, ensuring the feasibility of the pretesting while providing additional flexibility and convenience for the research. The pretesting has thus been decided to be conducted at Hexin Foreign Trade Company, due to the combination of these advantages.

The respondents were asked to complete a Chinese questionnaire during the pre-testing that was based on their honest opinions. The respondents were also asked to comment on the substance, design, language, and readability of the questions in the Chinese questionnaire at the same time. These remarks then were recorded in the column designated for each question's conclusion. The comments were incorporated into the development of the final questionnaire items as well as the initial measurement items. The time taken by each respondent to complete the questionnaire was also recorded by the researcher, and an average was derived to establish how long it took to complete the questionnaire altogether. Five of the 15 approached respondents were chosen to have a

more in-depth conversation about the questionnaire. The final version of the Chinese questionnaire was created after the respondents' suggestions were taken into consideration. The survey supervisor was consulted prior to the implementation of the Chinese questionnaire for data collection and offered feedback.

3.7 Statistical Analysis

Both WarpPLS (version 6.0) and the Statistical Package for Social Sciences (SPSS) version 26.0 for Microsoft Windows were used in this study to analyze the data. First, the demographic profiles of the respondents were examined using SPSS 26.0. Descriptive analysis (e.g., mean, standard deviation, maximum, and minimum), multicollinearity analysis, and Harman's single factor test to evaluate the common method variance were the sorts of analyses carried out. Following path modeling, bootstrapping, and partial least squares structural equation modeling (PLS-SEM) analysis, the produced model was evaluated. This was done using WarpPLS 6.0 software.

3.7.1 Descriptive Statistics

The summary method was utilized in the current study to report the respondents' demographic traits was descriptive statistics. To explain the demographic information of the respondents, calculations involving frequency, percentages, mean, and standard deviation were made and published. Gender, age, education, years of service, job rank, occupation, firm size, and company type were all examined in the data analyses. The maximum and minimum ages of the respondents, as well as their average ages, were determined using the means. Other parameters including gender, education level, monthly income, years of service, position, department, numbers of the organization, and company type were also frequently reported in terms of percentages. For the demographic profile of

the respondents in this study, a number of descriptive statistics were computed, including frequency, percentages, mean, and standard deviation.

3.7.2 Common Method Variance (CMV)

Method biases are inherent challenges stemming from measurement error (Sarstedt et al., 2016). Common method variance (CMV) is a concept with various interpretations. In one interpretation proposed by Chang, Van Witteloostuijn, and Eden (2020), CMV is described as a variance arising from the measurement method itself rather than from the constructs being measured. Conversely, Tehseen, Ramayah, and Sajilan (2017) define CMV as the systematic error variance that occurs when variables are measured using the same method or source. CMV is thought to introduce a false sense of internal consistency, potentially inflating or deflating observed relationships between constructs (Chang, Van Witteloostuijn & Eden, 2020). This issue primarily arises in data collected through survey instruments like self-reporting questionnaires, where data originates from a single source (Hulland, Baumgartner & Smith, 2018).

Prior research has emphasized that measurement errors can impact item validities and reliabilities (Gerhart et al., 2000; Drost, 2011), subsequently affecting the inferences drawn between study constructs. In the study conducted by Chang, Van Witteloostuijn, and Eden (2020), four approaches were proposed to mitigate the issue of common method variance. One suggested remedy is Harman's single-factor test, which involves subjecting all variables in the study to an exploratory factor analysis (EFA), also known as factor analysis. The objective is to assess whether a single factor emerges or if a general factor accounts for over 50% of the variance derived from the factor analysis (Aulakh & Gencturk, 2000; Winkelbach & Walter, 2015). In essence, CMV becomes a concern when

a single factor loads more than 50 percent of the variance. Therefore, this study employed Harman's single-factor analysis as a method to address the issue of CMV.

3.7.3 Reliability Analysis

Reliability analysis serves as an essential method for evaluating the stability and internal consistency of measurement items in the examination of various constructs (Drost, 2011). It is imperative to ensure that the scales employed in this study are unambiguous, free from random or unstable errors, and that all items are effectively measuring the same underlying dimensions. Among the metrics used to evaluate internal consistency, Cronbach's coefficient alpha stands out (Cronbach, 1951). This coefficient provides a numerical measure of how closely items within a scale are related. Coefficient values approaching 1 indicate higher internal consistency reliability (Cronbach, 1951). As recommended by Sekaran (2010), an ideal coefficient alpha score is 0.7. Further guidance from the study by Raykov and Marcoulides (2011) suggests that coefficient alpha values less than 0.60 should be regarded as poor, values falling within the range of 0.61 to 0.79 are considered acceptable, and any value exceeding 0.80 is deemed good. Consequently, this study adhered to a coefficient alpha threshold of 0.7 (Sekaran, 2010) as the minimum acceptable level of reliability. This rigorous approach ensured that the multi-item scales incorporated into the questionnaire consistently reflect the underlying constructs (namely, metacognitive CQ, cognitive CQ, motivational CQ, behavioural CQ, innovative work behaviour, knowledge sharing, and employee innovation performance) and the associated concepts.

3.7.4 Multicollinearity Statistics

The problem of multicollinearity, which arises when two or more independent variables are significantly correlated with one another, is one of the factors that influences the standard error of a partial regression coefficient in a multiple regression analysis (Chen & Francesco, 2003). The degree of collinearity for the investigated variables was evaluated using the tolerance value and variance inflation factor (VIF) studies. According to Hair et al. (2021), the cut-off tolerance value of 0.20 or below and a VIF value of 5.00 in the context of partial least square (PLS) indicated that the measurement utilized for each of the variables in this investigation was valid and free from collinearity issues. On the other hand, Kutner et al. (2005) have advised that any VIF values below 10 indicate that there is no multicollinearity among the constructs (Bock et al., 2005). This study therefore conducted a multicollinearity analysis to address the multicollinearity problem.

3.7.5 Structural Equation Modelling – Partial Least Square (SEM-PLS)

A second-generation multivariate data analysis technique for assessing and testing multivariate causal links is structural equation modeling, or SEM (Fan et al., 2016). SEM can analyze a complex model, that is, it can simultaneously analyze the interactions between several independent and dependent components, in contrast to first-generation approaches (such as multiple regression or ANOVA) (Bodoff & Ho, 2016). Factor analysis was quickly incorporated into SEM once demands from the social sciences were made. Originally, SEM techniques developed the causal modeling based on route analysis (Wright, 1934). The two primary SEM analyses are the route analysis and the confirmatory factor analysis. In contrast to a confirmatory factor analysis, which measures latent variables based on correlated variations of the dataset, route analysis was designed to

quantify links among many variables, as stated by Wright (1934) and discussed further by Byrne (2013).

SEM has become well-known for being one of the most often used techniques in a variety of study areas, including business and social sciences studies (Henseler, Hubona & Ray, 2016), tourism research (do Valle & Assaker, 2016), ecological studies (Fan et al., 2016), and the analysis of behavioural data in information systems (Bodoff & Ho, 2016). According to Bodoff and Ho (2016), there are two primary techniques to SEM: (i) covariance-based SEM (CB-SEM) and (ii) component-based or variance-based SEM. First, the primary goal of CB-SEM is to highlight how well the proposed covariance model fits the observed covariance matrix overall. Common software that supports CB-SEM includes Mplus, EQS, AMOS, and LISREL. The variation is thus mostly explained by the variance-based structural equation modeling (SEM), also known as partial least squares-structural equation modeling (PLS-SEM). A few programs, including PLS-Graph, VisualPLS, WarpPLS, and SmartPLS, enable PLS-SEM. For PLS-SEM, two of the most popular programs are SmartPLS and WarpPLS.

Regarding CB-SEM, four basic principles are utilized to undermine the reliability of the findings. Joreskog (1982) identified these rules as the multivariate normality of data, minimal sample size, reflective constructs, and solid theoretical understanding about the model being evaluated. Since PLS-SEM does not adhere to these restrictions, it is recommended as a substitute method for examining the causal relationship among latent variables in contrast to CB-SEM. In order to investigate the suggested research model, this study used PLS-SEM. PLS-SEM was chosen as the methodology for this investigation for a few reasons. Firstly, according to Chin and Newsted (1999), PLS can be used to analyse

structural models with small sample sizes. The overall number of employees who are expatriates or have travelled abroad may be limited because the study sites were located in the foreign trade enterprises of the four cities in China. Secondly, PLS modelling has the ability to simultaneously measure formative and reflective measurement models (Diamantopoulos & Winklhofer, 2001). Finally, non-normal data could be analysed using PLS modelling (Vinzi, Trinchera & Amato, 2010). The rationale is because, although normality is necessary, the majority of data obtained from social science studies are not normal, necessitating the need of large sample sizes.

To evaluate the suggested research model in PLS, two-step analyses were carried out: the measurement model and the structural model (Barroso, Cepeda & Roldán, 2010; Roldán & Sánchez-Franco, 2012; Real, Roldán & Leal, 2014; Felipe et al.,2020). The assessment scales' item reliability, convergent validity, and discriminant validity were first tested using confirmatory factor analysis (CFA) using the PLS Algorithm (Westerlund & Rajala, 2010). To achieve internal consistency, all item loadings should be greater than the minimal cut-off point of 0.50, as recommended by Gefen, Straub, and Boudreau (2000) (Purwanto & Sudargini, 2021). Regarding convergent validity, all composite reliability (CR) values (Purwanto & Sudargini, 2021) and average variance extracted (AVE) values (Fornell & Larcker, 1981) must meet the minimal criteria of 0.50. The ratio of the correlations was analyzed using the Fornell-Larcker criterion for discriminant validity (Henseler, Ringle & Sarstedt, 2015; Voorhees et al., 2016). When the measuring model satisfies all criteria, it is deemed to have produced acceptable outcomes and offered sufficient proof for discriminant validity, convergent validity, and reliability.

The structural model was then evaluated by bootstrapping (5,000 resamples), which produced the standard errors, p-values, and t-statistics for the tested hypotheses. The t-values should either surpass the minimal cut-off point of 1.645 ($p < 0.05$) or $t > 2.33$ ($p < 0.01$) because this is a one-tailed hypothesis test. Additionally, included were the R^2 values for the endogenous constructs. According to a recent study, Q^2 should be reported for the research model's predictive value (Roldán & Sánchez-Franco, 2012). A blindfolding process was used to evaluate the structural model's predictive applicability (Chin, 1998). The comprehensive descriptions for each criterion, which range from evaluating the measurement models to structural models, are displayed in Tables 3.3 and 3.4.

WarpPLS (version 6.0) (Kock, 2019) was used to perform the PLS estimation procedure to examine the hypotheses developed. WarpPLS is the software that provides both the classic PLS algorithms and factor based PLS algorithms that generate estimates of both true composites and factors for SEM (Kock, 2017). In addition, the developed research model includes 12 hypotheses: specifically, 4 direct hypotheses, 4 mediation hypotheses, and 4 moderation hypotheses. Thus, WarpPLS is known as the most suitable software to analyze the complex research model, especially with regard to the moderation hypotheses. Therefore, WarpPLS (version 6.0) was used to analyse the research model developed in this research study.

Table 3.3: Assessing Measurement Models

Criterion	Description
Composite Reliability(CR)	Composite reliability is a measure of internal consistency and should not be less than 0.6.
Indicator Reliability (IR)	Absolute standardized outer component loadings should exceed 0.7.
Average Variance Extracted (AVE)	The average variance extracted (AVE) should exceed 0.5 to be considered acceptable.
Fornell-Larcker Criterion (FLC)	To ensure discriminant validity, the Average Variance Extracted (AVE) for each latent variable must exceed the squared correlations with all other latent variables. Consequently, each latent variable accounts for more variance with its corresponding block of indicators than with any other latent variable representing a different block of indicators.
Cross-loadings	Cross-loadings serve as an additional assessment for discriminant validity. If an indicator exhibits a higher correlation with a different latent variable than with its corresponding latent variable, the appropriateness of the model warrants reevaluation.

Sources: Henseler, Ringle & Sinkovics (2009)

Table 3.4: Assessing Structural Models

Criterion	Description
R^2 of endogenous Latent variables	Chin (1998, p. 323) categorizes R^2 values for endogenous latent variables in the inner path model as follows: values of 0.67 are considered substantial, 0.33 moderate, and 0.19 weak.
Estimates for path coefficients	The estimated values for the path relationships in the structural model should be assessed based on their sign, magnitude, and significance, with the latter determined through bootstrapping.
Prediction relevance (Q^2)	Q^2 values greater than zero indicate that the observed values are accurately reconstructed, suggesting that the model possesses predictive relevance. Conversely, Q^2 values less than zero signify a lack of predictive relevance.

Sources: Henseler, Ringle & Sinkovics (2009)

3.7.5.1 Average Variance Extracted (AVE)

By comparing the variance indicators to the measurement errors, average variance extracted (AVE) is used to test the convergent validity (Fornell & Larcker, 1981; Barclay, Higgins & Thompson, 1995). According to Bagozzi and Yi (1988) and Rodgers and Pavlou (2003), there is more error variance than indicator variance, hence any reported AVE values below 0.50 are considered insufficient. This means that the minimal cut-off point for AVE is 0.50. To ensure that all of the AVE values were above the minimal cut-off threshold of 0.50, the AVE for each of the variables in the current study was determined.

3.7.5.2 Composite Reliability (CR)

Composite reliability (CR) is used to evaluate whether the items on a measurement scale are free from random mistakes in order to evaluate the internal consistency of the scale (Werts, Linn & Jöreskog, 1974; Chin, 1998; Riquelme & Rios, 2010). According to Gotz, Liehr-Gobbers, and Kraff (2010), CR values can vary from 0 to 1, with a higher CR value indicating greater reliability. Researchers differ on the minimum cut-off point for CR. Nunally (1978) proposed that the CR value should be greater than 0.60, while Churchill (1979) stated that an ideal CR value is at least 0.70 (Fornell & Larcker, 1981; Chin, 2010). In order to accomplish the internal consistency of the measurement scale, the CR for each variable in the current study was determined to ensure that all CR values were over the minimal cutoff point of 0.70.

3.7.5.3 Cronbach's Alpha

One of the traditional indicators used in reliability analysis to evaluate the SEM measure of internal consistency is the Cronbach's alpha coefficient value (Esposito Vinzi

et al., 2008). To reach confirmatory levels, the Cronbach's coefficient alpha value needs to be more than 0.70 (Cronbach, 1951; Nunally, 1978; Vinzi et al., 2008). In contrast to the findings by Raykov and Marcoulides (2019), it was proposed that, under certain empirically examinable conditions, there is still a need to measure coefficient alpha as a reliability index, despite McNeish's (2017) assertion that it is no longer necessary to do so. As a result, measuring Cronbach's coefficient alpha in this study is still crucial. Therefore, to achieve confirmatory levels in this study, Cronbach's alpha was calculated for each variable, ensuring that all Composite Reliability (CR) values exceeded the minimum threshold of 0.70.

3.7.5.4 Convergent Validity

Both average variance extracted (AVE) and composite reliability (CR) were used to assess the construct and indicator reliability in terms of convergent validity (Bagozzi & Philips, 1982). It is recommended that the minimal cut-off points for CR and AVE be 0.70 and 0.50, respectively (Fornell & Larcker, 1981; Teo & Koh, 2010). To ensure that the research study's framework passed the convergent validity test, this general guideline was also applied to the investigation.

3.7.5.5 Discriminant Validity

To test the degree to which items distinguish among constructs and to evaluate correlations between the measures of possibly overlapping constructs, the Fornell-Larcker criterion was analyzed for discriminant validity (Fornell, Tellis & Zinkhan, 1982). The square root of the AVE for each construct was compared to the correlations between that construct and every other construct in order to evaluate the discriminant validity (Fornell et al., 1982). Accordingly, if the square roots of the AVEs were larger than the off-diagonal

components in the corresponding rows and columns, the discriminant validity was attained (Chin, 2010). To put it briefly, the current research study's research framework was free from the problem of discriminant validity after applying the Fornell-Larcker criterion.

3.7.5.6 Coefficient of Determination (R^2)

In this study, the coefficient of determination (R^2) was also provided (Hair et al., 2012). According to Cohen (1988), a large model has an R^2 value of 0.67, whereas the R^2 value of 0.33 is moderate and considered a weak model where the R^2=0.19. In this investigation, the R^2 was reported to ascertain if the model was a weak, moderate, or substantial model.

3.7.5.7 Predictive Relevance (Q^2)

In order to determine the predicted relevance (Q^2) value, a blindfolding process was used. According to Hair et al. (2016), in order to clarify the predictive relevance, the Q^2 value should be presented in addition to the R^2. Q^2's value ought to be greater than zero. As a result, a blindfolding technique was used in the current study to determine the research model's Q^2, which explains the predictive significance of the model.

3.7.5.8 Effect Size (f^2)

The effect size (f^2) is a statistical metric used to assess how well each independent variable (exogenous or predictor) explains the endogenous (dependent) variable (Chin, 1998). The impact size values of 0.02, 0.15, and 0.35 are regarded as small, medium, and large effects, respectively, as proposed by Cohen (1988) (Henseler et al., 2009; Kura, 2016). Reporting the effect size values is crucial in PLS-SEM because, even if statistical evidence indicates a substantial association between two variables, a low effect size may render the relationship meaningless. According to Hair et al. (2017), the effect size is a

useful extra piece of data that improves the accuracy of the PLS path model estimates. To indicate whether the moderator variable enhanced or weakened the association between the variables, the effect size for the study research model was presented.

3.7.5.9 Variance Inflation Factors (VIF)

To determine whether there are problems with multicollinearity among the suggested constructs, the variance inflation factor (VIF) value is calculated and reported. In order to rule out multicollinearity between the constructs, Bock et al. (2005) recommended that the VIF value be less than 10. The study's variables' VIF values were reported to indicate that multicollinearity for the study constructs is not a problem.

3.8 Summary

This chapter has presented a comprehensive overview of the research methodology adopted in this study. It began with a description of the research sites, procedures for data collection, the adaptation of measurement items, and the development of the questionnaire, which was subsequently pre-tested to ensure clarity and validity. The chapter also introduced the statistical tools and software used for data analysis, namely the Statistical Package for the Social Sciences (SPSS) version 26.0 for Microsoft Windows and WarpPLS version 6.0. SPSS 26.0 was utilized to analyze the demographic characteristics of the respondents, while WarpPLS supported a two-step analytical approach. The first step involved the application of the PLS algorithm to evaluate the measurement model, followed by the Bootstrapping procedure to assess the structural model. The research procedure is illustrated in Figure 3.3. The results and findings derived from this methodology are presented in the following chapter.

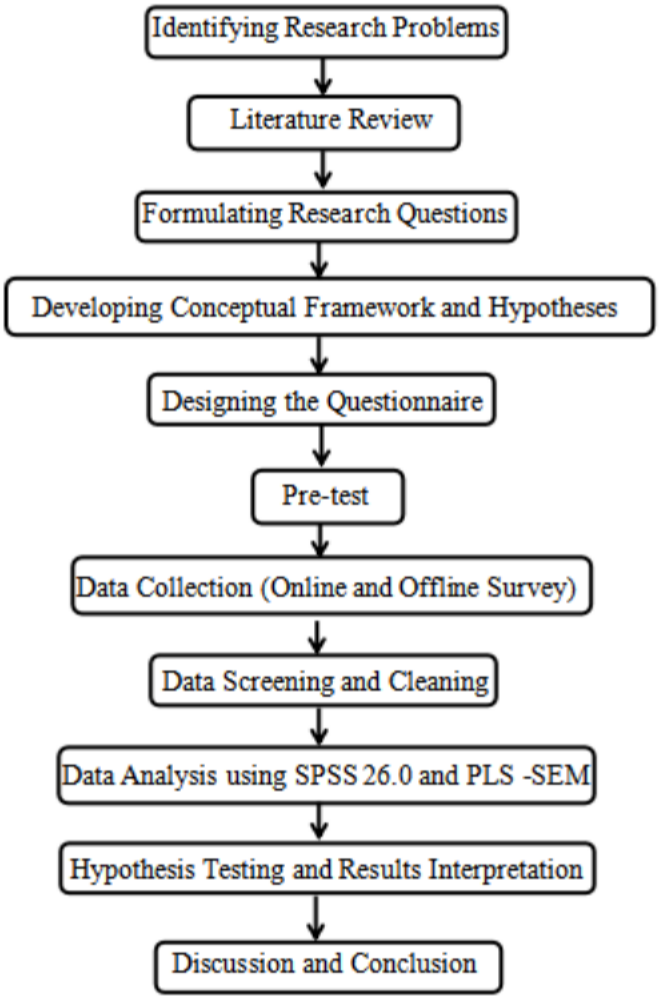


Figure 3.3: Research Procedure

CHAPTER 4

RESULTS

4.1 Introduction

This chapter reports the results of the data analysis. The primary software tools used for this purpose were SPSS version 26.0 and WarpPLS version 6.0 (Kock, 2019). SPSS was used to perform several analytical steps: (1) screening data for missing values and straight-lining issues; (2) conducting the Harman Single Factor Test to evaluate the presence of Common Method Bias; and (3) producing descriptive statistics related to the respondents' demographic information. Following this, WarpPLS was utilized to execute the Partial Least Squares Structural Equation Modeling (PLS-SEM) estimation, aiming to test the formulated hypotheses.

4.2 Profile of Respondents

A total of 500 questionnaires were distributed to employees of foreign trade companies in six selected cities in eastern China: Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian, and Shandong. The overall response rate, encompassing both online and offline surveys, was 76%, yielding 380 completed and initially usable responses. This relatively high response rate suggests that the findings are unlikely to have been significantly affected by non-response bias, aligning with Nulty's (2008) assertion that response rates exceeding 70% help to minimize errors related to non-response.

Prior to conducting the measurement and structural model analyses, preliminary data screening was undertaken using SPSS 26.0. This involved the identification and removal of cases with substantial missing values, outliers, and patterned or straight-lining

responses. As a result of this screening process, 64 questionnaires were excluded, primarily due to excessive missing data and identified outlier issues. Consequently, a final sample of 316 valid responses was retained for subsequent analysis. The demographic characteristics of the respondents are presented in detail in Table 4.1.

Table 4.1: Demographic Profile of the Respondents

			Respondents (N = 316)
Demographic Variable	**Category**	**Frequency (n)**	**Percentage (%)**
Gender	Male	144	45.57
	Female	172	54.43
Age Group	18-20 years old	22	6.96
	21-30 years old	139	43.99
	31-40 years old	115	36.39
	41-50 years old	21	6.65
	51-60 years old	9	2.85
	60 years old above	10	3.16
Education Level	High school	1	0.32
	Junior college	12	3.8
	Undergraduate	194	61.39
	Postgraduate	109	34.49
Monthly Income	Between RMB1,000 and RMB1,500	37	11.71
	Between RMB1,501 and RMB3,000	32	10.13
	Between RMB3,001 and RMB4,500	178	56.33
	Between RMB4,501 and RMB6,000	22	6.96
	Between RMB6,001 and RMB7,500	45	14.24
	RMB8,001 and above	2	0.63
Years of Service	2-4 years	13	4.11
	4-6 years	10	3.16
	6-8 years	123	38.92
	8-10 years	102	32.28
	10 years and above	68	21.52

Table 4.1 continued

Position	General employees	38	12.03
	First-level managers	115	36.39
	Middle managers	117	37.03
	Top management	35	11.08
	Others (no position)	11	3.48
Department	Marketing/sales	108	34.18
	R&d/design	41	12.97
	Education and training	33	10.44
	Finance and finance	41	12.97
	Comprehensive management	52	16.46
	Service production/operation	41	12.97
Numbers of the Organization	10-50 people	78	24.68
	51-100 people	79	25
	101-300 people	87	27.53
	301-1000 people	47	14.87
	More than 1001	25	7.91
Work Location	Shanghai	56	17.72
	Guangdong Province	46	14.56
	Zhejiang Province	42	13.29
	Jiangsu Province	61	19.3
	Fujian Province	74	23.42
	Shandong Province	37	11.71

A total of 500 questionnaires were distributed to eligible employees, yielding 380 completed responses. Of these, 316 valid questionnaires were analyzed, with a gender distribution of 144 males (45.6%) and 172 females (54.4%). The participants were drawn from six major cities in eastern China.

The dataset was categorized into age brackets. Individuals aged 20 and younger comprised 22 participants, accounting for 6.96% of the entire sample. Those aged 21-30 numbered 139, representing 43.99% of the total. The 31-40 age group included 115

participants, constituting 36.39% of the sample. Participants aged 41-50 were 21, which is 6.65% of the total. The 51-60 age bracket contained 9 individuals, amounting to 2.85% of the sample, while those 60 years and older were 10, representing 3.16% of the total.

In terms of educational attainment, 0.32% of the sample had completed high school. Junior college was completed by 3.8% of the participants. The largest group, at 61.39% of the sample, had undergraduate degrees. Postgraduate studies were completed by 109 individuals, which accounted for 34.49% of the sample.

A total of 37 participants, accounting for 11.71% of the sample, reported a monthly income ranging from RMB 1,000 to RMB 1,500. The next income category, ranging from RMB 1,501 to RMB 3,000, was reported by 32 individuals (10%). The data reveal that 13% of the respondents earned less than RMB 1,500. One hundred seventy-eight participants (56.33%) reported an income within the bracket of RMB 3,001 to RMB 4,500. Additionally, 22 participants (6.96%) reported an income between RMB 4,501 and RMB 6,000. Forty-five participants (14.24%) reported an income ranging from RMB 6,001 to RMB 7,500. Lastly, only 0.63% of respondents indicated an income of RMB 8,001 or higher.

The data revealed that 13 participants, constituting 4.11% of the total, served for between two and four years. Additionally, 10 participants, representing 3.16% of the total, served for between four and six years. The most common response, accounting for 38.92% of the total, was 6-8 years of service. This was followed by 8-10 years (32.28%) and 10 years or more (21.52%).

The distribution of personnel across different position is as follows: 38 individuals (12.03%) occupy grassroots positions, 115 (36.39%) are grassroots managers, 117 (37.03%)

hold middle management roles, 35 (11.08%) are in top management, and 11 (3.48%) perform other duties. These "other duties" include roles such as administrative support staff, technical specialists, or consultants who do not fall within the conventional hierarchical management structure.

The personnel distribution across different departments is detailed as follows: There are 108 individuals involved in marketing and sales, which constitutes 34.18% of the total staff; 41 personnel are engaged in research, development, and design, amounting to 12.97% of the workforce; 33 employees are dedicated to education and training, accounting for 10.44% of the staff; 41 individuals are employed in finance and accounting, making up 12.97% of the workforce; 52 personnel are involved in comprehensive management, representing 16.46% of the staff; and finally, 41 personnel are engaged in service production and operations, which also constitutes 12.97% of the workforce.

The sample composition, based on the number of employees at the respondents' companies, revealed that 78 participants (24.68%) worked for companies with 10-50 employees. Another 87 individuals (27.53%) were employed by organizations with 51-100 employees. The number of participants increased to 79 (25.00% of the total sample) for companies with up to 50 employees, and to 101-300 (27.53% of the total sample) for those with 51-100 employees. The representation of participants tapered to 47 (14.87% of the total sample) in organizations with 301-1000 employees, and to 25 (7.91% of the total sample) in companies with more than 1001 employees.

By workplace location, the distribution was as follows: 56 participants hailed from Shanghai (17.72%); 46 from Guangdong Province (14.56%); 42 from Zhejiang Province; and 61 from Jiangsu Province. The remaining participants were from Fujian Province (74

individuals, 23.42%), Shandong Province (37 individuals, 11.71%), and various other locales.

4.3 Common Method Variance (CMV)

To tackle the challenge of common method variance (CMV), numerous statistical approaches have been advanced to mitigate its influence within research methodologies. Notably, these include the Harman single-factor test and the market variance technique (Pavlou, Liang & Xue, 2007; Jarvenpaa & Majchrzak, 2008; Sharma, Philip & Crawford, 2009). In this study, Harman's single-factor test was utilized to address CMV concerns. SPSS 26.0 was utilized to conduct the Harman test, ensuring that all variables were included in an exploratory factor analysis where the initial factor loading was capped at 50% (Aulakh & Gencturk, 2000).

The results, presented in Table 4.2, show that the first factor loading accounted for only 21.19%. This is below the 50% threshold. Therefore, we can conclude that the results were not influenced by method biases.

4.4 The Statistical Overview of the Variables

Prior to conducting measurement and structural model analyses, a preliminary data screening was performed to mitigate issues associated with missing values and straightlining. This process ensured the dataset's suitability for subsequent measurement and structural analyses, which were aimed at testing the research hypotheses. Initially, frequencies tests were conducted using SPSS 26.0 within the realm of descriptive statistics to identify any missing values within the dataset. The findings revealed no instances of missing data.

Subsequently, the standard deviation was computed to assess the presence of straight-lining responses. A standard deviation of zero suggests identical responses across all questionnaires, which is indicative of straight-lining. However, the analysis revealed that all calculated standard deviations exceeded zero, indicating that the data were free from this issue.

Table 4.2: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.731	33.479	33.479	14.731	33.479	33.479
2	3.071	6.981	40.459	3.071	6.981	40.459
3	2.696	6.127	46.586	2.696	6.127	46.586
4	2.615	5.942	52.529	2.615	5.942	52.529
5	2.087	4.744	57.272	2.087	4.744	57.272
6	1.728	3.928	61.201	1.728	3.928	61.201
7	1.500	3.410	64.610	1.500	3.410	64.610
8	0.741	1.685	66.295			
9	0.703	1.597	67.892			
10	0.684	1.554	69.446			
11	0.664	1.509	70.955			
12	0.649	1.474	72.429			
13	0.606	1.377	73.806			
14	0.583	1.326	75.131			
15	0.579	1.315	76.446			
16	0.547	1.243	77.689			

Table 4.2 continued

17	0.518	1.177	78.867			
18	0.515	1.17	80.037			
19	0.505	1.147	81.184			
20	0.493	1.121	82.305			
21	0.459	1.044	83.349			
22	0.456	1.035	84.384			
23	0.438	0.996	85.38			
24	0.425	0.966	86.346			
25	0.406	0.924	87.27			
26	0.397	0.903	88.172			
27	0.393	0.892	89.065			
28	0.369	0.838	89.903			
29	0.358	0.814	90.717			
30	0.349	0.792	91.509			
31	0.341	0.775	92.284			
32	0.334	0.758	93.042			
33	0.326	0.741	93.783			
34	0.318	0.722	94.505			
35	0.3	0.682	95.187			
36	0.287	0.653	95.84			
37	0.266	0.605	96.445			
38	0.26	0.592	97.037			
39	0.236	0.536	97.573			
40	0.23	0.523	98.096			
41	0.222	0.505	98.601			
42	0.214	0.486	99.087			
43	0.209	0.476	99.562			
44	0.193	0.438	100			

Extraction Method: Principal Component Analysis.

On the other hand, the researcher computed the arithmetic mean (AM), also referred to as the mean or average, to assess the data's central tendency. This calculation provides a summary of the average responses given by the participants. Additionally, Standard deviation values were also reported to monitor the dispersion of the data. Table 4.3 presents the descriptive statistics, showcasing the mean and standard deviation for each item.

The mean and standard deviation of this study were analyzed based on 316 valid responses. All independent, moderator, and dependent variables were rated on a 7-point Likert scale. The results revealed that the highest mean was for Metacognitive Cultural Intelligence 2 (MCCQ2), which was 5.348. This indicates that, on average, the participants rated MCCQ2 at 5.348. The standard deviation for MCCQ2 was 1.249, indicating that responses regarding MCCQ2 were relatively consistent among participants.

Table 4.3: Mean and Standard Deviation

					Respondents (N = 316)
Item(s)	**Mean**	**Standard Deviation**	**Item(s)**	**Mean**	**Standard Deviation**
CCQ1	4.892	1.401	BCQ1	5.209	1.392
CCQ2	4.763	1.488	BCQ2	4.867	1.478
CCQ3	4.953	1.399	BCQ3	5.066	1.316
CCQ4	4.778	1.562	BCQ4	4.636	1.657
CCQ5	4.946	1.527	BCQ5	4.927	1.528
CCQ6	4.829	1.54	MCQ1	5.142	1.362
MCCQ1	5.25	1.306	MCQ2	5.158	1.441
MCCQ2	5.348	1.249	MCQ3	5.184	1.413
MCCQ3	5.25	1.351	MCQ4	5.133	1.303
MCCQ4	5.272	1.327	MCQ5	5.222	1.371

Table 4.3 continued

IWB1	4.775	1.62	EIP1	4.842	1.467
IWB2	5.047	1.355	EIP2	5.063	1.346
IWB3	4.908	1.443	EIP3	5.009	1.379
IWB4	4.915	1.502	EIP4	4.804	1.4
IWB5	5.003	1.358	EIP5	4.788	1.429
IWB6	4.845	1.555	EIP6	4.804	1.312
IWB7	4.867	1.498	EIP7	4.892	1.376
IWB8	4.918	1.364	EIP8	4.968	1.375
IWB9	4.845	1.384	KS1	5.022	1.415
IWB10	4.728	1.459	KS2	4.994	1.357
KS3	5.18	1.401	KS5	5.165	1.366
KS4	5.218	1.407	KS6	5.051	1.391

Note: The scale for independent, mediator, moderator, and dependent variables ranges from 1 (representing "Strongly Disagree") to 7 (representing "Strongly Agree").
CCQ = Cognitive Culture Intelligence MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing IWB = Innovative work behavior
EIP= Employee Innovation Performance

4.4.1 Assessment of the Measurement Model

The research model for the current study is presented in Figure 4.1. This model illustrates the direct, mediating, and moderating relationships among the proposed constructs. The model includes four independent variables: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ; one dependent variable, namely employee innovation performance; one mediating variable, innovative work behavior; and one moderating variable, knowledge sharing.

The Partial Least Squares – Structural Equation Modeling (PLS-SEM) method was utilized in this study due to its capability to simultaneously assess both reflective and

formative measurement models (Diamantopoulos & Winklhofer, 2001), and its suitability for non-normal distributed data (Vinzi, Trinchera & Amato, 2010). WarpPLS (version 6.0) (Kock, 2019) was selected for conducting the PLS-SEM analysis. WarpPLS was selected for this study due to its capability to perform both traditional PLS and factor-based PLS algorithms, enabling the estimation of true composites and latent factors within structural equation modeling (SEM) (Kock, 2017). The dataset, containing a total of 316 observations (considered small), exhibited a non-normal distribution. Consequently, the PLS-SEM approach was employed for the analysis. Table 4.4 displays the skewness and excess kurtosis of the dataset, revealing a pattern of skewness values ranging from -1 to +1 and kurtosis values ranging from -1 to +1. These findings are indicative of non-normal data, as per Hair et al. (2017).

A confirmatory factor analysis (CFA) (Thurstone, 1931) was conducted to evaluate the model developed (refer to Figure 4.1) and to confirm its reliability, convergent validity, and discriminant validity. According to Chin (1998), an item loading above 0.70 is considered acceptable (Hair et al., 2010), yet Henseler, Ringle, and Sinkovics (2009) indicated that the minimum acceptable value for item loading is between 0.40 and 0.70. Gefen, Straub, and Boudreau (2000) suggested that item loadings should surpass 0.50. Composite reliability (CR) was computed to gauge the internal consistency of the constructs. CR is considered a more appropriate measure of internal consistency compared to Cronbach's alpha, as it incorporates the standardized loadings of the manifest variables (Fornell & Larcker, 1981; Memon & Rahman, 2014). Hair, Ringle, and Sarstedt (2011) recommended a minimum CR value of 0.70 as a threshold for acceptability, termed as "modest". Additionally, the Average Variance Explained (AVE) was computed to evaluate the construct validity. A value of 0.5 or higher is generally accepted as indicating

acceptable validity (Bagozzi & Yi, 1988). Consequently, in this study, item loadings needed to be above 0.50, CR had to be above 0.70, and AVE needed to be at least 0.50 for the data to be considered acceptable. However, as Fornell and Larcker (1981) noted, an AVE below 0.50 but above 0.40 might still be acceptable provided CR exceeds 0.60.

This research adhered to the recommendation put forth by Gefen et al. (2000), which stipulates that items with loadings below 0.50 should be removed to ensure the internal consistency of the model prior to conducting structural analysis. Based on these criteria, the researcher assessed the measurement model, and all items met the required standards. Table 4.5 summarizes the final iterations.

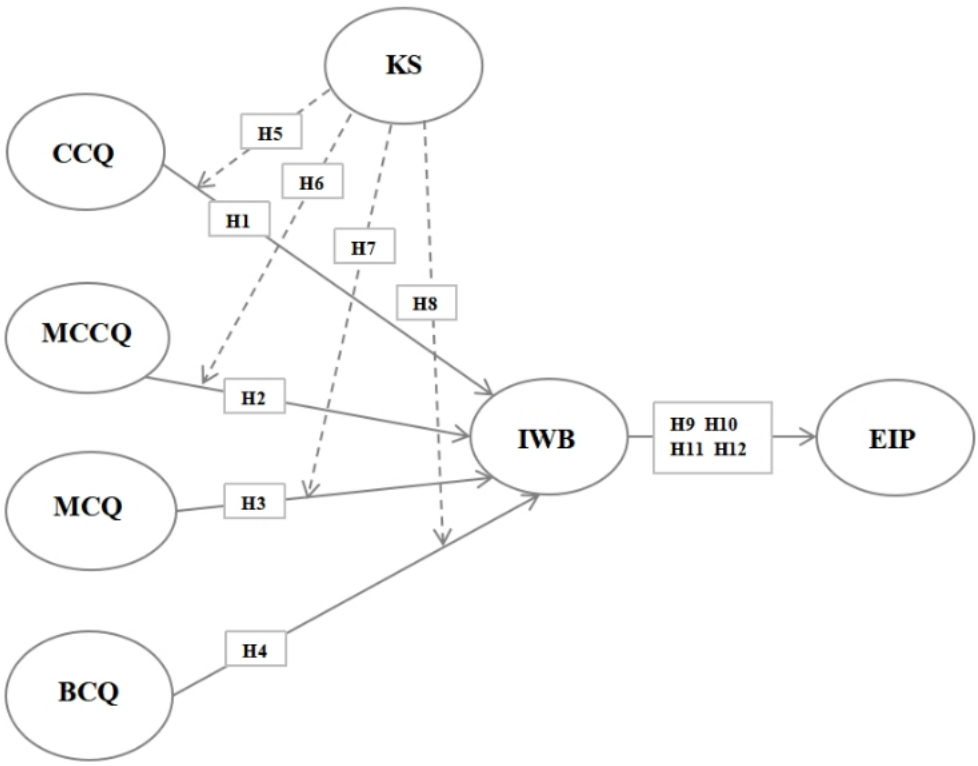


Figure 4.1: Research Model

Note: CCQ = Cognitive Culture Intelligence MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing IWB = Innovative work behavior EIP= Employee Innovation Performance

Table 4.4: The Excess kurtosis and Skewness

Item	CCQ	MCCQ	MCQ	BCQ	IWB	KS	EIP
Excess kurtosis	-0.401	-0.336	-0.310	-0.330	-0.604	-0.096	-0.383
Skewness	-0.303	-0.375	-0.374	-0.348	-0.199	-0.404	-0.145

Note:
CCQ = Cognitive Culture Intelligence
MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence
BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing
IWB = Innovative work behavior
EIP= Employee Innovation Performance

Table 4.5: The Results of Measurement Model

Model Construct	Measurement Items	Loading	CR[a]	AVE[b]	Loading	CR[a]	AVE[b]
		First iteration			Final iteration		
Cognitive CQ (CCQ)	CCQ1	0.801	0.922	0.663	0.801	0.922	0.663
	CCQ2	0.800			0.800		
	CCQ3	0.809			0.809		
	CCQ4	0.831			0.831		
	CCQ5	0.826			0.826		
	CCQ6	0.819			0.819		
Metacognitive CQ (MCCQ)	MCCQ1	0.821	0.880	0.647	0.821	0.880	0.647
	MCCQ2	0.768			0.768		
	MCCQ3	0.814			0.814		
	MCCQ4	0.814			0.814		
Motivational CQ (MCQ)	MCQ1	0.797	0.907	0.661	0.797	0.907	0.661
	MCQ2	0.822			0.822		
	MCQ3	0.843			0.843		
	MCQ4	0.814			0.814		
	MCQ5	0.789			0.789		

Table 4.5 continued

Behavioural CQ (BCQ)	BCQ1	0.806	0.909	0.666	0.806	0.909	0.666
	BCQ2	0.797			0.797		
	BCQ3	0.816			0.816		
	BCQ4	0.842			0.842		
	BCQ5	0.820			0.820		
Innovative Work Behaviour (IWB)	IWB1	0.810	0.942	0.620	0.810	0.942	0.620
	IWB2	0.746			0.746		
	IWB3	0.776			0.776		
	IWB4	0.801			0.801		
	IWB5	0.758			0.758		
	IWB6	0.798			0.798		
	IWB7	0.813			0.813		
	IWB8	0.782			0.782		
	IWB9	0.807			0.807		
	IWB10	0.779			0.779		
Knowledge Sharing (KS)	KS1	0.807	0.909	0.626	0.807	0.909	0.626
	KS2	0.821			0.821		
	KS3	0.777			0.777		
	KS4	0.807			0.807		
	KS5	0.759			0.759		
	KS6	0.775			0.775		
Employee Innovation Performance (EIP)	EIP1	0.807	0.927	0.615	0.807	0.927	0.615
	EIP2	0.773			0.773		
	EIP3	0.800			0.800		
	EIP4	0.771			0.771		
	EIP5	0.775			0.775		
	EIP6	0.801			0.801		
	EIP7	0.765			0.765		
	EIP8	0.781			0.781		

4.4.1.1 Loading and Cross Loading

The loading and cross-loading of items were evaluated to assess the model's internal consistency (Chin, 2010; Ab Hamid, Sami & Sidek, 2017). Several guidelines exist regarding internal consistency. According to Anderson and Gerbing (1988), the internal consistency value should exceed 0.50 (Bagozi, Yi & Philipps, 1991), while other researchers recommend thresholds of 0.60 (Chin, 1998; Hair et al., 2006) or even 0.70 (Fornell & Larcker, 1981; Hulland, 1999). This study adhered to the guideline proposed by Bagozi et al. (1991), which stipulates that an item loading value of 0.50 must be attained to establish internal consistency. Table 4.6 presents the loadings and cross-loadings of the items by construct, demonstrating that internal consistency has been achieved and confirming the validity of the construct.

Table 4.6: Loadings and Cross Loadings

ITEMS	CCQ	MCCQ	MCQ	BCQ	KS	EIP
CCQ1	**0.801**	0.192	0.239	0.240	0.370	0.396
CCQ2	**0.800**	0.188	0.234	0.247	0.370	0.408
CCQ3	**0.809**	0.235	0.213	0.279	0.364	0.425
CCQ4	**0.831**	0.206	0.201	0.242	0.394	0.412
CCQ5	**0.826**	0.200	0.226	0.253	0.346	0.373
CCQ6	**0.819**	0.232	0.242	0.186	0.363	0.408
MCCQ1	0.191	**0.821**	0.178	0.254	0.371	0.345
MCCQ2	0.205	**0.768**	0.288	0.198	0.324	0.320
MCCQ3	0.181	**0.814**	0.218	0.207	0.353	0.331
MCCQ4	0.250	**0.814**	0.276	0.206	0.366	0.402
MCQ1	0.199	0.272	**0.797**	0.150	0.317	0.298
MCQ2	0.270	0.244	**0.822**	0.220	0.313	0.326
MCQ3	0.214	0.214	**0.843**	0.199	0.299	0.345
MCQ4	0.219	0.237	**0.814**	0.158	0.292	0.324
MCQ5	0.223	0.233	**0.789**	0.252	0.286	0.325

Table 4.6 continued

BCQ1	0.224	0.190	0.199	**0.806**	0.401	0.296
BCQ2	0.237	0.188	0.177	**0.797**	0.350	0.265
BCQ3	0.286	0.247	0.266	**0.816**	0.367	0.266
BCQ4	0.222	0.253	0.168	**0.842**	0.399	0.319
BCQ5	0.242	0.218	0.163	**0.820**	0.350	0.253
IWB1	0.345	0.286	0.266	0.321	0.364	0.553
IWB2	0.351	0.349	0.308	0.283	0.396	0.497
IWB3	0.363	0.341	0.335	0.317	0.347	0.561
IWB4	0.332	0.340	0.314	0.335	0.391	0.530
IWB5	0.313	0.252	0.270	0.278	0.351	0.501
IWB6	0.320	0.337	0.284	0.277	0.370	0.513
IWB7	0.388	0.365	0.284	0.318	0.398	0.571
IWB8	0.370	0.317	0.296	0.347	0.385	0.574
IWB9	0.378	0.343	0.327	0.313	0.415	0.598
IWB10	0.399	0.374	0.271	0.330	0.375	0.552
KS1	0.400	0.338	0.282	0.364	**0.807**	0.378
KS2	0.326	0.368	0.308	0.369	**0.821**	0.394
KS3	0.348	0.314	0.307	0.386	**0.777**	0.361
KS4	0.384	0.363	0.295	0.368	**0.807**	0.360
KS5	0.333	0.362	0.298	0.296	**0.759**	0.358
KS6	0.345	0.352	0.278	0.381	**0.775**	0.343
EIP1	0.340	0.383	0.333	0.267	0.376	**0.807**
EIP2	0.391	0.364	0.336	0.239	0.326	**0.773**
EIP3	0.421	0.310	0.267	0.258	0.366	**0.800**
EIP4	0.356	0.348	0.257	0.303	0.344	**0.771**
EIP5	0.412	0.341	0.353	0.271	0.408	**0.775**
EIP6	0.432	0.373	0.331	0.264	0.394	**0.801**
EIP7	0.378	0.260	0.273	0.291	0.294	**0.765**
EIP8	0.378	0.350	0.342	0.266	0.384	**0.781**

Note:
CCQ = Cognitive Culture Intelligence MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing IWB = Innovative work behavior
EIP= Employee Innovation Performance

4.4.1.2 Convergent Validity

In the proposed research model, both composite reliability (CR) and average variance extracted (AVE) were utilized to assess the constructs' validity. The results can be found in Table 4.5. To achieve convergent validity, the minimum acceptable values for AVE and CR are set at 0.50 (Fornell & Larcker, 1981; Bagozzi & Yi, 1998; Rodgers & Pavlou, 2003) and 0.70 (Churchill, 1979; Chin, 2010), respectively. It is crucial for the AVE to meet or exceed the threshold of 0.50, as this indicates that the average variance shared among the items accounts for at least 50% of the construct. Nevertheless, as noted by Fornell and Larcker (1981), an AVE value below 0.50 but greater than 0.40 may be deemed acceptable, provided that the CR exceeds 0.60.

The AVE values were as follows: Cognitive CQ at 0.663, Metacognitive CQ at 0.647, Motivational CQ at 0.661, Behavioral CQ at 0.666, Innovative Work Behavior at 0.620, knowledge sharing at 0.626, and employee innovation performance at 0.615. All AVE values exceeded the threshold of 0.50. Regarding composite reliability, the values were as follows: Cognitive CQ at 0.922, Metacognitive CQ at 0.880, Motivational CQ at 0.907, Behavioral CQ at 0.909, Innovative Work Behavior at 0.942, knowledge sharing at 0.909, and employee innovation performance at 0.927. In summary, all composite reliability and AVE values for each construct attained satisfactory levels, meeting the established minimum requirements; consequently, the variables were validated, confirming that convergent validity was achieved.

4.4.1.3 T-Value

Table 4.7 presents a summary of the t-values for each construct. Reporting these t-values serves to assess the significance of each variable (Komiak & Benbasat, 2006).

Table 4.7: Summary Results of the Model Constructs

Model Construct	Measurement Item	Standardized Estimate	*t*-value
Cognitive CQ (CCQ)	CCQ1	0.801	33.517
	CCQ2	0.800	34.143
	CCQ3	0.809	36.381
	CCQ4	0.831	48.782
	CCQ5	0.826	41.780
	CCQ6	0.819	41.533
Metacognitive CQ (MCCQ)	MCCQ1	0.821	36.746
	MCCQ2	0.768	23.226
	MCCQ3	0.814	30.862
	MCCQ4	0.814	38.119
Motivational CQ (MCQ)	MCQ1	0.797	33.189
	MCQ2	0.822	34.724
	MCQ3	0.843	47.689
	MCQ4	0.814	35.199
	MCQ5	0.789	28.505
Behavioural CQ (BCQ)	BCQ1	0.806	33.005
	BCQ2	0.797	29.214
	BCQ3	0.816	39.933
	BCQ4	0.842	45.594
	BCQ5	0.820	38.465
Innovative Work Behaviour (IWB)	IWB1	0.810	36.200
	IWB2	0.746	26.247
	IWB3	0.776	35.391
	IWB4	0.801	37.053
	IWB5	0.758	30.827
	IWB6	0.798	37.427
	IWB7	0.813	38.223
	IWB8	0.782	37.717
	IWB9	0.807	42.436
	IWB10	0.779	36.660

Table 4.7 continued

Knowledge Sharing (KS)	KS1	0.807	42.607
	KS2	0.821	43.478
	KS3	0.777	28.098
	KS4	0.807	36.762
	KS5	0.759	27.508
	KS6	0.775	30.355
Employee Innovation Performance (EIP)	EIP1	0.807	41.991
	EIP2	0.773	31.45
	EIP3	0.800	39.851
	EIP4	0.771	29.835
	EIP5	0.775	29.600
	EIP6	0.801	39.645
	EIP7	0.765	29.371
	EIP8	0.781	33.807

4.4.1.4 Discriminant Validity

To assess the discriminant validity, the values of the Average Variance Extracted (AVE) were square-rooted and compared to the intercorrelations among constructs in the research model (Komiak & Benbasat, 2006; Chin, 2010). The results presented in Table 4.8 indicate that the square root of AVE must exceed the correlation values between each construct (Fornell & Larcker, 1981; Fornell & Bookstein, 1982; Chin, 2010). Specifically, the square root of AVE for Cognitive CQ was 0.814, Metacognitive CQ was 0.805, Motivational CQ was 0.813, Behavioral CQ was 0.816, Innovative Work Behavior was 0.787, Knowledge Sharing was 0.791, and Employee Innovation Performance was 0.784. In general, the square roots of the AVE were greater than the correlations with other variables, thus confirming the attainment of discriminant validity.

Table 4.8 : Discriminant Validity of Constructs

Constructs	CCQ	MCCQ	MCQ	BCQ	IWB	KS	EIP
CCQ	**0.814**						
MCCQ	0.257	**0.805**					
MCQ	0.276	0.294	**0.813**				
BCQ	0.297	0.270	0.238	**0.816**			
IWB	0.454	0.421	0.376	0.397	**0.787**		
KS	0.452	0.440	0.371	0.457	0.482	**0.791**	
EIP	0.496	0.435	0.397	0.343	0.694	0.462	**0.784**

Note: Diagnosals represent the square root of the average variance extracted (AVE).
CCQ = Cognitive Culture Intelligence MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing IWB = Innovative work behavior
EIP= Employee Innovation Performance

4.4.1.5 Reliability Test

A reliability test was performed to assess the reliability of the study constructs. Cronbach's alpha was employed to measure this reliability, with a minimum threshold of 0.70 established (Cronbach, 1951; Nunally, 1978). The Cronbach's alpha values are presented in Table 4.9. Specifically, the values were as follows: Cognitive CQ at 0.898, Metacognitive CQ at 0.819, Motivational CQ at 0.872, Behavioral CQ at 0.875, Innovative Work Behavior at 0.932, Knowledge Sharing at 0.881, and Employee Innovation Performance at 0.911. All constructs exceeded the recommended cutoff point of 0.70.

Table 4.9: Results of the Reliability Test

Model Construct	Measurement Item	Cronbach' alpha	Loading range	Number of Items
Cognitive CQ (CCQ)	CCQ1	0.898	0.800-0.831	6(6)
	CCQ2			
	CCQ3			
	CCQ4			
	CCQ5			
	CCQ6			
Metacognitive CQ (MCCQ)	MCCQ1	0.819	0.768-0.821	4(4)
	MCCQ2			
	MCCQ3			
	MCCQ4			
Motivational CQ (MCQ)	MCQ1	0.872	0.789-0.843	5(5)
	MCQ2			
	MCQ3			
	MCQ4			
	MCQ5			
Behavioural CQ (BCQ)	BCQ1	0.875	0.797-0.842	5(5)
	BCQ2			
	BCQ3			
	BCQ4			
	BCQ5			
Innovative Work Behaviour (IWB)	IWB1	0.932	0.746-0.813	10(10)
	IWB2			
	IWB3			
	IWB4			
	IWB5			
	IWB6			

Table 4.9 continued

	IWB7			
	IWB8			
	IWB9			
	IWB10			
Knowledge Sharing (KS)	KS1	0.881	0.759-0.821	6(6)
	KS2			
	KS3			
	KS4			
	KS5			
	KS6			
Employee Innovation Performance (EIP)	EIP1	0.911	0.765-0.807	7(7)
	EIP2			
	EIP3			
	EIP4			
	EIP5			
	EIP6			
	EIP7			
	EIP8			

4.4.1.6 Coefficient of Determination (R^2)

The coefficient of determination (R^2) was reported in this study to assess the strength of the model in predicting approximate real data points, categorized as substantial, moderate, or weak (Cohen, 1988; Hair et al., 2012). The R^2 value for innovative work behavior was 0.414, indicating a moderate effect, while the R^2 for employee innovation performance was 0.482, also reflecting a moderate effect. Table 4.10 presents the R^2 values for each dependent variable.

Table 4.10: The R-squared value (R^2 Values)

Construct(s)	R-squared value
Innovative Work Behavior	0.414
Employee Innovation Performance	0.482

4.4.1.7 Predictive Relevance (Q^2)

The Q^2 values for the dependent variables were reported to assess the predictive relevance of the data. According to Hair et al. (2016), the Q^2 value must exceed zero. In this study, all Q^2 values satisfied this criterion; specifically, the Q^2 value for innovative work behavior was 0.249, and for employee innovation performance, it was 0.293. Table 4.11 presents the Q^2 values for each of the dependent variables.

Table 4.11: The Q-squared value (Q^2 Values)

Dependent Variable(s)	Q-squared value
Innovative Work Behavior	0.249
Employee Innovation Performance	0.293

4.5 Assessment of the Structural Model

Based on the developed research model, a total of four directional hypotheses, four moderation hypotheses, and four mediation hypotheses were formulated. The findings from the hypothesis testing are presented in the subsequent sections.

4.5.1 Hypotheses Testing

In the previous section, a confirmatory factor analysis was conducted to validate the reliability, convergent validity, and discriminant validity of the measurement model. The results indicated satisfactory levels of each validity criterion, demonstrating that the data were adequate for structural analyses and hypothesis testing.

Several methods are available for testing the developed hypotheses, including R^2 to explain the relationships between exogenous and endogenous variables, average variance accounted in the model, regression weights, bootstrap critical ratios (t-values), and p-value statistics (Fornell & Larcker, 1981; O'Cass, 2002; Cramer & Howitt, 2004). In this study, R^2, t-values, and p-value statistics were utilized and reported for hypothesis testing. Generally, for one-tailed hypothesis testing, a hypothesis is supported if the p-value is less than 0.05 when the t-value exceeds 1.645 or if the p-value is less than 0.01 when the t-value exceeds 2.33 (Nunally, 1978; Chin, 1998; O'Cass & Grace, 2003; Gelman, 2012), with individual R^2 values exceeding 0.10 (10 percent) (Falk & Miller, 1992).

Additionally, effect size (f^2) was calculated and reported in the subsequent sections. The purpose of reporting effect size is to measure the strength of each independent variable in explaining the dependent variable (Chin, 1998). Effect size criteria were established at 0.02, 0.15, and 0.35, which correspond to small, medium, and large effects, respectively (Cohen, 1988; Henseler et al., 2009; Kura, 2016). As emphasized by Hair et al. (2017), it is important to report both effect size and t-values in hypothesis testing because it is necessary to demonstrate that the relationship between the two variables is statistically significant and that the effect is at least 0.02 or greater to establish meaningful findings.

Finally, the variation inflation factor values were reported to assess the existence of multicollinearity among the constructs. It was noted that the VIF value should be less than 10 (Bock et al., 2005).

4.5.2 Findings of Hypothesis Testing

Figure 4.2 illustrates the research model, including path coefficients, t-values, and p-values, while Table 4.12 presents the results of hypothesis testing.

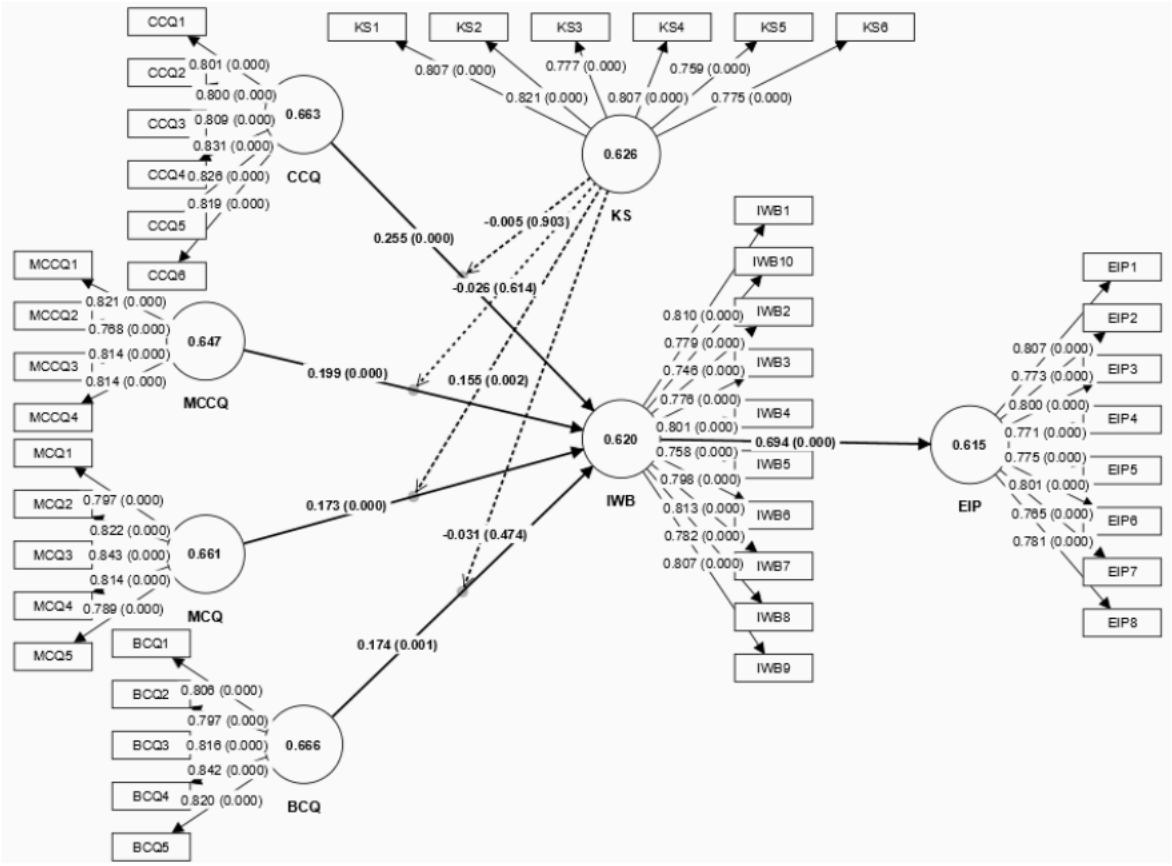


Figure 4.2: Research Model with Path Coefficient and P-values

Table 4.12: Hypotheses Testing

Hypotheses	Relationship	Standard Beta	P-value	t-value	Decision	VIF	f^2
H1	CCQ ->IWB	0.255	0.000	5.094	Supported	0.084	1.403
H2	MCCQ -> IWB	0.199	0.000	4.138	Supported	0.052	1.431
H3	MCQ -> IWB	0.173	0.000	3.531	Supported	0.041	1.316
H4	BCQ -> IWB	0.174	0.001	3.246	Supported	0.039	1.429
H5	KS x CCQ -> IWB	-0.005	0.903	0.121	Not Supported	0.000	1.464
H6	KS x MCCQ -> IWB	-0.026	0.614	0.505	Not Supported	0.001	1.568
H7	KS x MCQ -> IWB	0.155	0.002	3.075	Supported	0.035	1.648
H8	KS x BCQ -> IWB	-0.031	0.474	0.716	Not Supported	0.002	1.586
H9	CCQ -> IWB -> EIP	0.177	0.000	4.932	Supported		
H10	MCCQ -> IWB -> EIP	0.138	0.000	4.077	Supported		
H11	MCQ -> IWB -> EIP	0.120	0.001	3.376	Supported		
H12	BCQ ->IWB ->EIP	0.121	0.001	3.270	Supported		

Note:
CCQ = Cognitive Culture Intelligence
MCCQ = Metacognitive Culture Intelligence
MCQ = Motivational Culture Intelligence
BCQ = Behavior Culture Intelligence
KS = Knowledge Sharing
IWB = Innovative work behavior
EIP= Employee Innovation Performance

4.5.2.1 Cognitive CQ and Innovative Work Behaviour

Hypothesis 1 examined the direct effect of cognitive CQ on innovative work behavior. The results indicated that cognitive CQ significantly influenced innovative work behavior (β=0.255; $p<0.001$; t=5.094), thereby supporting H1. The effect size and variance inflation factor (VIF) for H1 were 0.084 and 1.403, respectively.

4.5.2.2 Metacognitive CQ and Innovative Work Behaviour

Hypothesis 2 explored the connection between metacognitive CQ and innovative work behavior. The findings demonstrated a significant influence of metacognitive CQ on

innovative work behavior, with parameters of β=0.199, p<0.001, and t=4.138, thus confirming Hypothesis 2. Furthermore, the effect size was measured at 0.052, while the variance inflation factor was recorded at 1.431.

4.5.2.3 Motivational CQ and Innovative Work Behaviour

The results of Hypothesis 3 provide empirical support for the assertion that motivational CQ significantly influences innovative work behavior. With a beta coefficient of 0.173 and a p-value of less than 0.001, these findings indicate a statistically significant positive relationship. The t-value of 3.531 further corroborates the strength of this association. Moreover, the effect size of 0.041 suggests that the impact of motivational CQ on innovative work behavior is statistically significant. The variation inflation factor of 1.316 indicates that multicollinearity is not a concern in this analysis, as VIF values exceeding 5 or 10 typically signal problematic levels of multicollinearity. Thus, the findings affirm the validity of Hypothesis 3 (H3), underscoring the importance of motivational CQ in fostering innovation within workplace settings.

4.5.2.4 Behavioural CQ and Innovative Work Behaviour

The findings associated with Hypothesis 4 demonstrate a significant positive relationship between behavioral CQ and innovative work behavior. The beta coefficient of 0.174, accompanied by a p-value of 0.001, indicates that this relationship is statistically significant. Additionally, the t-value of 3.246 reinforces this conclusion. The effect size value of 0.039 suggests that the association is statistically significant. Furthermore, the variation inflation factor of 1.429 indicates no significant concerns regarding multicollinearity in this analysis, as this VIF value is well below commonly accepted thresholds. Overall, these results provide robust support for Hypothesis 4 (H4),

highlighting the role of behavioral CQ in promoting innovative work behavior within organizational contexts.

4.5.2.5 Knowledge Sharing Moderates the relationship between Cognitive CQ and Innovative Work Behaviour

Hypothesis 5 investigated the moderating effect of knowledge sharing on cognitive CQ and innovative work behavior. The path coefficients revealed a surprising outcome, indicating that knowledge sharing did not significantly moderate the relationship between cognitive CQ and innovative work behavior (β=-0.005; p=0.903; t=0.121). Consequently, Hypothesis 5 was not supported. The effect size and variance inflation factor values for Hypothesis 5 were 0.000 and 1.464, respectively.

4.5.2.6 Knowledge Sharing Moderates the relationship between Metacognitive CQ and Innovative Work Behaviour

Hypothesis 6 investigated the moderating effect of knowledge sharing on metacognitive CQ and innovative work behavior. Contrary to expectations, the statistical analysis for this hypothesis indicated that knowledge sharing did not significantly moderate the relationship between metacognitive CQ and innovative work behavior (β=-0.026; p=0.614; t=0.505), leading to the conclusion that H6 was not supported. The effect size and variance inflation factor values for H6 were 0.001 and 1.568, respectively.

4.5.2.7 Knowledge Sharing Moderates the relationship between Motivational CQ and Innovative Work Behaviour

Hypothesis 7 investigated the moderating effect of knowledge sharing on the relationship between motivational CQ and innovative work behavior. The empirical results indicate that knowledge sharing significantly moderated this relationship (β=0.155; p= 0.002; t=3.075), thereby supporting H7. Additionally, the effect size and variance inflation

factor values for H7 were recorded at 0.035 and 1.648, respectively. Figure 4.3 displays a smooth 3D graph illustrating the moderating effect. The statistical analysis further revealed that higher levels of knowledge sharing strengthen the association between motivational CQ and innovative work behavior.

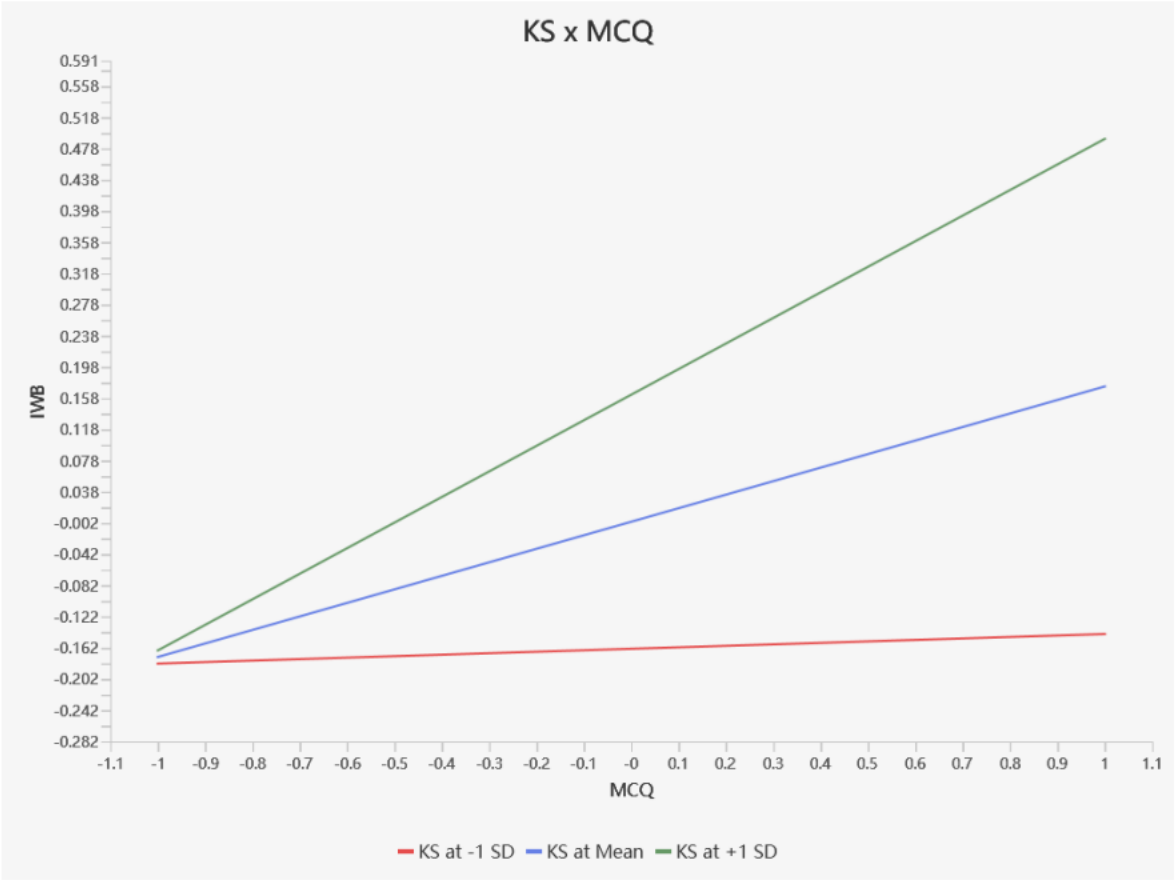


Figure 4.3: Graph for Moderating Effect for H7 (KS *MCQ)

Note:
MCQ = Motivational Culture Intelligence KS = Knowledge Sharing
IWB = Innovative work behavior

4.5.2.8 Knowledge Sharing Moderates the relationship between Behavioural CQ and Innovative Work Behaviour

Hypothesis 8 explored the moderating effect of knowledge sharing on behavioral CQ and Innovative Work Behavior. Contrary to expectations, the statistical results

indicated that knowledge sharing did not have a significant moderating effect on either behavioral CQ or Innovative Work Behavior (β=-0.031; p=0.474; t=0.716); therefore, Hypothesis 8 was not supported. The effect size and variance inflation factor values for Hypothesis 8 were 0.002 and 1.586, respectively.

4.5.2.9 The Mediating Effects of Innovative Work Behaviour on Cognitive CQ and Employee Innovative Performance

Hypothesis 9 investigated the mediating role of innovative work behavior in the relationship between cognitive CQ and employee innovative performance. Analysis of the path coefficients revealed a significant mediating effect, with values of β=0.177, p<0.001, and t=4.932. These findings provide support for the validity of Hypothesis 9.

4.5.2.10 The Mediating Effects of Innovative Work Behaviour on Metacognitive CQ and Employee Innovative Performance

Hypothesis 10 examined the mediating role of innovative work behavior in the relationship between metacognitive CQ and employee innovative performance. The analysis of path coefficients revealed that innovative work behavior significantly mediated this relationship, with values of β=0.138, p<0.001, and t=4.077. Consequently, the results substantiate Hypothesis 10.

4.5.2.11 The Mediating Effects of Innovative Work Behaviour on Motivational CQ and Employee Innovative Performance

Hypothesis 11 examined the mediating role of innovative work behavior in the connection between motivational CQ and employee innovative performance. The evaluation of path coefficients demonstrated that innovative work behavior significantly mediated the relationship, with values of β=0.120, p=0.001, and t=3.376. Thus, the findings support Hypothesis 11.

4.5.2.12 The Mediating Effects of Innovative Work Behaviour on Behavioural CQ and Employee Innovative Performance

Hypothesis 12 examined the mediating effect of innovative work behavior on behavioral CQ and employee innovative performance. The path coefficients indicated that innovative work behavior significantly mediated the relationship between behavioral CQ and employee innovative performance (β=0.121; p=0.001; t=3.270). Therefore, Hypothesis 12 was supported.

4.5.3 Summary

In summary, this study provides robust evidence for the reliability, convergent validity, and discriminant validity of the hypothesis testing framework. The findings confirm that nine hypotheses (H1, H2, H3, H4, H7, H9, H10, H11, and H12) were supported, whereas three hypotheses (H5, H6, and H8) were not. The results of the path coefficient and hypothesis testing are presented in Table 4.13. The subsequent chapter will discuss the results of the hypothesis testing in greater detail.

Table 4.13: Summary of Path Coefficient and Hypotheses Testing

Hypothesis	Relationship	Path coefficients	Std Error	t-Values	p-values	BCI95% LL	BCI95% UL	Decision
H1	Cognitive CQ→IWB	0.282	0.046	6.104	0.000	0.189	0.369	Supported
H2	Metacognitive CQ→ IWB	0.241	0.045	5.298	0.000	0.149	0.326	Supported
H3	Motivational CQ→ IWB	0.178	0.049	3.642	0.000	0.078	0.269	Supported
H4	Behavioral CQ → IWB	0.206	0.052	3.983	0.000	0.103	0.303	Supported
H5	KS x CCQ →IWB	-0.005	0.039	0.121	0.903	-0.081	0.073	Not Supported
H6	KS x MCCQ → IWB	-0.026	0.051	0.505	0.614	-0.125	0.073	Not Supported

Table 4.13 continued

H7	KS x MCQ → IWB	0.155	0.05	3.075	0.002	0.055	0.251	Supported
H8	KS x BCQ →IWB	-0.031	0.044	0.716	0.474	-0.118	0.055	Not Supported
H9	Cognitive CQ → IWB→ EIP	0.196	0.034	5.792	0.000	0.129	0.261	Supported
H10	Metacognitive CQ → IWB →EIP	0.167	0.033	5.118	0.000	0.102	0.230	Supported
H11	Motivational CQ→ IWB → EIP	0.124	0.036	3.450	0.001	0.052	0.192	Supported
H12	Behavioral CQ → IWB →EIP	0.143	0.036	3.984	0.000	0.073	0.211	Supported

Note:
CCQ = Cognitive Culture Intelligence
MCQ = Motivational Culture Intelligence
KS = Knowledge Sharing
EIP= Employee Innovation Performance
MCCQ = Metacognitive Culture Intelligence
BCQ = Behavior Culture Intelligence
IWB = Innovative work behavior

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the present study, the analyses presented in the preceding chapter are summarized. This chapter outlines the research objectives and questions, discusses and justifies the findings, and highlights both the theoretical and practical implications of the research. Furthermore, it addresses the study's limitations and offers recommendations for future research.

5.2 The Backdrop

The present study investigates the impact of cultural intelligence on employee innovation performance, with cultural intelligence conceptualized as consisting of four dimensions: metacognitive, cognitive, motivational, and behavioral. It also considers the moderating effects of knowledge sharing and the mediating role of innovative work behavior within foreign trade companies in China.

This study has three primary objectives. The first objective is to investigate the relationships between cultural intelligence (including the four dimensions) and innovative work behavior in these companies. The second objective is to analyze the moderating effects of knowledge sharing on the relationship between cultural intelligence and innovative work behavior. Finally, the third objective is to explore the mediating effects of innovative work behavior on the relationship between cultural intelligence and employee innovation performance in Chinese foreign trade companies.

To achieve these objectives, this study aimed to address several research questions, specifically:

i. To what extent does each of the four dimensions of cultural intelligence, namely cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, individually influence innovative work behavior among employees in foreign trade companies in China?

ii. To what extent does knowledge sharing moderate the relationship between the cognitive, metacognitive, motivational, and behavioral dimensions of cultural intelligence and innovative work behavior among employees in foreign trade companies across six eastern cities in China?

iii. Does innovative work behavior mediate the relationship between the four dimensions of cultural intelligence, namely cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, and employee innovation performance among employees in foreign trade companies in China?

This study investigates employee innovation performance as the dependent variable, focusing on its influence from various independent variables, particularly cultural intelligence. Employee innovation performance is conceptualized as a multidimensional construct encompassing the generation of novel ideas, the implementation of these ideas into actionable strategies, and the overall enhancement of the organization's innovative capacity. This variable is critical as it reflects the extent to which employees contribute to innovation within their roles, a key determinant of an organization's adaptability and competitive advantage in the market.

Cultural intelligence, as the independent variable, comprises cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ. Cognitive CQ pertains to an individual's knowledge of cultural norms, practices, and values, which is essential for interpreting cultural cues in a diverse workplace. Metacognitive CQ involves the ability to oversee one's cultural learning processes, including awareness of personal cultural biases and the development of strategies for learning about other cultures. Motivational CQ reflects an individual's drive to engage with different cultures, serving as a strong predictor of effectiveness in cross-cultural settings. Behavioral CQ denotes the ability to exhibit appropriate verbal and non-verbal behaviors when interacting with individuals from varied cultural backgrounds(Setti, Sommovigo & Argentero, 2022).

Knowledge sharing was identified as the moderating variable, defined as the process through which employees exchange and disseminate information, ideas, and knowledge within the organization (Zheng, 2017). In the context of foreign trade companies, knowledge sharing is particularly vital as it facilitates the transfer of best practices, market insights, and innovative approaches necessary for maintaining competitiveness in the global marketplace (Azeem et al., 2021). This study explores how a culture of knowledge sharing within these companies may enhance or inhibit the relationship between cultural intelligence and employee innovation performance.

Innovative work behavior serves as the mediating variable, encompassing the actions and attitudes employees display in pursuit of innovation (Akram et al., 2020). This construct is categorized into three dimensions: idea generation, which involves the creative process of developing new concepts; idea implementation, which entails the practical application of these concepts into real-world solutions; and continuous improvement,

reflecting the ongoing refinement of innovative practices for better outcomes (Akbari et al., 2021). Moreover, employee innovation performance is conceptualized based on the individual's ability to challenge existing paradigms, think creatively, and collaborate to actualize innovative ideas (Mumtaz & Parahoo, 2020). This construct is assessed through measuring individual engagement in innovative activities, the organizational environment's support for innovation, and the tangible outcomes of these efforts (Gui et al., 2024).

Cognitive CQ is framed as the employee's repository of cultural knowledge informing their understanding of diverse cultural environments, including an awareness of cultural differences and the ability to interpret cultural symbols and practices. Metacognitive CQ refers to the employee's capacity to reflect on and manage their cultural learning experiences, encompassing self-awareness of cultural biases and the ability to adapt and learn from new cultural experiences. Motivational CQ denotes the employee's intrinsic and extrinsic motivation to engage with cultural diversity and pursue cross-cultural learning opportunities, involving the willingness to invest time and effort into understanding and adapting to different cultures, which can drive innovation in diverse work settings. Behavioral CQ is described as the employee's skill in adapting behavior to align with cultural norms and expectations across various social and professional contexts, including effective communication, respect for cultural differences, and culturally appropriate interactions (Camargo, Storme & Çelik, 2020; Schlaegel, Richter & Taras, 2021).

Additionally, knowledge sharing was investigated within foreign trade companies to understand its role in enhancing the relationship between the predictors (cultural

intelligence) and the dependent variable (employee innovation performance). The study aims to uncover mechanisms through which knowledge sharing may facilitate or hinder the conversion of cultural intelligence into innovative outcomes.

Lastly, innovative work behavior encompasses three primary dimensions: generating new ideas, implementing those ideas, and continuously improving and refining innovative processes. These dimensions are vital for fostering a culture of innovation within organizations and assessing the overall impact of employee innovation on organizational outcomes (AlEssa & Durugbo, 2022). This study explores how these dimensions interact with cultural intelligence and knowledge sharing to influence employee innovation performance.

To assess the reliability and validity of the data collected in support of the developed hypotheses, a series of statistical analyses were conducted. The findings are discussed in subsequent sections.

5.3 Discussion

Research that examines cultural intelligence, including its four dimensions (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ), in conjunction with innovative work behavior, knowledge sharing, and employee innovation performance within an integrated framework remains notably scarce in the academic literature, particularly concerning their causal relationships in the development of foreign trade companies in China. This study is pioneering in incorporating and measuring the interplay among these variables specifically within the context of Chinese foreign trade enterprises. Consequently, the findings from the path analysis conducted in this study underscore several critical points for discussion.

Firstly, this research is distinctive as it conceptualizes cultural intelligence as a multidimensional construct that significantly affects employee innovation performance, mediated by innovative work behavior. While numerous studies have examined predictors such as individual capabilities and organizational practices (Saunila, 2017; Li, 2024)), few have integrated cultural intelligence and innovative work behavior into a single framework, particularly in the context of foreign trade companies in China. As previous research has indicated, the integration of these variables is essential for comprehensively understanding how cultural intelligence can enhance employee innovation within organizations.

Furthermore, due to the absence of existing studies concerning the proposed model, this research is the first to explore the effects of cultural intelligence and innovative work behavior on employee innovation performance within Chinese foreign trade companies. Additionally, one debated proposition is the role of knowledge as a critical competitive resource for companies striving to maintain competitiveness. This study contributes to the fields of research and practice in knowledge management by investigating the implications of knowledge sharing on employee innovation performance concerning the proposed constructs and innovative work behavior.

Li (2019) categorized knowledge into two main types: explicit knowledge, which is systematically documented and stored, and tacit knowledge, which is deeply embedded and acquired through experience. Previous studies have demonstrated that knowledge sharing is a prerequisite for fostering innovation and creativity in the workplace, strongly correlating with employee innovation performance (Azeem et al., 2021; Ganguly, Talukdar & Chatterjee, 2019). Recognizing the significance of knowledge sharing and its contribution to organizational innovation, this research uniquely examines the moderating

effect of knowledge sharing on the relationship between cultural intelligence and innovative work behavior.

In this regard, the results of this study contribute to the expanding body of research focused on developing foreign trade companies, particularly from a demand perspective, by linking the roles of cultural intelligence and innovative work behavior along with the moderating influence of knowledge sharing within a single research model. By analyzing innovative work behavior as a mediating factor, this research provides a comprehensive view of how cultural intelligence can be leveraged to drive innovation within the distinct environment of Chinese foreign trade companies, thereby offering practical implications for both management and policymaking in this sector.

This study seeks to explore the influence of the proposed predictors on employee innovation performance, with a specific emphasis on cultural intelligence, which consists of four dimensions: metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ, in the context of foreign trade companies in China. The support of employees through the sharing of experiences and knowledge gained from cross-cultural interactions is crucial for fostering a culture of innovation and adaptation (Luo, 2016; Chen, 2024). Knowledge shared by employees with high cultural intelligence serves as a valuable resource for others to learn from and apply in their work, thereby enhancing the overall innovative capacity of the organization. Consequently, this study explores the moderating role of knowledge sharing, which may enhance the effectiveness of these predictors in improving employee innovation performance. The findings of the study, supported by Li et al. (2021) indicate that employees' cultural intelligence positively influences their sustainable innovation behavior. Furthermore, employee knowledge sharing mediates the relationship between

cultural intelligence and innovation behavior. This is particularly pertinent in the context of foreign trade companies in China, where the capacity to adapt and innovate is essential for sustaining a competitive advantage in the global market. Moreover, the research emphasizes the significance of a supportive organizational environment that promotes knowledge sharing and the cultivation of cultural intelligence. Such an environment equips employees with the necessary resources and encouragement to engage in innovative work behaviors, ultimately leading to improved innovation performance. The integrated model developed in this study, which encompasses cultural intelligence, innovative work behavior, and knowledge sharing, provides a comprehensive framework for understanding the factors influencing employee innovation performance in Chinese foreign trade companies.

In conclusion, by elucidating and leveraging the relationships among cultural intelligence, knowledge sharing, and innovative work behavior, organizations can position themselves more effectively for innovation and success in the competitive global marketplace. The contributions of this study to the fields of knowledge management and the development of cultural intelligence lay a solid foundation for future research, offering practical implications for management strategies and human resource development aimed at fostering innovation within organizations.

In summary, the present study formulated 12 hypotheses, comprising 4 direct hypotheses, 4 moderating hypotheses, and 4 mediating hypotheses. The path analysis results confirmed all four direct hypotheses, demonstrating that cultural intelligence, which includes metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ, is positively and directly associated with innovative work behavior (H1, H2, H3, and H4).

Among the four moderating hypotheses tested, one hypothesis was supported; specifically, knowledge sharing positively moderated the relationship between motivational cultural intelligence and innovative work behavior (H7). Additionally, all four mediating hypotheses were also supported, indicating that innovative work behavior mediated the relationship between cultural intelligence and employee innovation performance (H9, H10, H11, and H12).

These findings provide a foundation for justifying both supported and unsupported hypotheses.The study's findings are consistent with previous research that has established the positive influence of cultural intelligence on innovative work behavior, as Afsar et al. (2021) have highlighted. Their work explores how cultural intelligence enhances innovative work behavior. Although the specific dimensions of cultural intelligence that are most salient remain inconclusive, its impact on attitudinal and behavioral outcomes in multicultural work settings is indisputable. It is reasonable to anticipate that all sub-dimensions of CQ influence innovative work behavior, as CQ is likely to serve as a personal resource when employees engage with culturally diverse colleagues (Afsar et al., 2021). CQ enables employees to recognize cultural differences and leverage their cultural knowledge to behave appropriately, thereby enhancing communication and social support, which can lead to the generation and implementation of innovative ideas. Therefore, the findings of this study provide a valuable contribution to the extant literature on cultural intelligence theory.

Furthermore, this study emphasizes the significance of knowledge sharing as a moderator, aligning with the findings of Li et al. (2021) and Fan et al. (2020), which identified the facilitative role of both explicit and tacit knowledge sharing practices in

enhancing innovative behavior. While knowledge sharing served as a mediating variable in their research, the present study innovatively examines its moderating role in the relationship between cultural intelligence and innovative work behavior. Additionally, existing literature supports the mediating role of innovative work behavior, underscoring its importance in connecting the four dimensions of cultural intelligence, namely metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ, with employee innovation performance. This linkage is critical for the sustainable development of foreign trade companies in China, as Butt et al. (2023) and Li (2021) discussed.

5.3.1 Cultural Intelligence and Innovative Work Behaviour

Previous studies have established that cultural intelligence significantly influences an individual's innovative work behavior (Azevedo & Shane, 2019). This suggests that employees with high cultural intelligence are more likely to engage with their work and develop trust in their interpersonal relationships, which in turn fosters innovative work behavior (Afsar et al., 2021). This phenomenon is increasingly vital in the rapidly evolving global business environment. The four dimensions of cultural intelligence, namely cognitive, metacognitive, motivational, and behavioral, are essential in shaping individuals' interactions with and adaptations to new cultural contexts, thereby cultivating a mindset conducive to innovation. Based on the findings, this section aims to address the first research question: To what extent does each of the four dimensions of cultural intelligence, namely cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, individually influence innovative work behavior among employees in foreign trade companies in China? The discussion of the findings will be elaborated upon in the subsequent sections, specifically addressing the results for H1, H2, H3, and H4.

5.3.1.1 Cognitive CQ and Innovative Work Behaviour (H1)

This section examines Hypothesis One (H1), which posits that cognitive CQ is significantly related to innovative work behavior. The results indicated that cognitive CQ has a substantial impact on innovative work behavior in foreign trade companies located in six eastern cities of China. Previous research has demonstrated that cognitive CQ is crucial for enhancing an individual's capacity to understand and adapt to new cultural environments, an essential factor for fostering innovation in diverse workplaces (Goyal and Akhilesh, 2007; Zhang et al., 2023). Cognitive CQ comprises an individual's knowledge of cultural norms, practices, and values, providing a foundational basis for interpreting cultural cues and engaging in innovative activities within multicultural teams (Van Dyne, Ang, & Tan, 2016; Pauluzzo, 2020). The findings of the present study support the idea that a deeper understanding of cultural nuances cultivates a more conducive environment for innovative thinking and behavior (Li, 2021; Bhatti, 2024). Employees exhibiting higher levels of cognitive CQ are more likely to recognize and appreciate the diverse perspectives offered by colleagues from various cultural backgrounds, leading to the generation of novel ideas and solutions (Ali et al., 2019). This is especially relevant in foreign trade companies, where employees frequently interact with international clients and partners, necessitating a high degree of cultural awareness and adaptability for success in the global marketplace. Moreover, the results suggest that cognitive CQ not only affects an individual's innovative work behavior but also significantly enhances the collective innovative capacity of an organization. By investing in the development of cognitive CQ amongst employees, companies can bolster their ability to innovate and compete effectively in the international trade sector. This highlights the significance of cultural intelligence as a key competency for employees in foreign trade companies and

emphasizes the need for organizations to prioritize cultural awareness and sensitivity within their human resource development strategies (Alon & Higgins, 2005).

5.3.1.2 Metacognitive CQ and Innovative Work Behaviour (H2)

This section examines the study related to hypothesis two (H2), which posits that metacognitive CQ is significantly related to innovative work behavior. The findings for hypothesis 2 demonstrated that metacognitive CQ significantly impacts innovative work behavior in foreign trade companies located in six eastern cities of China. Previous research has elucidated that metacognitive CQ plays a vital role in self-regulation and the strategic management of one's learning and understanding of cultural norms and practices. This dimension of cultural intelligence is essential for individuals required to adapt to dynamic cross-cultural work environments, as it facilitates the development of effective strategies for learning about and engaging with diverse cultures (Van der Horst & Albertyn, 2018). Metacognitive CQ encompasses the ability to plan, monitor, and evaluate one's cultural learning processes, which is crucial for continuous improvement and innovation. In the context of foreign trade companies, where employees are frequently exposed to diverse cultural settings, metacognitive CQ enables individuals to reflect on their cultural interactions, adjust their approaches, and cultivate a nuanced understanding of cultural differences (Klafehn et al., 2015). Such self-awareness and adaptability are fundamental to fostering an innovative mindset, as they empower employees to identify new opportunities, challenge existing paradigms, and propose creative solutions. Furthermore, metacognitive CQ is closely linked to the motivation to engage in knowledge sharing, a critical precursor to innovative work behavior. Research has established the significance of overall cultural intelligence as a precursor to innovative work behavior (Korzilius, Bücker & Beerlage, 2017; Jain, 2022) and innovation performance (Hu et al., 2019; Li et al., 2021). However,

the literature on the specific role of the four CQ facets in facilitating innovative work behavior is limited (Ott & Michailova, 2018). However, it is reasonable to anticipate that all sub-dimensions of cultural intelligence will influence innovative work behavior, as CQ is likely to serve as a personal resource for employees interacting with culturally diverse colleagues (Afsar et al., 2021). As noted in the study by Lorenz et al. (2018), cultural metacognition is increasingly recognized as the skill to reflect on cultural assumptions to prepare for, adapt to, and learn from intercultural interactions. This metacognitive awareness is particularly significant in the context of foreign trade companies in China, where employees must navigate complex cultural dynamics to innovate effectively.

In conclusion, the findings of this study emphasize the importance of metacognitive CQ in promoting innovative work behavior among employees in foreign trade companies. By investing in the development of employees' metacognitive CQ, organizations can enhance their capacity to innovate and compete in the global marketplace. This study contributes to the growing body of research that highlights the significance of cultural intelligence as a key competency for employees operating in cross-cultural environments.

5.3.1.3 Motivational CQ and Innovative Work Behaviour (H3)

This section examines the relationship outlined in hypothesis three (H3), which posits that motivational CQ significantly correlates with innovative work behavior. The results for H3 demonstrated that motivational CQ exerted a substantial influence on innovative work behavior among foreign trade companies located in six eastern cities of China. Prior research has clarified that motivational CQ plays a pivotal role in an individual's motivation and interest to engage with diverse cultures, which is a critical determinant of effectiveness in cross-cultural interactions (Richter et al., 2021). This

particular dimension of cultural intelligence is especially vital as it reflects an individual's commitment to investing time and effort in understanding and adapting to various cultural contexts, thereby promoting a mindset receptive to new experiences and ideas (Earley et al., 2006). Within the context of foreign trade companies, where employees frequently encounter diverse cultural landscapes, motivational CQ is essential for encouraging employees to actively seek and engage with novel cultural experiences (Chen et al., 2024). Such proactive engagement can ignite innovative thinking and behavior because employees are more inclined to question established norms, consider alternative viewpoints, and explore creative solutions to challenges (Li et al., 2024). The inherent motivation linked to high levels of motivational CQ also enhances resilience and persistence when confronted with cultural obstacles, qualities that are crucial for driving innovation (Şahin & Gürbüz, 2014). Furthermore, CQ has been shown to be positively associated with an individuals innovative work behavior (Kistyanto et al., 2022), as it cultivates curiosity and a willingness to experiment with new ideas. The results indicated that motivational CQ significantly influences cross-cultural adjustment. Lin et al. (2012) investigated the effects of both CQ and emotional intelligence on individual adjustment, finding that motivational CQ serves as a positive moderating factor. Their study established a positive relationship between CQ and cross-cultural adjustment, particularly within the context of intra-national diversity. Furthermore, the findings demonstrated that motivational CQ is a strong predictor of cross-cultural adjustment among expatriates. Previous literature has shown that CQ positively affects employees' innovative behavior (Fan et al., 2020). Therefore, employees with high levels of motivational cultural intelligence are more likely to take risks, be receptive to feedback, and engage in

collaboration with others, all of which are behaviors that contribute to the generation and implementation of innovative ideas in the workplace.

In conclusion, the findings of this study highlight the significance of motivational CQ in promoting innovative work behavior among employees in foreign trade companies. By fostering and enhancing motivational CQ among employees, organizations can cultivate a more innovative and adaptable workforce, better equipped to thrive in the dynamic global marketplace. This study contributes to the expanding body of research that emphasizes the importance of cultural intelligence as a fundamental competency for employees operating in cross-cultural environments.

5.3.1.4 Behavioural CQ and Innovative Work Behaviour (H4)

This section examines Hypothesis Four (H4), which posits that behavioral CQ is significantly related to innovative work behavior. The results for this hypothesis indicated that behavioral CQ exerted a significant influence on innovative work behavior in foreign trade companies located in six eastern cities of China. As a dimension of cultural intelligence, behavioral CQ is essential for enacting appropriate and effective actions in culturally diverse settings (Van Dyne et al., 2016). It encompasses the ability to adapt one's behavior to various cultural norms and expectations, which is vital for fostering innovation in multicultural work environments. Behavioral CQ would facilitate the minimization of cultural faux pas, as it enables individuals to exhibit culturally appropriate behavior (Guadalupe, 2023). The work adjustment component of cross-cultural adjustment involves the ability to adapt to the new work environment, including job tasks, roles, responsibilities, and job expectations (Kim, 2017).

Behavioral CQ enables individuals to engage in culturally appropriate interactions, demonstrating respect for diversity and facilitating collaboration among team members from diverse backgrounds (Iskhakova & Ott, 2020). This adaptability is particularly crucial in foreign trade companies, where employees frequently interact with clients, partners, and colleagues from different cultures. By fostering such interactions, organizations can cultivate an inclusive work environment that encourages the exchange of ideas and the development of innovative solutions (Singha, 2024). Furthermore, Behavioral CQ is associated with improved team performance and creativity, as it allows individuals to collaborate effectively in diverse teams and leverage the collective knowledge and perspectives of their colleagues (Thomas et al., 2020). In the context of foreign trade companies, this capability can lead to the formulation of innovative strategies and practices that enhance the company's competitive advantage in the global marketplace.

In conclusion, the findings of this study underscore the critical role of behavioral CQ in promoting innovative work behavior among employees in foreign trade companies. By investing in the development and enhancement of employees' Behavioral CQ, organizations can create a more innovative and effective workforce capable of navigating the complexities of the global business landscape. This research contributes to the growing body of literature that highlights the importance of cultural intelligence, particularly Behavioral CQ, as a key competency for success in cross-cultural environments.

5.3.2 The Moderating Effects of Knowledge Sharing on the relationship between Culture Intelligence and Innovative Work Behaviour

This section addresses the second research question: To what extent does knowledge sharing moderate the relationship between the cognitive, metacognitive, motivational, and behavioral dimensions of cultural intelligence and innovative work

behavior among employees in foreign trade companies across six eastern cities in China? The discussion of the findings focuses on the role of knowledge sharing in enhancing the relationship between the dimensions of cultural intelligence and innovative work behavior, as articulated in the following hypotheses: H5, H6, H7, and H8.

5.3.2.1 Knowledge Sharing Moderates the relationship between Cognitive CQ and Innovative Work Behaviour (H5)

This section analyzes Hypothesis five (H5), which posits that knowledge sharing moderates the relationship between cognitive cultural intelligence and innovative work behavior. The empirical evaluation of H5 indicates that knowledge sharing does not function as a moderating factor in this relationship, suggesting that H5 is unsupported in this context. Extensive literature underscores the significance of knowledge sharing as a catalyst for enhancing innovative behaviors within organizations (Zhao et al., 2021; Yuen & Lam, 2024). Knowledge sharing, by facilitating the exchange of ideas and information, can enhance cognitive cultural intelligence, which refers to the capability to understand and adapt to diverse cultural contexts (Bernardo & Presbitero, 2018). However, the unexpected finding of no moderating effect may arise from several factors. For instance, the organizational climate or existing hierarchical structures may hinder open knowledge flow, thus limiting employees' ability to leverage their cognitive CQ effectively for innovation (Cummings, 2004). Moreover, comprehensive frameworks delineating the conditions under which knowledge sharing can enhance the link between cognitive CQ and innovative work behavior are still lacking. While some scholars argue that high cognitive CQ could inherently create an environment conducive to knowledge sharing (Van Dyne et al., 2016), others contend that without structured systems or incentives for knowledge dissemination, this potential may not be realized (Jacobson, 2011). These findings suggest

that organizations must cultivate a robust knowledge-sharing culture to maximize the benefits of cognitive CQ on innovative work behavior (Li, Wu & Xiong, 2021). Establishing formal mechanisms for knowledge exchange, promoting collaborative practices, and recognizing contributions to collective learning are essential steps in this process (Motovidlak, 2018). In conclusion, fostering an environment that encourages knowledge sharing can amplify the impacts of cognitive CQ on innovation, thereby driving organizational success in an increasingly diverse and dynamic global marketplace.

5.3.2.2 Knowledge Sharing Moderates the relationship between Metacognitive CQ and Innovative Work Behaviour (H6)

This section examines Hypothesis 6 (H6), which proposes that knowledge sharing moderates the relationship between metacognitive CQ and innovative work behavior. The results indicate that knowledge sharing does not exert a statistically significant moderating effect on this relationship, and thus H6 is not supported by the data.

Nevertheless, prior research consistently emphasizes the critical role of knowledge sharing in fostering innovation within organizations (Mura et al., 2013; Azeem et al., 2021). Defined as the process through which individuals exchange relevant knowledge and information to achieve collective goals, knowledge sharing is widely regarded as a facilitator of organizational learning and adaptability. In the context of metacognitive CQ, which refers to individuals' awareness and regulation of their cognitive strategies during intercultural interactions (Thomas et al., 2008), knowledge sharing can enhance team members' understanding and capacity for innovation (Stoermer, Davies & Froese, 2021).

The absence of a statistically significant moderating effect may be explained by various contextual factors, particularly those related to organizational culture. A culture

lacking openness or psychological safety may inhibit transparent communication and limit opportunities for collaboration (Ruijer & Huff, 2016). Knowledge sharing plays a pivotal role in shaping innovative outcomes, but its effectiveness can be constrained by the type and sensitivity of the knowledge being exchanged. For instance, individuals may be reluctant to share tacit, experiential, or sensitive information if concerns over trust or competitive dynamics exist within the workplace. Moreover, the presence or absence of an "information-sharing ethos" significantly influences employees' willingness to contribute knowledge. A workplace that values openness, trust, and mutual respect can encourage the kind of authentic communication necessary for innovation. Similarly, the promotion of open communication and collaboration creates an environment in which employees are more likely to engage in knowledge sharing behaviors that amplify the benefits of metacognitive CQ.

Although this study did not observe a statistically significant moderating effect, it remains important to consider the enabling role of knowledge sharing in organizational settings. When supported by strong cultural and structural mechanisms, knowledge sharing has the potential to strengthen the link between metacognitive CQ and innovative behavior (Afsar et al., 2021). Organizations should therefore invest in creating environments that reward collaboration, encourage feedback, and uphold transparency. Such efforts are essential to ensure that the cognitive resources enabled by cultural intelligence can be fully translated into innovative practices (Jugdev, 2022).

5.3.2.3 Knowledge Sharing Moderates the relationship between Motivational CQ and Innovative Work Behaviour (H7)

This section investigates Hypothesis Seven (H7), which posits that knowledge sharing moderates the relationship between motivational CQ and innovative work behavior.

The analysis demonstrates that knowledge sharing significantly strengthens the correlation between motivational CQ and innovative work behavior, thereby supporting H7. The findings highlight that mutual knowledge sharing among employees reinforces the relationship between motivational CQ, which refers to the intrinsic drive to adapt and perform effectively in diverse cultural contexts, and innovative work behavior, characterized by the generation and implementation of novel ideas in the workplace (Chen et al., 2015; Afsar et al., 2021). This enhancement can be attributed to several key factors.

First, knowledge sharing fosters an environment conducive to collaboration and creativity, where employees feel valued and recognized, thereby increasing their motivation to contribute to innovative outcomes (Kuo & Young, 2008; Zeb et al., 2020). When team members share insights and experiences, it facilitates a deeper understanding of diverse perspectives, which is essential for cultivating innovative solutions (Adegbola et al., 2024). Moreover, employees who recognize the value of knowledge exchange are likely to perceive themselves as integral to the innovation process (Tsai & Cheng, 2012). For instance, when employees communicate effectively about challenges and successes, they collectively harness their motivational CQ to navigate cultural differences, ultimately fostering a climate conducive to innovation (Ali & Mohsin, 2023). In this context, organizations should prioritize and incentivize knowledge-sharing practices, acknowledging their critical role in enhancing both motivational CQ and innovative work behavior (Chen & Lin, 2013; Ballesteros-Rodríguez, 2022). By cultivating an organizational culture that values open communication and collaboration, companies can empower employees to share knowledge, thus enhancing overall creative capacity and competitive advantage (Zhang et al., 2024).

In conclusion, recognizing the significance of knowledge sharing can profoundly influence the dynamics of motivational CQ and innovative work behaviors, leading to improved employee performance. Future research should further explore the mechanisms through which knowledge sharing impacts these relationships to provide additional insights for practitioners.

5.3.2.4 Knowledge Sharing Moderates the relationship between Behavioural CQ and Innovative Work Behaviour (H8)

This section examines Hypothesis Eight (H8), which posits that knowledge sharing moderates the relationship between behavioral CQ and innovative work behavior. The analysis indicates that knowledge sharing does not have a moderating effect on the relationship between behavioral CQ and innovative work behavior, resulting in the non-supportive of H8. Previous research underscores the importance of knowledge sharing as a vital driver of innovation within organizations, suggesting that it enhances collaboration and creativity among employees (Van den Hooff & Huysman, 2009; Azeem et al., 2021). However, the current findings deviate from these established views, raising intriguing questions about the underlying dynamics involved. One possible explanation for this contradictory result is contextual factors that affect how behavioral CQ manifests across different organizational cultures. Behavioral CQ denotes an individual's capacity to demonstrate appropriate behaviors in multicultural environments, and its influence on innovative work behavior may not require the same level of knowledge exchange as motivational CQ (Earley & Ang, 2003; Afsar et al., 2021).

Furthermore, there is still a limited understanding of the contextual variables that shape the interaction between behavioral CQ and knowledge sharing. For example, organizational norms, team dynamics, and the nature of specific tasks may variably impact

the extent to which knowledge sharing affects innovative outcomes (Long, 2024). The lack of a significant moderating effect suggests that while knowledge sharing is valuable, its influence may be more pronounced in scenarios that foster intrinsic motivation or creative risk-taking.

In conclusion, although H8 has been rejected, the findings emphasize the necessity for organizations to nurture a robust knowledge sharing culture, as it remains a crucial element for enhancing overall innovation potential (Azeem et al., 2021). Organizations should explore structured knowledge-sharing practices and create supportive environments where employees feel empowered to share insights and experiences (Caniëls, Neghina & Schaetsaert, 2017). Such initiatives can lead to improved collaborative outcomes and ultimately strengthen innovative capabilities across diverse teams. Further research is imperative to investigate the conditions under which knowledge sharing interacts with various dimensions of cultural intelligence to produce meaningful impacts on innovation.

5.3.3 The Mediating Effects of Innovative Work Behaviour on Culture Intelligence and Employee Innovative Performance

This section also addresses the third research question: Does innovative work behavior mediate the relationship between the four dimensions of cultural intelligence, namely cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, and employee innovation performance among employees in foreign trade companies in China? The discussion presented herein focuses on the role of innovative work behavior, which positively correlates with the four dimensions of cultural intelligence and employee innovation performance. This relationship is detailed in four hypotheses: H9, H10, H11, and H12.

5.3.3.1 The Mediating Effects of Innovative Work Behaviour on Cognitive CQ and Employee Innovative Performance (H9)

This section examines hypothesis nine (H9), which asserts that innovative work behavior mediates the relationship between cognitive CQ and employee innovation performance. Cognitive CQ refers to an individual's ability to comprehend cultural nuances and contexts, a skill that is increasingly crucial in today's globalized work environments (Ng et al., 2012; Wang & Goh, 2020). This analysis supports H9, demonstrating that innovative work behavior is positively correlated with both cognitive CQ and employee innovation performance.

Investigating the impact of cultural intelligence on performance, particularly job performance, was a primary objective of early research in this field (Ott & Michailova, 2018). Li (2021) posited that CQ would influence employee innovation performance, with knowledge sharing mediating the relationship between individual-level CQ and innovation performance. Studies have shown that individuals' CQ predicts their task performance, as evaluated by their supervisors (Presbitero, 2016). In the context of expatriation, research has also demonstrated that CQ has a positive effect on performance and cross-cultural effectiveness (Lee et al., 2013). Specifically, employees exhibiting higher cognitive CQ are better equipped to navigate diverse cultural landscapes, fostering creativity and facilitating innovative outcomes (Yari et al., 2020). In their 2021 study, Richter et al. identified a direct relationship between motivational and cognitive CQ and team performance. A notable finding was that individual cognitive CQ plays a significant role in facilitating the integration of team members. Additionally, Li et al. (2017) found that in global virtual dyads, individuals with higher cognitive CQ significantly influenced performance. A higher maximum cognitive CQ score is associated with improved team performance

(Balbinot et al., 2024). Cognitive CQ enhances one's ability to accurately comprehend job expectations across diverse cultural contexts, thereby influencing performance (Amiri, Moghimi & Kazemi, 2010). This cognitive agility allows them to leverage various perspectives, ultimately enhancing their performance in innovation-driven tasks (Andriyani et al., 2024).

Furthermore, innovative work behavior involves proactive and adaptive actions that employees undertake to generate novel ideas and implement solutions (De Jong & Den Hartog, 2010; Kwon & Kim, 2020). This behavior not only improves individual contributions to innovation but also fosters a collaborative environment conducive to idea sharing and experimentation within teams. As employees with high cognitive CQ engage in innovative behaviors, they create a ripple effect that enhances organizational innovation performance. This finding aligns with the study conducted by Earley and Ang (2003), which suggests that expatriates with high cognitive CQ possess substantial knowledge of the foreign market and its associated cross-cultural environment. Expatriates possessing high cognitive CQ will be able to align customers with appropriate innovative approaches. This cross-cultural knowledge enables expatriates to analyze information more effectively and derive solutions to problems (Lorenz et al., 2018).

The findings of this study highlight the importance of promoting cognitive CQ within organizations, as it directly influences innovative work behavior, subsequently boosting overall innovation performance. Investing in training programs aimed at enhancing cognitive CQ could serve as a strategic initiative for organizations seeking to improve their innovation capabilities. These insights deepen the understanding of the

interplay between cultural intelligence, innovative work behavior, and employee outcomes, emphasizing the essential role of cognitive CQ in driving successful innovation initiatives.

In conclusion, the research reinforces the idea that cultivating cognitive CQ not only empowers employees but also acts as a vital catalyst for innovation, underscoring the significance of these constructs in contemporary organizational settings.

5.3.3.2 The Mediating Effects of Innovative Work Behaviour on Metacognitive CQ and Employee Innovative Performance (H10)

This section investigates Hypothesis Ten (H10), which asserts that innovative work behavior mediates the relationship between metacognitive CQ and employee innovation performance. The analysis provides compelling evidence in support of this hypothesis, indicating that innovative work behavior significantly correlates with both metacognitive CQ and employee innovation performance. Metacognitive CQ refers to an individual's awareness and understanding of their cultural knowledge, which includes planning, monitoring, and evaluating interactions in diverse cultural contexts (Ott & Michailova, 2018). This elevated level of self-awareness equips employees with cognitive tools necessary for effectively navigating complex social scenarios, thereby enabling them to adapt their strategies for innovative problem-solving and idea generation (Van der Horst & Albertyn, 2018).

Previous research has shown that expatriates with high metacognitive CQ possess the mental competence to be flexible and adaptable, enabling them to selectively apply their schemata to make informed and objective decisions (Klafehn, Banerjee & Chiu, 2008). Furthermore, Chua, Morris, and Mor (2012) demonstrated that metacognitive CQ is crucial for fostering creative collaborative relationships. Metacognitive cultural

intelligence significantly influences performance, as individuals possessing high metacognitive cultural intelligence are adept at discerning when and how to utilize their cultural knowledge. They do not solely depend on their conventional knowledge; instead, they employ various cognitive frameworks tailored to specific contexts. Consequently, they possess a superior understanding of the expected functional behaviors across diverse cultural settings (Amiri, Moghimi & Kazemi, 2010). Consequently, individuals with high metacognitive CQ are more likely to demonstrate greater flexibility and openness, fostering an environment conducive to creativity.

Furthermore, innovative work behavior encompasses actions aimed at generating and implementing new ideas, processes, or products within the workplace (Janssen, 2000; Sumual et al., 2023). Employees engaged in innovative work behavior not only contribute directly to their organization's capacity for innovation but also inspire colleagues and cultivate a culture of creativity and experimentation (Li et al., 2019). The study findings suggest that employees with higher levels of metacognitive CQ are more inclined to adopt innovative work behaviors, ultimately enhancing their overall innovation performance.

The implications of these findings emphasize the necessity of developing metacognitive CQ in organizational training programs to enhance employees' innovative capabilities. By promoting metacognitive skills, organizations can improve their employees' ability to navigate cultural complexities and foster innovation. As a result, organizations experience improved performance outcomes and a stronger competitive edge in today's dynamic business environment (Li, 2021). These insights reinforce H10 and underscore the critical role of innovative work behavior in leveraging metacognitive CQ to enhance employee innovation performance.

5.3.3.3 The Mediating Effects of Innovative Work Behaviour on Motivational CQ and Employee Innovative Performance (H11)

This section examines Hypothesis Eleven (H11), which posits that innovative work behavior acts as a mediating variable in the relationship between motivational CQ and employee innovation performance. The analysis of the preceding Hypothesis Eleven (H11), provided significant evidence supporting the notion that innovative work behavior positively correlates with both motivational CQ and employee innovation performance, thereby affirming the validity of H11.

The statistical findings from our study indicate that individuals with higher levels of motivational CQ exhibit enhanced innovative work behavior, which subsequently translates into improved innovation performance among employees. This finding supports prior research indicating that motivational cultural intelligence, as the capacity to adapt motivational strategies in culturally diverse settings, is instrumental in creating conditions that facilitate creativity and innovation (Ang et al., 2007; Earley & Ang, 2003). Amiri, Moghimi, and Kazemi (2010) argued that motivational CQ affects performance. They posited that the motivational states associated with cultural intelligence (e.g., self-efficacy) enhance individuals' resilience in completing their tasks more effectively. Furthermore, these states influence cultural intelligence by fostering greater flexibility in verbal and nonverbal behaviors, enabling individuals to better meet others' expectations. Li et al. (2017) found that in global virtual dyads, the individual with higher motivational CQ had a significant impact on performance. When employees are motivated to collaborate across cultural boundaries, their propensity to display innovative work behaviors, such as idea generation, experimentation, and proactive problem-solving, is significantly heightened (Yari et al., 2020).

Importantly, the findings highlight that innovative work behavior serves as a catalyst in this dynamic relationship. Previous research has indicated that CQ has a positive impact on employee job performance through innovative work behavior(Butt, Laeeq & Aijaz, 2023). By transforming motivational CQ into tangible innovative outcomes, it enriches the organizational framework and enhances overall performance. Some scholars assert that innovative work behavior not only facilitates individual creativity but also nurtures collective innovation capabilities within teams, proving vital for organizations striving to thrive in competitive markets (Anser et al., 2021).

Moreover, the importance of cultivating motivational CQ cannot be overstated. As organizations increasingly globalize, equipping employees with the skills and motivation necessary to navigate cultural complexities becomes essential (Jerab & Mabrouk, 2023). Future research should further examine the nuances of this mediation effect and its implications for organizational strategies aimed at fostering innovation and enhancing employee engagement in diverse cultural settings.

5.3.3.4 The Mediating Effects of Innovative Work Behaviour on Behavioural CQ and Employee Innovative Performance (H12)

This section investigates Hypothesis Twelve (H12), which asserts that innovative work behavior serves as a mediating variable in the relationship between behavioral CQ and employee innovation performance. The analysis of Hypothesis Twelve (H12) further supports this framework, demonstrating that innovative work behavior significantly correlates with both behavioral CQ and employee innovation performance, thereby reinforcing H12.

The statistical findings of the study indicate that employees with high levels of behavioral cultural intelligence, which refers to the ability to adjust one's behavior in response to different cultural contexts, are more likely to demonstrate innovative work behaviors (Van Dyne et al., 2016). These behaviors include proactive problem-solving, idea generation, and risk-taking, all of which are vital for fostering innovation within organizations (Butt et al., 2023). Li et al.(2017) discovered that individuals with lower behavioral CQ scores exhibited a reduced frequency of collaborative behaviors.

Previous research has emphasized that such adaptability enables individuals to navigate diverse cultural landscapes effectively, significantly enhancing collaborative efforts and leading to superior innovation outcomes (Wang & Goh, 2020). People who possess a strong understanding of their environment (metacognitive CQ) and who can readily adjust their behavior accordingly (behavioral CQ) are more likely to comprehend their role expectations and demonstrate culturally appropriate conduct (Ang et al., 2007). Individuals with high CQ are able to interact seamlessly with people from diverse cultural backgrounds, which ultimately enhances their job performance (Jyoti & Kour, 2017). Employees with elevated CQ are anticipated to perform better as they can successfully adapt to different cultural contexts or environments (Ramalu et al., 2012).

Importantly, innovative work behavior functions as a crucial link in this relationship. By transforming behavioral CQ into productive actions, employees not only enhance their own innovation performance but also cultivate a collective environment that promotes creativity and experimentation. Scholars have previously identified that this reciprocal influence enhances team dynamics and nurtures a culture of innovation, ultimately benefiting organizational performance (Fan et al., 2020; Obeng et al., 2024).

Innovative work behavior serves as a catalyst for addressing challenges and solving problems, thereby enhancing employee efficiency and achieving high performance (Aryee et al., 2012). It is a crucial concept that facilitates a competitive advantage (Østergaard et al., 2011). Moreover, high CQ is essential for fostering innovative work behavior. In a multicultural workforce, the role of CQ significantly impacts employee innovativeness, benefiting both clients and the organization. Specifically, CQ stimulates innovative work behavior in culturally diverse settings (Egan, 2005).

Previous studies indicate that individuals with high CQ are associated with enhanced job performance, and innovative work behavior serves as a mediating factor between cultural intelligence and employee job performance (Butt, Laeeq & Aijaz, 2023). Moreover, comprehending the role of behavioral CQ in fostering innovative work behavior provides valuable insights for organizational policies aimed at enhancing employee capabilities. As global interactions become increasingly common, it is imperative for organizations to invest in developing their employees' behavioral CQ, which can yield significant benefits in terms of innovation performance (Takdir, Syah & Anindita, 2020; Momeny & Poorzamani, 2023). Future research should explore the mediation effects in greater depth and examine how various facets of cultural intelligence interact to influence innovation in culturally diverse work environments.

5.4 Implications

This study examines the complex relationship between cultural intelligence and employee innovation performance, focusing on four key dimensions of CQ: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ. This study has several

implications for scholars and practitioners in the domain of employee innovation performance, both theoretically and practically.

5.4.1 Theoretical Implications

This study systematically investigates the impact of cultural intelligence, consisting of four dimensions (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ), on employee innovation performance within foreign trade companies located in six eastern cities of China. The findings yield several significant theoretical implications that merit attention. This section elaborates on these implications to enhance our understanding of the interplay between cultural intelligence and innovation dynamics in diverse organizational settings.

i. Contributions to Cultural Intelligence and Employee Innovation Performance Literature.

First, this research enriches the existing body of theoretical and empirical literature on cultural intelligence by elucidating its multifaceted influence on employee innovation performance. Despite the growing interest in factors affecting innovation within organizations, little focus has been directed towards how CQ integrates into this landscape. Previous studies have primarily examined technological, managerial, or individual-level factors while overlooking the unique contributions of cultural intelligence, particularly in cross-cultural contexts. The framework presented herein deepens our comprehension of the interconnected factors that govern innovative capacity in diverse environments. By confirming the positive relationship between the four dimensions of cultural intelligence and employee innovation performance, this study lays a foundation for future inquiries. Subsequent research could investigate how the different dimensions of CQ operate across

varying industry contexts and cultural landscapes, potentially illuminating best practices for cultivating CQ at the organizational level. This would not only augment academic literature but also provide actionable insights for practitioners seeking to foster innovation through cultural competency.

ii. Knowledge Sharing as a Moderator.

Second, these findings provide essential insights into the moderating role of knowledge sharing in enhancing the relationship between motivational cultural intelligence and innovative work behavior. In contrast, previous research has primarily focused on knowledge sharing as a mediator of the relationship between overall cultural intelligence and employee job performance (Butt, Laeeq & Aijaz, 2023). Knowledge sharing is recognized as a vital process in organizations where creativity and innovation flourish (Azeem et al., 2021). Employees with high levels of motivational CQ are more likely to engage in proactive knowledge sharing behaviors, which subsequently enhance their capacity for innovation. The results indicate that knowledge transfer among colleagues is pivotal in fostering an environment conducive to innovative thinking and problem solving (Budur, 2024). This highlights the significance of cultivating organizational cultures that promote open communication and collaboration, especially in culturally diverse settings. Future research could further explore the mechanisms through which knowledge sharing facilitates innovation, including identifying barriers to effective knowledge transfer, such as power dynamics or organizational hierarchies that may inhibit collaborative efforts. Additionally, examining the reciprocal influences between knowledge sharing and other aspects of employee engagement could yield valuable insights into optimizing innovative work behaviors.

iii. Innovative Work Behavior as a Mediator.

Third, this study identifies innovative work behavior as a significant mediating factor between the four dimensions of cultural intelligence and employee innovation performance for the first time. This mediating role underscores the importance of cultivating an organizational culture that encourages and rewards innovative behaviors, including problem-solving, idea generation, and creative risk-taking (Ye, Liu & Tan, 2022). The findings suggest that employees exhibiting higher levels of cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ are more inclined to display innovative work behaviors, which in turn enhances innovation performance. This implies that organizations should invest in training programs that develop cultural intelligence alongside initiatives aimed at promoting innovative behaviors. Future studies could benefit from investigating the specific components of innovative work behavior that mediate this relationship. Understanding which behaviors are most influenced by CQ can help tailor training programs and development strategies to align with organizational innovation goals. Additionally, longitudinal studies could examine how these relationships evolve over time, offering deeper insights into the sustainability of these effects in dynamic organizational contexts.

iv. Bridging Research Gaps.

Fourth, there exists a notable lack of comprehensive research integrating cultural intelligence four factors, innovative work behavior, knowledge sharing, and employee innovation performance within a unified framework, particularly concerning cross-cultural dynamics in foreign trade companies in the six eastern cities of China. Previous studies have typically examined these constructs separately (Li, 2021; Binsaeed et al., 2023), often

failing to capture the complexity of their interactions. The integrative approach taken in this study opens new avenues for understanding how these elements collectively contribute to fostering innovation in culturally diverse workplaces. This presents an opportunity for future research to explore this integrated framework further across various sectors, revealing sector-specific dynamics that influence the relationships between CQ dimensions, innovative work behaviors, knowledge sharing and innovation performance. Moreover, comparative studies across different cultural contexts can illuminate how local cultural norms and values shape the application of cultural intelligence in driving innovation.

v. Theoretical Frameworks Supporting the Findings.

Lastly, another significant theoretical implication of this study lies in its demonstration that established frameworks, including Cultural Diversity Theory, Social Exchange Theory, and Innovation Theory, provide appropriate and meaningful perspectives for examining cultural intelligence and its relationship with employee innovation performance. Cultural Diversity Theory posits that diverse cultural perspectives can enhance creativity and innovation (Hofstede, 2001). The findings (H1, H2, H3, H4) of this study align with this theory, indicating that culturally intelligent employees can effectively leverage diversity to generate innovative solutions. Simultaneously, Social Exchange Theory (Ahmad et al., 2023) emphasizes the significance of reciprocal relationships within organizations. Employees with high CQ foster trust and collaboration, leading to more effective knowledge sharing and, consequently, increased innovative capacity (Afsar et al., 2021). Our findings (H7) support this premise, suggesting that cultural intelligence acts as a critical facilitator in building strong interpersonal networks conducive to innovation. Finally, Innovation Theory contextualizes how new ideas are

developed and implemented within organizations. The identification of innovative work behavior as a mediator links CQ directly to practical innovation outcomes (H9, H10, H11, H12), supporting the notion that organizations can bolster their innovation strategies through targeted investments in cultural intelligence training.

In conclusion, this study advances theoretical understanding of the intricate relationships among cultural intelligence, knowledge sharing, innovative work behaviors, and employee innovation performance. By addressing identified gaps and integrating multiple theoretical perspectives, scholars and practitioners alike can better navigate the complexities of fostering innovation in an increasingly globalized and culturally diverse business environment.

5.4.2 Practical Implications

The findings of this study offer several significant practical implications for organizations, particularly those operating within the context of foreign trade companies in China. As globalization continues to shape the international business landscape, the ability of employees to innovate and adapt is essential. Understanding the factors that influence innovative work behavior can enable organizations to leverage their human capital more effectively.

First, cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ were found to have a significant positive relationship with innovative work behavior (H1, H2, H3, H4). The results indicate that employees with high levels of cognitive cultural intelligence, characterized by knowledge and understanding of cultural norms and practices, are better equipped to participate effectively in innovative processes (H1). This aligns with previous studies that demonstrate cultural intelligence can act as a catalyst for

transforming diverse cultural perspectives into innovative work behavior, as heightened cultural intelligence enhances cognitive flexibility (Korzilius et al., 2017). This connection between cultural understanding and innovative work behavior suggests that organizations should prioritize the development of cultural intelligence within their workforce (Yousaf, Javed & Badshah, 2024). For instance, training programs that enhance employees' knowledge of diverse cultural contexts can foster an environment conducive to innovation (Lei et al., 2021). Such programs could incorporate experiential learning, allowing employees to immerse themselves in different cultural settings for firsthand experience. Furthermore, integrating cultural intelligence into employee assessments can ensure that potential hires possess the requisite skills to thrive in a multicultural environment.

Second, the substantial findings of this study enable organizations to refine their talent management strategies. By emphasizing metacognitive cultural intelligence, which refers to the awareness and regulation of one's cognitive processes during cultural interactions (Gooden, Creque & Chin-Loy, 2017), organizations can cultivate a workforce that is both innovative and adaptable to the evolving demands of the global market. This finding (H2) aligns with prior research indicating that individuals (expatriates) with high metacognitive cultural intelligence possess the cognitive ability to adapt flexibly and judiciously utilize their mental frameworks to make informed and objective decisions (Klafehn, Banerjee & Chiu, 2008). Encouraging employees to reflect on their cultural encounters and learn from them can lead to improved innovative outputs (Mo, 2024). Moreover, leaders should create an organizational culture that values diversity and inclusion, which, according to the findings, positively influences innovative work behavior. When employees feel valued and included, regardless of their cultural background, they are likely to engage more creatively in their work (Unsworth & Clegg, 2010).

Implementing mentorship programs that pair culturally diverse individuals can facilitate knowledge exchange, thereby fostering innovative thinking.

In addition, motivational CQ emerged as a critical factor driving innovative work behavior (H3). Previous studies have demonstrated that motivational cultural intelligence significantly influences cross-cultural adjustment (Lin et al., 2012). Additionally, individuals with lower scores in motivational CQ exhibit a decreased frequency of collaborative behaviors (Li et al., 2017). Employees with high motivational CQ display a willingness to engage with others across cultures, motivated by a genuine interest in collaboration and learning. Organizations should design incentive systems that reward culturally intelligent behaviors, encouraging employees to actively seek diverse perspectives (Li, 2021). Cultivating intrinsic motivation through recognition and appreciation of innovative contributions can further enhance this aspect of cultural intelligence (Earley & Ang, 2003). For example, organizations might establish innovation awards specifically highlighting contributions arising from cross-cultural collaboration, thereby reinforcing the value placed on cultural engagement.

The relationship between behavioral cultural intelligence and innovative work behavior has significant practical implications for organizations operating in today's globalized and diverse work environments (H4). Employees with high behavioral CQ are better equipped to navigate cross-cultural challenges, adapt their behavior to different cultural contexts, and interact more effectively with colleagues from diverse backgrounds (Yue & Wei, 2023), thereby enhancing collaboration, knowledge exchange, and innovation. Cultivating behavioral CQ through training and development programs can lead to increased creativity, novel idea generation, and improved problem-solving. When

employees constructively engage with cultural differences, they are more likely to contribute original solutions and think creatively. Furthermore, fostering an inclusive and culturally intelligent workplace can improve organizational performance by leveraging diverse perspectives in decision-making processes (Ang et al., 2007; Castañeda, Huang & Avalos, 2018). Integrating CQ into leadership development programs is also crucial, as leaders with high CQ are more effective in guiding teams towards innovative outcomes (Ng, Van Dyne & Ang, 2009). By prioritizing behavioral CQ development, organizations can foster a more dynamic and innovative workforce.

Second, the empirical results indicate that knowledge sharing plays a crucial moderating role in enhancing the relationship between motivational CQ and innovative work behavior (H7). There has been limited research conducted on this topic in the past. This finding highlights the importance of creating mechanisms that facilitate knowledge transfer across cultural boundaries. Organizations should implement knowledge management systems that encourage employees to document and share insights, experiences, and best practices (Zhou, Cai & Dong, 2024). Creating a collaborative workspace that promotes open communication can significantly enhance knowledge sharing (Zamiri & Esmaeili, 2024). For example, utilizing digital platforms where employees can discuss ideas and share feedback can bolster collaborative efforts (Hou, 2023). Additionally, leadership should model knowledge-sharing behaviors, reinforcing the expectation that employees contribute to collective intelligence irrespective of their cultural backgrounds (Kmieciak, 2021).

Lastly, this study confirms that innovative work behavior serves as an important mediator between cognitive CQ, metacognitive CQ, motivational CQ, behavioral CQ, and

employee innovation performance (H9, H10, H11, H12). Butt et al. (2023) demonstrated that cultural intelligence positively influences employee job performance through innovative work behavior. This mediation effect underscores the necessity for organizations to promote innovative behaviors as a means of translating cultural intelligence into tangible outcomes, including enhanced performance metrics. Practically, organizations must create a structured approach to encourage innovative work behavior (De Jong & Den Hartog, 2010). This might involve establishing innovation teams that allow employees to collaborate on projects, serving as platforms for applying their cultural intelligence. Regular brainstorming sessions or workshops focused on innovation can also yield significant benefits (Paulus & Kenworthy, 2019). Here, employees can demonstrate how their understanding of different cultures informs creative solutions, fostering a culture of continuous improvement (Portaankorva, 2024).

In summary, this study offers practical implications for enhancing innovation performance in foreign trade companies in China. By investing in cultural intelligence and cultivating an environment that supports innovative work behaviors, organizations can harness their full potential in the international arena. Ultimately, the interplay between cultural intelligence, innovative work behavior, and knowledge sharing creates a robust framework for driving employee innovation performance, which is crucial for navigating the complexities of global markets.

These insights suggest a strategic pathway for organizations seeking sustainable innovation, which includes cultivating a culturally intelligent workforce, fostering knowledge sharing, and systematically promoting innovative behaviors. Together, these

practices are likely to enhance competitive advantage in the continually evolving global business environment.

5.5 Strengths and Potential Limitations of the Research

Like any research endeavor, this study has its limitations. First, one notable limitation involves the sample scope utilized for data collection. While this study focuses on foreign trade companies in China, a context characterized by intensive cultural interactions and heightened innovation pressures, the findings may have limited generalizability to other geographic regions or industrial sectors. The unique characteristics of the Chinese market, such as its rapid economic development and distinct cultural influences, may affect employee innovation performance differently than companies in more culturally homogeneous nations or diverse sectors like technology or healthcare.

Second, the data collection methodology relied heavily on self-report surveys. Although self-reported data can offer valuable insights into employees' perceptions and attitudes, it is also susceptible to biases such as social desirability and response bias. This limitation raises concerns about the validity of the measures used, particularly when evaluating constructs like cultural intelligence and innovative work behavior. Future studies could incorporate alternative methods, such as qualitative interviews or observational techniques, to triangulate findings and enhance the robustness of the conclusions.

Third, another limitation arises from the decision to use knowledge sharing as a moderating variable within the proposed model. While prior literature suggests that knowledge sharing significantly enhances employee innovation performance, other potential moderating variables deserve consideration. For instance, organizational culture,

leadership styles, and individual differences such as personality traits could substantially influence the relationship between CQ dimensions and innovative work behavior. Expanding the model to include these additional moderators could provide a more nuanced understanding of the underlying dynamics.

Despite these limitations, this research possesses several strengths that contribute significantly to both theoretical and practical implications. One primary strength is its comprehensive examination of cultural intelligence, encompassing cognitive, metacognitive, motivational, and behavioral dimensions (Ang et al., 2007). By exploring how these facets of CQ impact employee innovation performance, particularly in the context of foreign trade companies in China, this research offers a holistic view of the interplay between cultural factors and innovation outcomes.

The study's framework integrates existing theories on CQ and innovation, enriching the academic discourse surrounding these concepts. It emphasizes the importance of understanding not only the cognitive dimension of cultural intelligence, including knowledge of diverse cultural norms and practices, but also the critical roles of metacognitive awareness and the motivational capacity to adapt to cultural differences. These elements are crucial for fostering an environment conducive to innovation, where employees feel empowered to share ideas and collaborate across cultural boundaries.

Additionally, the findings underscore the pivotal role of knowledge sharing in enhancing the relationship between motivational CQ and innovative work behavior. The ability of employees to effectively share information and resources is essential for nurturing a culture of innovation. This study provides empirical evidence indicating that knowledge sharing can amplify the positive effects of motivational CQ on innovative

behaviors. By promoting a knowledge-sharing ethos within organizations, leaders can leverage the diverse perspectives and skills of their workforce, ultimately enhancing innovative outputs.

Moreover, integrating cultural intelligence with knowledge sharing and innovative work behavior opens new avenues for research and practice. It encourages organizations to invest in developing employees' cultural competencies through targeted training programs and initiatives aimed at fostering collaboration among individuals from various cultural backgrounds. Such investments enhance employee engagement and bolster overall innovation performance by creating an inclusive atmosphere that values diverse contributions.

Furthermore, the focus on foreign trade companies in China situates this research within a rapidly evolving global landscape, where cross-cultural interactions are increasingly common. Understanding how cultural intelligence and knowledge sharing interact in such contexts is crucial for organizations aiming to thrive in international markets. This insight allows businesses to tailor their approaches to innovation and knowledge management strategies, ensuring they remain competitive amid the complexities of globalization.

In conclusion, while this research faces limitations regarding sample generalizability, data collection methods, and the choice of moderating variables, it also embodies significant strengths that enrich the understanding of cultural intelligence and innovation within organizations. By illuminating the connection between CQ, knowledge sharing, and innovative work behavior, this study contributes to both theoretical frameworks and practical applications in management. Future research can build on these

findings by exploring additional contextual factors and moderating variables, ultimately enhancing our comprehension of how cultural dynamics and collaboration affect innovation performance in diverse organizational settings.

5.6 Directions for Future Research

Despite the critical role of employee innovation performance in maintaining competitive advantage, recent literature highlights several challenges that impede its enhancement and sustainability. This section outlines specific directions for future research aimed at providing deeper insights into the interplay among cultural intelligence, innovative work behavior, knowledge sharing, and overall employee innovation performance.

First, future research should examine the proposed models utilizing a more diverse respondent pool. The current body of work often relies on samples from homogeneous groups, thereby limiting the generalizability of findings. Expanding the respondent base to encompass various industries, organizational cultures, and geographic locations could yield richer data about how different contexts influence innovation performance. For instance, understanding the responses of employees from collectivist versus individualistic cultures to motivational cues may illuminate significant cultural dimensions affecting innovative behaviors. Investigating these variables across diverse settings would significantly contribute to the academic discourse on cultural intelligence and its impact on innovation.

Second, future studies ought to incorporate additional moderators within the existing framework. While this study has focused on the moderating role of knowledge sharing in enhancing the relationship between motivational CQ and innovative work behavior, other potential moderators also merit investigation. Variables such as leadership

styles, organizational climate, or team dynamics could significantly affect this relationship. By integrating these moderators, researchers could develop a multifaceted understanding of the factors that facilitate or impede innovative behavior in organizations. This expanded framework may reveal how different environmental or relational contexts shape the dynamics of innovation.

Furthermore, it is essential to broaden the contexts in which these models are tested. The current study was conducted within a specific organizational setting, which may not represent the full spectrum of variability found across industries or sectors. Investigating the proposed model across a variety of organizational contexts, including non-profit organizations, startups, and multinational corporations, may offer valuable insights into the extent to which the findings are universally applicable or contingent upon specific contextual factors. Such comparative analyses would enrich our comprehension of how contextual factors influence employee innovation performance.

Lastly, longitudinal studies should be prioritized to investigate the dynamic nature of innovative work behavior over time. Cross-sectional data often capture a snapshot that may not reflect ongoing processes or changes in motivation and behavior. Longitudinal research can help track how cultural intelligence and knowledge-sharing practices evolve and interact with innovative performance, thereby offering a more comprehensive view of the innovation landscape within organizations.

In conclusion, these research directions aim to enrich the existing literature on employee innovation performance, cultural intelligence, and knowledge sharing. By considering diverse respondent backgrounds, incorporating additional moderators, expanding contextual frameworks, and utilizing longitudinal approaches, future research

has the potential to generate profound insights that enhance our understanding of the mechanisms underlying innovation behavior in the workplace. Such contributions could ultimately lead to the development of more effective strategies for fostering a culture of innovation across diverse organizational landscapes. Through this endeavor, scholars and practitioners alike can better equip themselves to navigate the complexities of contemporary work environments, thereby ensuring sustained competitive advantage in an ever-evolving market.

5.7 Conclusion

In conclusion, this study offers significant insights into the role of cultural intelligence in enhancing employee innovation performance within the context of foreign trade companies in China. Cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ, as core components of cultural intelligence, are identified as key factors influencing employees' effectiveness in contributing to innovation. This finding aligns with existing literature, which emphasizes that cultural intelligence equips individuals with essential skills to navigate diverse cultural environments, thereby fostering innovative work behavior.

Moreover, the study reveals that innovative work behavior serves as a crucial mediator in the relationship between the various dimensions of cultural intelligence and employee innovation performance. This conclusion is particularly relevant as it reinforces the notion that cultural intelligence not only facilitates understanding and adaptation to different cultural contexts but also translates into proactive innovative actions among employees.

Additionally, the study identifies a significant moderating effect of knowledge sharing on the connection between motivational CQ and innovative work behavior. This suggests that a culture of open communication and collaboration can amplify the benefits of motivational CQ, enhancing team members' innovative efforts. Knowledge sharing acts as a catalyst, enabling individuals to leverage each other's insights and perspectives, which is critical in dynamic trade environments. Table 5.1 presents the alignment among the research questions, research objectives, and the corresponding hypotheses.

Table 5.1: RQ-RO-H Alignment & Results

Research Questions (RQ)	Research Objectives (RO)	Hypotheses (H)	Decision
RQ1: Do cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ each independently influence innovative work behavior among employees?	RO1: To examine the relationships between the different dimensions of CQ, including cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, and employee innovation performance.	H1-H2-H3-H4: There is a positive relationship between cognitive, metacognitive, motivational, and behavioural cultural intelligence and innovative work behavior.	Supported
RQ2: To what extent does knowledge sharing moderate the relationships between cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ in influencing innovative work behavior within foreign trade companies?	RO2: To examine the moderating influence of knowledge sharing on the relationship between the dimensions of CQ (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ) and innovative work behavior.	H5-H6-H7-H8: Knowledge sharing moderates the positive relationships between cognitive, metacognitive, motivational, and behavioural cultural intelligence and innovative work behavior.	H7 Supported; H5, H6, H8 Not Supported

Table 5.1 continued

RQ3: Does innovative work behaviour mediate the relationship between cognitive CQ, metacognitive CQ, motivational CQ, and behavioural CQ, and employee innovation performance?	RO3: To explore the mediating effect of innovative work behavior in the relationship between the dimensions of CQ (cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ) and employee innovation performance.	H9-H10-H11-H12: Innovative work behavior mediates the relationship between cognitive, metacognitive, motivational, and behavioral cultural intelligence and employee innovation performance.	Supported

The findings of this study have important implications for local managers and policymakers. By fostering an environment that prioritizes cultural intelligence and encourages knowledge sharing, organizations can enhance their teams' innovative capacities, which is particularly vital in the competitive landscape of international trade. Furthermore, while this study illuminates several key areas, it also acknowledges limitations, such as potential variability in cultural contexts across different regions and industries. Future research could further explore the nuances of these relationships in various cultural settings and examine how digital transformation influences the dynamics of cultural intelligence and innovation in the workplace.

Ultimately, this study underscores the interconnectedness of cultural intelligence, innovative work behavior, knowledge sharing, and employee innovation performance, paving the way for more nuanced approaches to fostering innovation in culturally diverse contexts.

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APPENDICES

Appendix A: Questionnaire

English Version

Universiti Malaysia Sarawak

94300 Kota Samarahan

Sarawak Malaysia

Dear Respondent,

The goal of the current study is to investigate how cultural intelligence affects employee innovation performance in Chinese foreign trade companies. Kindly fill out the survey with your sincere thoughts. Even though some of the questions might seem alike, each one focuses on a different problem. An answer is never right or wrong. What matters most to us is what you think.

Please do not hesitate to contact the individual below if you have any questions or if you would want to know the results of this study. The collective data will be beneficial to employees and business managers for future development consideration.

We appreciate you taking a break from your hectic schedule to take part in this research. We will keep all of the information you provide private. Your thoughtful involvement and help are greatly valued in helping to make this study a success.

Yours sincerely,

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Section I

This section is designed to find out the influence of cultural intelligence on employees' innovation performance in foreign trade company. Please read each statement and choose the answer that most accurately tells how true the statement is for you.

Please circle one number which represents your answer for each item

Responses are based on a seven-point scale and scores ranged from 1 (strongly disagree) to 7 (strongly agree)

Strongly disagree 1 2 3 4 5 6 7 Strongly agree

Factor	NO	Items	Scores						
Metacognitive CQ	1	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	1	2	3	4	5	6	7
	2	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	1	2	3	4	5	6	7
	3	I am conscious of the cultural knowledge I apply to cross-cultural interactions.	1	2	3	4	5	6	7
	4	I check the accuracy of my cultural knowledge as I interact with people from different cultures.	1	2	3	4	5	6	7
Cognitive CQ	5	I know the legal and economic systems of other cultures.	1	2	3	4	5	6	7
	6	I know the rules (e.g., vocabulary, grammar) of other languages.	1	2	3	4	5	6	7
	7	I know the cultural values and religious beliefs of other cultures.	1	2	3	4	5	6	7
	8	I know the marriage systems of other cultures.	1	2	3	4	5	6	7
	9	I know the arts and crafts of other cultures.	1	2	3	4	5	6	7

	10	I know the rules for expressing nonverbal behaviours in other cultures.	1	2	3	4	5	6	7
Motivational CQ	11	I enjoy interacting with people from different cultures.	1	2	3	4	5	6	7
	12	I am confident that I can socialize with locals in a culture that is unfamiliar to me.	1	2	3	4	5	6	7
	13	I am sure I can deal with the stresses of adjusting to a culture that is new to me.	1	2	3	4	5	6	7
	14	I enjoy living in cultures that are unfamiliar to me.	1	2	3	4	5	6	7
	15	I am confident that I can get accustomed to the shopping conditions in a different culture.	1	2	3	4	5	6	7
Behavioural CQ	16	I change my verbal behaviour (e.g., accent, tone) when a cross-cultural interaction requires it.	1	2	3	4	5	6	7
	17	I use pause and silence differently to suit different cross-cultural situations.	1	2	3	4	5	6	7
	18	I vary the rate of my speaking when a cross-cultural situation requires it.	1	2	3	4	5	6	7
	19	I change my nonverbal behaviour when a cross-cultural situation requires it.	1	2	3	4	5	6	7
	20	I alter my facial expressions when a cross-cultural interaction requires it.	1	2	3	4	5	6	7
Innovative Work Behaviour	21	I often pay attention to problems that are not part of my job.	1	2	3	4	5	6	7
	22	I often think about how something can be improved or improved.	1	2	3	4	5	6	7
	23	I am often looking for new working methods, new technology or new instruments.	1	2	3	4	5	6	7
	24	I often come up with creative solutions to problems.	1	2	3	4	5	6	7
	25	I often come across new approaches to running errands.	1	2	3	4	5	6	7
	26	I often make organizational leaders enthusiastic about innovative ideas.	1	2	3	4	5	6	7

	27	I often try to convince people to support innovative ideas.	1	2	3	4	5	6	7
	28	I often systematically introduce innovative ideas into work practices.	1	2	3	4	5	6	7
	29	I often contribute to the implementation of new ideas.	1	2	3	4	5	6	7
	30	I often put a lot of effort into developing new things.	1	2	3	4	5	6	7
Knowledge Sharing	31	I often assist colleagues in communicating with customers in order to establish a good relationship with customers.	1	2	3	4	5	6	7
	32	I often encourage colleagues to bring up good ideas and suggestions so as to enhance the overall service standards at work.	1	2	3	4	5	6	7
	33	I often help colleagues with problem solving.	1	2	3	4	5	6	7
	34	I will take action to help if colleagues encounter a problem.	1	2	3	4	5	6	7
	35	I will demonstrate how to do something when things are difficult to explain.	1	2	3	4	5	6	7
	36	When I am preparing a document, I am willing to write down what I know for my colleagues to refer to.	1	2	3	4	5	6	7
Employee Innovation Performance	37	I often offer new ideas to improve existing situations.	1	2	3	4	5	6	7
	38	I actively support innovative ideas.	1	2	3	4	5	6	7
	39	I am always looking for new working methods, skills or tools through learning.	1	2	3	4	5	6	7
	40	I was praised by my supervisor for my innovative idea.	1	2	3	4	5	6	7
	41	I will turn innovative ideas into practical applications.	1	2	3	4	5	6	7

	42	I will come up with some original solutions to problems through learning.	1	2	3	4	5	6	7
	43	I introduce innovative ideas in a systematic way.	1	2	3	4	5	6	7
	44	I will bring innovative thinking to the attention of key organizational members of the company.	1	2	3	4	5	6	7

Section II Background Information

The following questions are meant only for the purpose of analysis. Please tick the relevant answer (please tick one).

(1) Gender

☐ Male ☐ Female

(2) Age

☐ 18-20 years old

☐ 21-30 years old

☐ 31-40 years old

☐ 41-50 years old

☐ 51-60 years old

☐ 60-70 years old

(3) Education level

- ☐ High school
- ☐ Junior college
- ☐ Undergraduate
- ☐ Postgraduate

(4) Monthly income

- ☐ BetweenRMB1,000 and RMB1,500
- ☐ Between RMB1,501 and RMB3,000
- ☐ Between RMB3,001 and RMB4,500
- ☐ Between RMB4,501 and RMB6,000
- ☐ Between RMB6,001 and RMB7,500
- ☐ Between RMB7,501 and RMB8,000
- ☐ RMB8,001 and above

(5) Your years of service

- ☐ 2-4years
- ☐ 4-6 years
- ☐ 6-8years
- ☐ 8-10 years
- ☐ 10 years and above

(6) Position

☐ General employees

☐ First-level managers

☐ Middle managers

☐ Top management

☐ Others (no position)

(7) Department

☐ Marketing/sales

☐ R&d/design

☐ Education and training

☐ Finance and finance

☐ Comprehensive management

☐ Service production/operation

(8) Numbers of the Organization

☐ 10-50 people

☐ 51-100 people

☐ 101-300 people

☐ 301-1000 people

☐ More than 1001

(9) Your work location

- ☐ Shanghai
- ☐ Guangdong
- ☐ Zhejiang
- ☐ Jiangsu
- ☐ Fujian
- ☐ Shandong

END OF QUESTIONNAIRE

THANK YOU VERY MUCH FOR TAKING YOUR VALUABLE TIME TO COMPLETE THIS QUESTIONNAIRE.

YOUR CO-OPERATION IS VERY MUCH APPRECIATED.

Appendix B: Summary of Major import and export countries (regions) in October 2024

Unit: Million USD

No	Import country of origin (place) Export country of destination (place)	Import	Export
1	**European Union**	224,727.8	428,115.0
2	**Among them: Germany**	79,184.1	88,577.4
3	**Holland**	15,174.3	75,973.9
4	**France**	28,794.2	36,929.9
5	**Italy**	21,918.8	38,107.2
6	**America**	136,398.0	427,776.2
7	**Association of Southeast Asian Nations**	325,028.7	472,596.6
8	**Among them: Vietnam**	81,353.4	131,557.4
9	**Malaysia**	90,852.5	80,820.2
10	**Thailand**	39,733.4	69,191.1
11	**Singapore**	26,221.9	63,604.8
12	**Indonesia**	57,546.4	60,473.3
13	**The Philippines**	15,926.3	42,916.5
14	**Japan**	126,589.8	125,332.3
15	**Hong Kong, China**	14,362.6	237,898.3
16	**Korea**	148,336.8	120,384.7
17	**Taiwan of China**	178,578.0	61,789.4
18	**Australia**	118,007.9	58,630.7
19	**Russia**	108,069.4	94,142.3
20	**India**	15,234.2	99,791.2
21	**Britain**	16,106.0	65,045.8
22	**Canada**	36,694.1	38,568.7
23	**New Zealand**	10,291.5	6,427.6
24	**Latin America**	203,705.9	230,531.7
25	**Among them: Brazil**	99,602.1	60,770.9
26	**Africa**	97,321.7	143,275.6
27	**Among them: South Africa**	25,645.5	17,940.4

Source: General Administration of Customs of the People's Republic of China (2024)