
Measuring Cultural Intelligence and Employee Engagement of Internal-Migrants in Indian Tea Plantations

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Abstract

The objective of this research is to examine the dimensions of cultural intelligence, employee engagement and to find the impact of cultural intelligence on employee engagement in Indian tea plantation sector. The target population was 1160 migrant employees of Indian tea plantation sector at different levels and departments (stratified random sampling method). Cultural Intelligence Scale by Ang et al (2007) and Employee Engagement Scale by Schaufeli (2012) were adopted for the purpose of this research. The responses were analyzed using IBM SPSS 25 and WarpPLS 7.0. The results revealed that there exists a significant relationship among behavioral cultural intelligence and employee engagement with a correlation value of 0.952 and R^2 is 0.25 which shows that cultural intelligence makes a significant impact on employee engagement. If there is an effective implementation of CI, there will be more engagement towards the work which may finally lead to enhanced performance and a healthier relationship among the organization and employees.

Key words: Organizational Behavior, Cultural Intelligence, Employee Engagement, The Indian Tea Plantation sector, migrant workers.

Introduction

Changing Scenario of Work Culture

The world today has become completely volatile due to the increased movement of people from one place to another, be it within the same state or country. Due to increased globalization and the need to explore the world within human beings have become more and the thirst for better survival has made people move around resulting in a cultural mix. Previously it was evident that organizations had employees belonging to the same country which obviously means the same kind of cultural practices, but in today's scenario, organizations are a concoction of employees with diversified cultural and cultural practices. Managing the diversified employees with different cultural backgrounds are a real challenge for the organization as well as the top level managers. Keeping them bonded together for achieving the goals of an organization is a task followed by many organizations in recent times. In earlier times, diversified employees were seen across many multinational companies, but the scenario today changed, even a small company has got its employees with different languages and different culture.

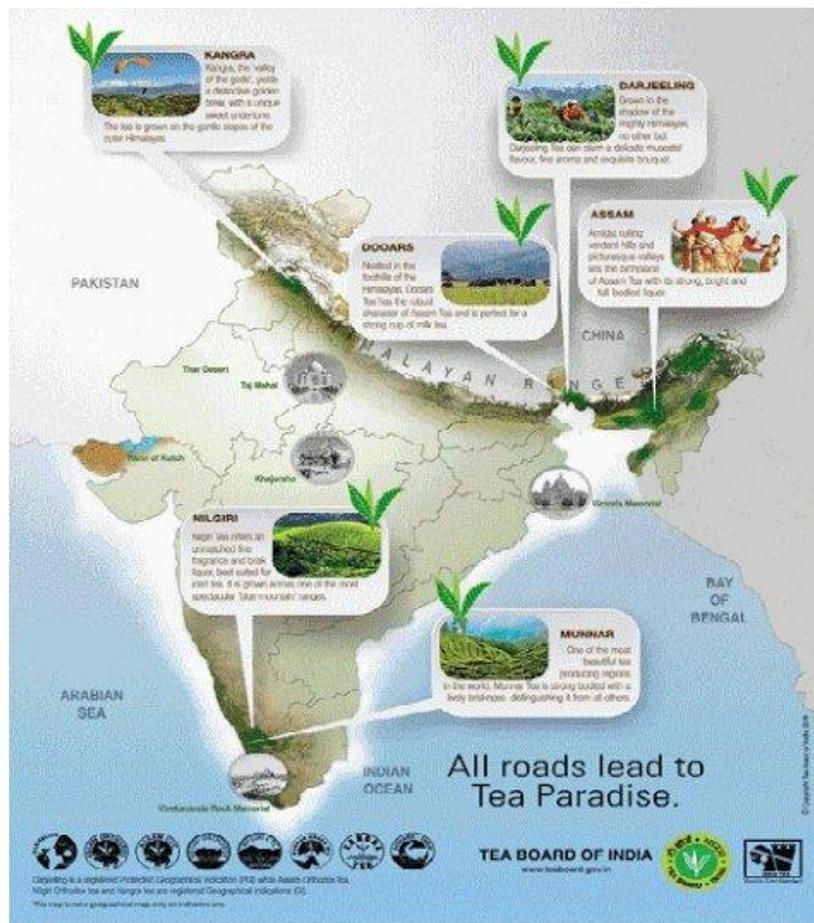
A country like India is a bowl where there are many different types of people with their own dialect and cultural practices. The oldest and unique culture in the world is Indian culture. Even though, united as Indians, still there are many cultures which are yet to be explored. Many companies in the south provinces of India are witnessing many north Indians

who are employed as regular wage earners. There is definitely a culture shock in the southern regions of India. Most of the organization be it small or big are having a composite mixture of employees and such organizations really require individuals who are efficient enough to interact with these culturally diversified people for achieving the goals of the organization.

In order to manage such diversified employees, cultural intelligence is one of the important criteria which organizations can follow to achieve employee engagement. Employee Engagement is considered to be a crucial element which has a positive impact in the long term development and advantage of an organization. The latest research report which was published by the Gallup Consulting firm has shown that around 13% of the total staff in the entire world are observed as dedicated and around 63% of the staff are considered to work with problems (2013).

The Indian Tea Industry

The Indian tea industry is considered to be the oldest industry which can be dated back to more than 200 years old. The planting of tea in India was done by Mr. Robert Bruce and the first Indian tea which was grown in Assam was sent to the UK in the year 1883. In India, tea is grown in various parts of the country such as Assam, West Bengal, Tamil Nadu and Kerala. It is mainly based on agricultural practices and it is labour intensive. This particular industry provides direct employment opportunity to more than 1 million people across the country.

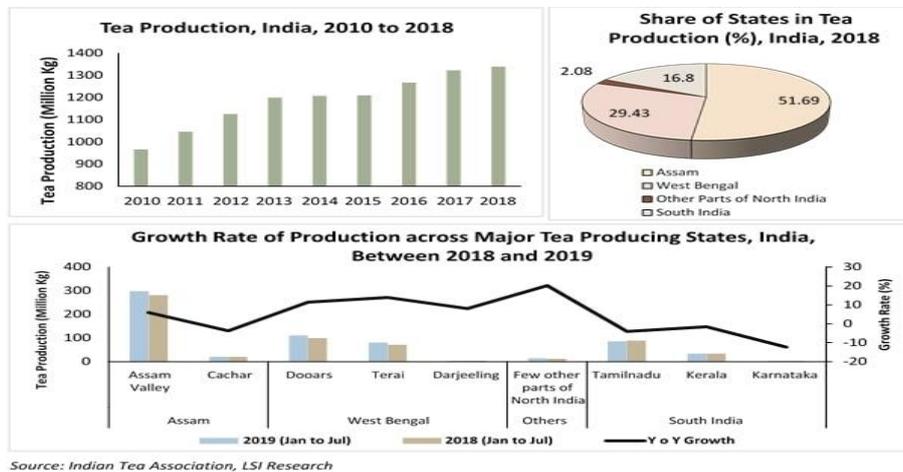


Source: Tea Board of India

Fig 1 -Major Tea producing states of India

Huge investments made in the processing units of tea manufacturing factories, continuous renovations, strategic expansion in marketing and favorable geographical indications have supported the Indian tea to become the world’s finest tea. In the financial year of 2018, there was a record hike in the production of Indian tea eventually creating a highest record in exports. There was around 1325.05 million kgs produced which accounts to an increase 74.56 million kgs as compared to 2016-17. There was an increase of 6%. The export of Indian tea in the financial year of 2017-18 accounts for 256.57 million kgs and the foreign exchange derived from export of Indian tea was \$785.92. There was an overall demand for high value teas such as orthodox tea and green tea. The total tea export in the financial year 2020 stood up to US\$826.47 million and in the financial year 2021 it accounted for US\$75.38 million.

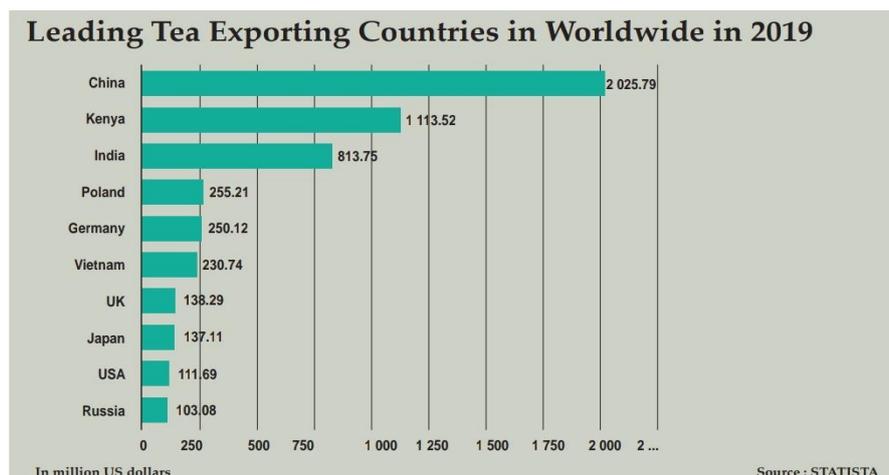
India stands in the fourth position in terms of tea export next to Kenya, China and Sri Lanka. In the year 2019, Indian was the largest tea producers in the world with the production record of 1339.70 million kgs. In the financial year 2020(till November 2019) was estimated around 535.13 million and during the year July 2021, the tea production was estimated around 179.01 million kgs in India (Source: Directorate General of Commercial Intelligence and Statistics, 2021).



Source: Indian Tea Association, LSI Research

Source: Indian Tea Association

Fig 2- Countries exporting Tea



Source: STATISTA

Source: Statista

Fig 3- Tea Production in India

The tea industry is a labour intensive industry which employs more women. This particular industry involves people working from all the parts of the country, right from North India to South India. There is always a diversified work group involved in this particular industry and HR activities play a crucial role in the amicable and smooth functioning of this industry. In order to manage this diversified work group, efficient HR practices are vital and in order to keep the employees active and engaged in their work, cultural intelligence is essential. The tea plantation sector consists of migrant workers which can be dated back to 1884, where huge number of people from parts of Tamilnadu, Karnataka and other Indian states migrated to parts of Kerala to work in these plantation and later settled down. At present there are more migrant workers from Jharkhand and Assam, which makes the plantation industry a diversified sector which many languages and cultural practices.

Most of the research conducted in the area of cultural intelligence were based on MNC's and the primary focus was on expatriates cultural intelligence. The present research focuses on how cultural intelligence can lead to employee engagement of agriculture based migrant workers (tea plantation sector).

Literature Review

In this research, various researches related to migration, cultural intelligence and employee engagement are widely taken into consideration. Various literatures are gone through to identify the dimensions of cultural intelligence, the dimensions of employee engagement and how cultural intelligence impacts employee engagement.

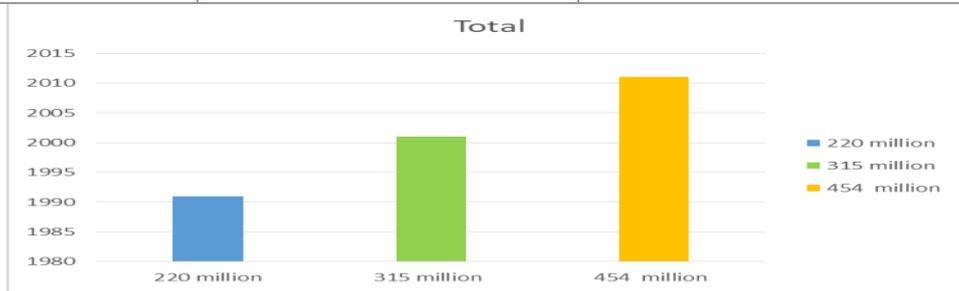
Migration

Human beings since ages are known for their mobility from one place to another in search of their basic needs and this is very well known from our pre-historic era. It is indeed clear that human history denotes that people migrated from one place to another in search of a settlement and it was either permanent or temporary, most of the time it was compulsion and inadequate facilities which played a crucial role in this process. The changes in the structure and the distribution of the population are the obvious consequences of three prominent process such as fertility, mortality and migration. The fertility and the mortality components are biological in nature whereas the migration part is being impacted by various determinants such as social, environmental, psychological factors, etc.

The concept of mobility is known by the name "Migration" which can be either internal or external and can be influenced by factors such as economic, social and political. Globalization also has a crucial role in designing the migration process which can be either internal or international. India is a country which accounts for one –fourth of the fastest growing cities in the world (World Economic Forum, 2018) and which is witnessing more of internal migration in the recent times. It is observed that there is a drastic increase in the number internal migrants and around 454 million internal migrants are witnessed and this is gradually increasing in every census report (Government of India, 2017). India is attracting internal migrants not only to huge metro cities but various industries such as plantations such as tea, coffee, cardamom are also witnessing huge number of internal migrants. It was estimated that internal migration in India accounts for 9 million between 2011 and 2016 (Economic Survey of India, 2017).

Table 1: Internal Migrants of India

Internal Migrants of India		
S.No	Year	Number of Migrants
1	1991	220 million
2	2001	315 million
3	2011	454 million



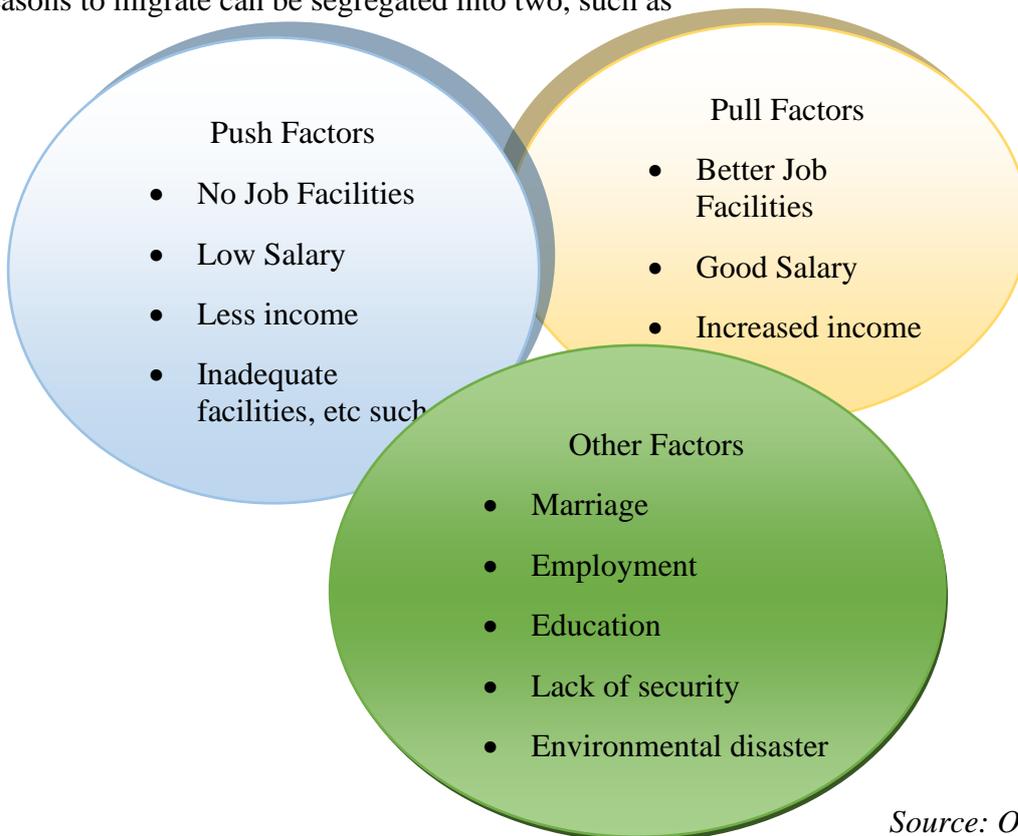
Source: World Bank Group

Fig 4- Internal Migrants of India

Numerous factors causes migration and each has a vital role to play and influence internal migration to happen.

The Prominent Reasons Contributing to Migration in India

When a decision is made to migrate, the migrant people are so calculative and rational about their decision to migrate (Todaro & Smith, Economic Development, 2015). The reasons to migrate can be segregated into two, such as



Source: Own Research

Fig 5- Prominent reasons for migration

Push Factors: People decide to migrate when his or her hometown is deprived of providing adequate employment opportunities, less salary or wages, lack of proper living conditions and inadequate infrastructure facilities such as healthcare, educational institutions, etc.

Pull Factors: When there is so much of influence by the push factors, pull factors too contributing in the decision to migrate. Reasons such as better job facilities, the urge and need to earn better and more income, better living condition and good infrastructure facilities attract more people to migrate. Apart from these factors such as marriage, better employment, good education, lack of security at home town and environmental induced factors also contribute towards migration (The Hindu, 2020).

Challenges faced by internal migrants

The internal migrants are very much vulnerable which leads to exploitation as they are not aware about the language spoken in the host society and this makes them to comprise a better living. There is a lack of awareness regarding the labour rules and regulations that are available to the internal migrants which creates a frugal living condition. The inability to understand the local language being spoken and the cultural practices in the host society makes them more vulnerable (Anju, 2017). The internal migrants face a lot of exclusion due to which they are devoid of their basic rights (Ansari, 2016). The main challenges such as documentation and identity, better housing or accommodation facilities, political exploitation and limited access to financial services are the major challenges which are faced by the internal migrants (The Hindu, 2020). In order to eradicate the problems which arise due to internal migration and cultural intelligence plays a crucial role in bridging this gap. Cultural intelligence is the most and relevant concept for the migrant workers. To behave appropriately in a culturally diverse setting and to work effectively migrants need to apprehend the various cultural rules and norms which exists in an organization. (Chen et al., 2012; Earley & Ang, 2003).

Cultural Intelligence

The competency and capability of an individual to adapt, function and accomplish his or her goals in an effective and efficient way that too in an intercultural and diverse environment is known as cultural intelligence (Earley & Ang, 2003). It is described by Schmidt & Hunter (2000), the simple extension of intelligence in general terms is known as cultural intelligence and Ang et al (2007) has elaborated that it emphasizes the competencies by detecting, assimilating and reasoning the efficiencies involved with people that are very much associated with culturally diverse environment and effectively handling the issues connected with the same.

Earley & Ang (2003) specified that cultural intelligence is also perceived as a multi-faceted conceptualization which comprises four important essentials, namely meta-cognitive, cognitive, motivational and behavioral. Massive awareness is created by the dimension of cultural intelligence and meta-cognitive enables an individual to understand the cultural-diversity, cognitive emphasizes the cultural knowledge, motivational intelligence deals with the efficacy and the drive to engage in cultural diversity and the ability of an individual's behavior in a culturally diverse environment is placed under behavioral cultural intelligence (Ang et al, 2007). To be more elaborate on the four elements of cultural intelligence, meta-cognitive cultural intelligence can be defined as the understanding of cultural knowledge which involves planning, controlling and adjusting the mental models of cultural assumptions and norms that are followed during as well as the interaction and how people are making an effort to gain this through means of a mental process is focused here.

The structure and content of cultural knowledge involves norms, practices and conventions that are found among different cultural groups obtained through experience and education comes under cognitive CI. The mental ability which involves direct attention and energy to learn and function within scenarios characterized by cultural diversity involving control over cognition to facilitate goal-attainment abilities in a cross-cultural situation is referred as mental CI. People's capability to expose suitable actions related to verbal and non-verbal in a cross-cultural interaction involving apt words and gestures to demonstrate in a cultural setting is known as behavioral CI.

In an organization, when people develop the characteristics of a culturally intelligent individual, they are able to adjust to people belonging to different culture and to various cultural situation without expressing any stress and they are able to handle things more efficiently. Such people have the ability to maintain and develop a cordial relationship with other people who belong to different culture and they are much efficient in completing task-related goals even in a multi-cultural background. The most important significance of these people are that, they are much satisfied both in work as well as life as they develop the ability to fit into any kind of workplace and society which may differ from their own culture (Thomas et al,2008). Cultural Intelligence can be an effective tool in mediating better performance and work behavior of employees working in tea plantation sector and enable them to adopt as well as adjust to the multicultural work environment. Leung & Chui (2010) has showed that, "emotion regulation can be defined as an integral element of CI which helps people to tackle the situation and possible anxiety that is triggered by various cultures".

Cultural Intelligence and Its Key Benefits

There has been extensive research carried out to study cultural intelligence and its impact that are relevant to the workplace. People who possess higher level of cultural intelligence are known to have the ability of performing any activities in a culturally diverse environment and they are the ones who have the capability to face any kind of components in a global level (Fang et al, 2018). Existing researches have concluded that, individuals as well as teams with higher frequency of cultural intelligence are the ones eligible for numerous benefits such as psychological outcomes which includes effective intercultural adjustment, behavioral outcomes which includes the ability for better decision making and outcomes which are related to performance. The performance outcomes are nothing but the efficiency of an employee towards increased performance in his or her work (Gelfand et al., 2015; Leung et al., 2014). Apart from benefits of cultural intelligence to individuals and teams, organizations are also impacted with positive outcomes. Organizations can get benefited from an increase in profit as well as the cost of savings will eventually increase. There may be a chance to expand the business and networking operations (Livermore, 2015).

Employee Engagement

When an employee's work –related state of mind which is characterized by vigor, dedication and absorption seems to be positive and fulfilling, it is called as engagement. A situation in which there is no focus on any specific article, incident, individual or behavior and a very persistent and pervasive state of mind can be seen which is known as affective-cognitive state. It has been studied that individuals dedicated in their work tend to work harder, they are able to perform better and are able to complete their task in a faster pace when compared with other employees who are not immersed in their work (Mazetti et al., 2018). The organizations in this modern era requires employees who can be emotionally connected with their work and people who are proactive as well as willing to produce high quality of performance standards. Schaufeli et al (2002) framed three criteria which are considered to be important and to be met in order to attain the maximum performance benefits which are related to employee engagement. The first condition describes vigor which

explains about the individuals who are willing to invest their effort and utilize their full energy in their work. The individuals who are ready to show persistent effort in accomplishing work related goals even in the times of facing tough challenges. Employees who have a deep connection with their job are represented with characters such as zeal, motivated, pride and the ones who represents feelings of prominence. The second criteria explains dedication of employee engagement. The final criteria is absorption which explains about the employees who are thankfully immersed in their work and it is not an easy task to detach such employees from their work (Agarwal et al. 2012; Schaufeli et al. 2002). When an employee while working has so much of energy and mental resilience, willing to devote one's own effort in his or her work and be obstinate even in the times of difficulties is known as vigor. The strong involvement in work by experiencing a sense of significance, zeal, motivation, pride and challenge is known as dedication. Absorption can be defined as the qualities where employees concentrate and are immersed in one's work with lots of happiness.

Employee engagement is driven by factors such as personal resources which are helpful in kick starting the motivational process by fulfilling the basic psychological requirements like need for sovereignty, affiliation and proficiency (Deci et al., 2001; Ryan & Deci, 2000; Van den Broeck et al., 2008, 2010; Xanthopoulou et al., 2009). The three important components of engagement which stimulates constructive affective –motivational work-related state of fulfillment is characterized by vigor, dedication and absorption. The employees who are engaged in their work are categorized as persons who typically have high energized approaches as well are fully engrossed and devoted in the work and those who are able to display high level of enthusiasm about the work they carry out (Macey & Schneider, 2008). It was found in an ethnographic study that employees tend to be engaged more when the work is challenging and diverse. When employees are involved in their work, they tend to work hard and more commitment can be seen from them which eventually helps the organization to reach a better position and attain success (Lockwood, 2007).

Engaged employees always feel their work affects their physical as well as psychological wellbeing in a positive and healthy way (Crabtree, 2005). It is also proven that when employees are not associated with their organization, they work with lots of frustration and their refuse to create a relationship between their capabilities and tasks. Such employees were always looking for a reason to leave the organization (Blessing-White Inc, 2006). Committed and engaged employees establish an emotional and positive connectivity with their organization which finally boosts the performance of both the organization as well as the employees (Chalofsky & Krishna, 2009).

Cultural Intelligence and Employee Engagement

It has been found that the higher the cultural intelligence, higher will be the engagement level of employees in a culturally diverse work place. The employees will be able to effectively traverse the probable challenges which includes communication (Bucker et al., 2014), collaboration (Imai & Gelfand, 2010) and mediation (Groves et al., 2015) where the level of CI is high. Employees with high CI seems to be more confident in their abilities to manage the intercultural interactions in an effective manner and are at ease when the situation demands so and a greater sense of competence is also developed (Templer et al., 2006). There will be better monitoring, ability to analyze and adapt to circumstances in the behaviors of employees when there is effective cultural intelligence as well as it leads the employees with a greater sense of autonomy by employing better influence and will have good control over their environment (Tay et al., 2008). An organization with diverse employees are prone to have different people with different cultural backgrounds which at times creates social categorization that can lead to negative reactions and misunderstandings. But when there is high CI in an organization, it helps to fulfill the need for relatedness which helps in

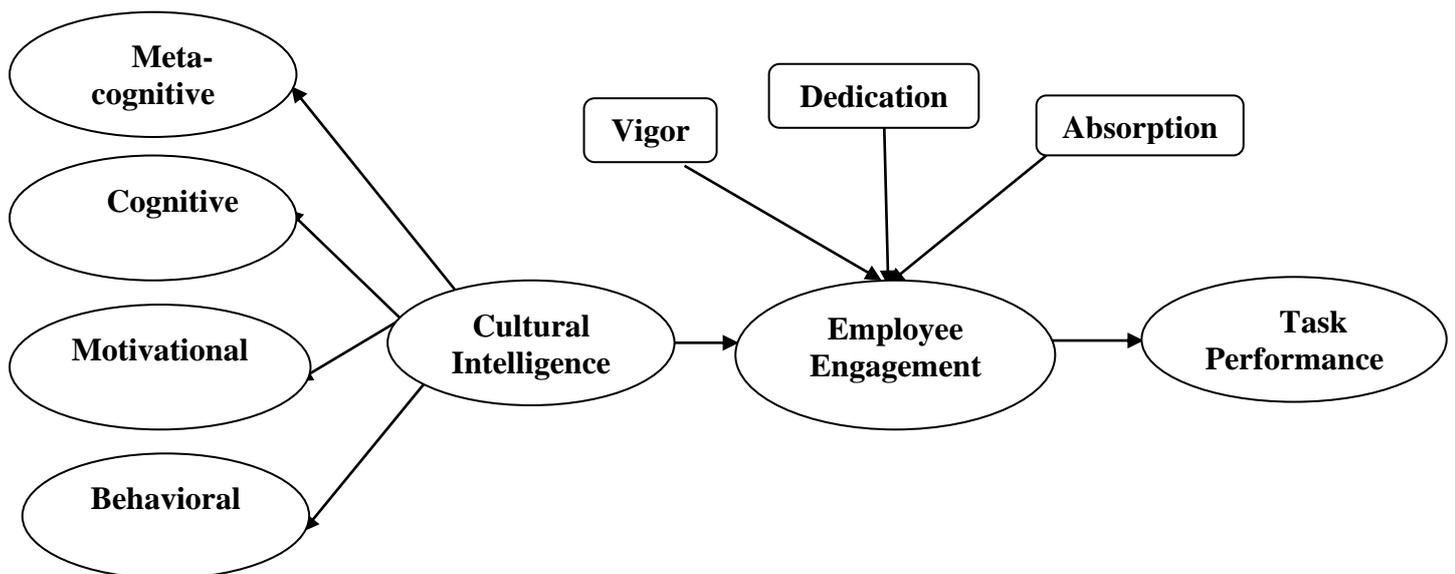
overcoming the negativity and misunderstanding (Rockstuhl & NG, 2008). CI acts as a bridge to rectify the differences among the employees and it helps in the expediting more integration and acceptance within the organization (Flaherty, 2008).

Cultural intelligence is very much applicable to tea plantation employees and in order to work efficiently in a multicultural work group or organization, they must have the efficiency to comprehend the various rules as well as the standards and behave according in a cultural work setting (Chen et al., 2012; Earley, & Ang, 2003). Studies carried out by Gullekson & Dumaisnil (2016), has showed that cultural intelligence serves as guide for long-term for tea industry where most of the workers are migrant workers and these workgroup are more likely to focus on their sustainability and long standing workplace behaviors. As an outcome of cultural intelligence, the employees will be able to plan accordingly in handling their resources such as time and energy so that they are able to accept the cultural behavioral styles in the host society. When Organizations are witnessing huge number of employees from different backgrounds, implementation of Cultural Intelligence and culture based trainings can be a bridging strategy towards the betterment of these employees.

The role of cultural intelligence can be a tool in creating an accomplished work environment in an intercultural setting. When the practice of cultural intelligence is effective in an organization, there always exists an amicable and peaceful environment. Cultural intelligence not only enhances the ability to work in a diversified workgroup but it is also linked to positive focus of an individual which he or she exhibits in a culturally assorted milieu which includes their work performance (Lisak & Erez, 2015), the quality of interaction they have with their peers and superiors (Charas, 2015) and trust as well as engagement in work and their innovative abilities (Afsar et al, 2020). There are numerous benefits of cultural intelligence which can motivate individuals and organizations to work effectively and build an impressive inclusive strategy in a diverse work environment.

Research Framework

The conceptual model was framed for the research based on the literature carried out. The variables which are used in the research are presented. The independent variable is cultural intelligence and its dimension such as metacognitive, cognitive, motivational and behavioral, and one dependent variable which is task performance which is mediated by employee engagement.



Source: Own Research

Fig 6- Dimensions of cultural intelligence and employee engagement linkage model

Based on the literatures gathered, a conceptual model (Figure 6) was framed. The dimension of cultural intelligence such as meta-cognitive, cognitive, motivational and behavioral as well as the dimensions of employee engagement such as vigor, dedication and absorption were formulated in the initial stage. The impact of cultural intelligence on employee engagement and the final outcome of employee engagement is Task Performance. There are enormous benefits of cultural intelligence in an organization. In order to work efficiently in a multicultural work group, cultural intelligences aids to comprehend the various rules and standards as well as educate the employees to behave accordingly in a cultural work setting (Chen, Liu & Portnoy, 2012). Cultural intelligence serves as a long term guide which enhances employee engagement and finally supports to achieve better performance level (Gullekson & Dumaisnil, 2016). For the current research, two variables, namely, cultural intelligence and employee engagement were taken into consideration. In order to prove how far employee engagement can be impacted by cultural intelligence in a diverse work setting, CI and employee engagement were analyzed and interpreted.

Objectives

Based on the framework of research model and the support of literatures, the following objectives were articulated, specifically for the present research.

1. To identify the level of cultural intelligence across the four dimensions, namely metacognitive, cognitive, motivational and behavioral.
2. To identify the level of employee engagement across its dimensions including vigor, dedication and absorption.
3. To identify the association and impact of dimensions of cultural intelligence on employee engagement.

Methodology

Sampling Design

The target population for this research are the migrant employees working in the tea plantations of the largest private limited company and their respective departments. Stratified random sampling method was used for data collection keeping in mind that all the employees from their respective department will get an equal opportunity to participate and since most of them field workers, stratified random sampling was the possible method for collecting the responses. Out of 1160 employees, 1003 valid responses were received for the research (around a strike rate of 86.5%).

Table 2: Description of the sample

S.No	Departments	Total of respondents	No of responses	Strike Rate
1	Field-Pluckers	1008	869	86.2
2	Field-Pruners	30	23	76.7
3	Field-Sprayers	25	25	100
4	Factory workers	45	39	86.7
5	Office & Administration	52	47	90.4

Total	1160	1003	86.5
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Measurement Instrument

The research variables were measured using the following instruments:

- Cultural intelligence: Cultural intelligence is measured using the 20 items which was developed and validated by Ang et al. (2007) which has got four dimensions, namely metacognitive, cognitive, motivational and behavioral CI.

- Employee engagement: The Utrecht employee engagement scale developed by Schaufeli et al. (2012) which is a 17 item scale was adopted for the research. This scale has got 3 dimensions such as vigor, dedication and absorption. A five-point Likert scale is used to maintain uniformity for measuring all the three variables, ranging from strongly agree (5) to strongly disagree (1).

- The respondents for this research are classified on the basis of demographic or biographical details like as age, gender and education, etc.

Having adopted the questionnaire for cultural intelligence and employee engagement which was carried out in a different context and in a different country such as the power sector in Ghana (Frank & Ohemeng et al, 2019 and professionals working in a multinational geophysical services company where most of the employees were from Columbia, Peru, Boliva, etc (Gabel-Schemueli, Westman, Chen, and Bahamonde, 2019). Even though the measurement instruments are standardized and proven instruments which are being used by many researchers, the reliability and validity need to be ensured at the current context (Huck, 2007; Robinson, 2009).

The consistency of the questionnaire constructs are tested using reliability test. The Cronbach alpha values are estimated using IBM SPSS 25 in order to find the extent to which the constructs consistently are having the same result and their cronbach’s alpha value are given in table 3.

Table 3: Reliability Analysis- CI and EE dimensions

Cultural Intelligence Dimensions		
S.No	Dimensions of CI	Cronbach α
1	Metacognitive	0.836
2	Cognitive	0.676
3	Motivational	0.912
4	Behavioral	0.860
Employee Engagement Dimensions		
S.No	Dimensions of EE	Cronbach α
1	Vigor	0.935
2	Dedication	0.918
3	Absorption	0.877

The reliability values for cultural intelligence ranges from 0.676 to 0.912 and the values for employee engagement ranges from 0.877 to 0.935 which satisfies the reliability criteria for this research. The Cronbach alpha reliability values should be ranging from 0.6 to 0.9 which is said to be sufficient for establishing the reliability of the questionnaire (Griethuijzen et al., 2014).

To measure what is supposed to be measured is known as validity (Field, 2005). In order to find how far the data collected is accurate, validity tests need to be conducted (Ghauri &

Gronhaug, 2005). For this particular research, convergent and discriminant validity tests were used to measure the accuracy of the instrument using WarpPLS 7.0.

Convergent validity test is used to make sure that items which are used in the questionnaire reflects the factors in an effective way. With this test, the degree of positively correlated factors can be evaluated. In SEM, convergent validity can be determined through factor loading values and these values should not be below 0.5. The Average Variance Extracted (AVE) values are calculated using the factor loading values and then the square of each factor loading is calculated. Then the sum of the square of factor loading is being calculated and divided by the number of indicators. The finally AVE value is derived.

Table 4: Convergent Validity of CI and EE

S.No	Variable	Indicator Variable	Latent Variable	Factor Loading	Square of factor loading	Sum of the squared factor loading	No of indicators	AVE
1	CI	Meta1	Metacognitive	0.812	0.659	2.750	4	0.688
		Meta2		0.753	0.567			
		Meta3		0.910	0.828			
		Meta4		0.833	0.694			
		Cogn1	Cognitive	0.818	0.669	2.560	5	0.512
		Cogn2		0.856	0.733			
		Cogn3		0.401	0.161			
		Cogn4		0.744	0.554			
		Cogn5		0.665	0.442			
		Motiv1	Motivational	0.828	0.686	3.710	5	0.742
		Motiv2		0.873	0.762			
		Motiv3		0.891	0.794			
		Motiv4		0.892	0.796			
		Motiv5		0.821	0.674			
		Behav1	Behavioral	0.621	0.386	3.430	5	0.686
		Behav2		0.950	0.903			
		Behav3		0.592	0.350			
Behav4	0.979	0.958						
Behav5	0.914	0.835						
2	EE	V1	Vigor	0.884	0.781	5.020	6	0.837
		V2		0.916	0.839			
		V3		0.953	0.908			
		V4		0.953	0.908			
		V5		0.869	0.755			
		V6		0.912	0.832			
		D1	Dedication	0.840	0.706	3.513	5	0.703
		D2		0.900	0.810			
		D3		0.881	0.776			
		D4		0.718	0.516			
		D5		0.840	0.706			
		A1	Absorption	0.951	0.904	2.673	5	0.535
		A2		0.658	0.433			
A3	0.704	0.496						

	A5	0.687	0.472			
	A6	0.607	0.368			

Table 4 displays the AVE values of the research variables and it can be inferred that, the constructs used for the research are having AVE value which are > 0.5. Thus, it can be concluded that, the variables are having good validity score.

The discriminant validity shows if the tested factors are statistically different or not. This test helps to find the degree to which one construct differs from another construct based on their measure. This is determined by using root comparison of the AVE with the correlation values between the variables. The AVE construct value should be higher than the correlation between the latent variables (Ghauri & Gronhaug, 2005).

Table 5: Discriminant Validity of CI and EE

S.No	Variables	Meta	Cognitive	Motivational	Behavioral	CI	EE
1	Metacognitive	(0.829)	0.128	0.028	0.052	0.746	0.047
2	Cognitive	0.128	(0.715)	0.043	-0.023	0.549	-0.027
3	Motivational	-0.028	0.043	(0.861)	-0.03	0.056	-0.036
4	Behavioral	0.052	-0.023	-0.03	(0.829)	0.368	0.953
5	CI	0.746	0.549	0.056	0.368	(0.530)	0.342
6	EE	0.047	-0.027	-0.036	0.953	0.342	(0.837)

Table 5 illustrates the discriminant validity values and it can be inferred that the square root of AVE is greater than the correlation values which signifies that there is discriminant validity for the variables involved in research.

Statistical Tools Used

Data was processed and appropriate statistical tools were used for analysis.

Mean Analysis

In order to identify the level of dimensions of cultural intelligence and employee engagement mean analysis was carried out.

Correlation

In order to find the association between cultural intelligence and employee engagement, Karl Pearson correlation analysis was performed using IBM SPSS 25.

Structured Equation Modeling (SEM) using WarpPLS.7.0.

In order to find the impact of cultural intelligence on employee engagement and to validate the research model, SEM was used.

Partial least square- structured equation modeling (PLS-SEM) was used to develop and test the model fitness using WarpPLS.7.0. PLS is being used because it is a robust causal modeling technique that provides the maximum dependent construct (Chin, 1998). PLS-SEM is used here to assess the measurement and the research models. The data is being evaluated using a model and the explained variance (R²) is derived and maximized using the PLS-SEM modeling that encompasses methods to create models to prove the relationship between the variables and objectives(Hair et al., 2011).

Analysis

Level of Cultural Intelligence Dimensions

Table 6: Mean and overall mean values of individual items of cultural intelligence (CI) and its dimensions.

<u>Dimensions of Cultural Intelligence</u>	<u>Mean</u>
<u>Metacognitive</u>	
Conscious of cultural knowledge	1.83
Adjust cultural knowledge	2.2
Conscious of cross cultural	1.53
Accuracy of cultural knowledge	1.53
Metacognitive CI	1.77
<u>Cognitive</u>	
Legal and economic	1.46
Rules of other language	1.33
Cultural values	1.94
Marriage system	1.17
Arts and Crafts	1.13
Cognitive CI	1.41
<u>Motivational</u>	
Enjoy interacting	2.6
Confident to socialize	2.48
Deal with stress	2.42
Enjoy living	2.35
Confident about shopping	2.35
Motivational CI	2.44
<u>Behavioral</u>	
Verbal behavior	3.94
Pause and Silence	4.61
Rate of speaking	4.94
Non-verbal behavior	4.72
Facial expression	4.83
Behavioral CI	4.61
Overall CI Mean Value	2.56

Metacognitive Cultural Intelligence: The metacognitive component of cultural intelligence focuses on the cultural knowledge an individual can have such as conscious of cultural knowledge, accuracy of cultural knowledge, etc. The overall mean value of metacognitive cultural intelligence is found to be 1.77 which was low. The individual item such as ‘adjust my cultural knowledge while interacting’ is having a mean value (2.20) which is also not satisfactory value, whereas the other three items are having very low values (Table 6).

Cognitive Cultural intelligence: The cultural practices and norms, etc comes under cognitive cultural intelligence. The overall mean value of cognitive cultural intelligence is found to be 1.41 which is the lowest among the other dimensions of cultural intelligence. The

item such as cultural values is having a mean value of 1.94 when compared with the other items which are having very low mean values (Table 6).

Motivational Cultural intelligence: The efficacy to engage with cultural diversity is defined as motivational cultural intelligence. The overall mean value of motivational cultural intelligence is found to be 2.44 which is also low but comparatively better than metacognitive and cognitive cultural intelligence. The items such as enjoy interacting with others is having a mean value of 2.60, followed by confident to socialize (2.48) and deal with stress (2.42) whereas the items such as enjoy living and confident about shopping is having a mean value of 2.35 and all the factors are having low values (Table 6).

Behavioral Cultural Intelligence: People’s adaption behavior to other cultural environment is being focused in behavioral cultural intelligence. The mean value of behavioral cultural intelligence is found to be 4.61, highest among the other three dimensions of cultural intelligence which reveals that employees of tea plantation sector have adopted behaviorally to the prevailing culture. The items such as pause and silence (4.61), rate of speaking (4.94), non-verbal behavior (4.72) and facial expression (4.83) are having a higher mean value when compared to verbal behavior (3.94). When compared with the other dimensions of cultural intelligence, behavioral cultural intelligence is having a good score of mean value (Table 6).

Level of Employee Engagement

Table 7: Mean and overall mean values of employee engagement and its dimensions.

Dimensions of Employee Engagement	Mean
<i>Vigor</i>	
Bursting with energy	4.52
Strong and vigorous	4.66
Feel like going to work	3.86
Long periods at a time	4.86
Resilient, mentally	4.83
Persevere, things	4.60
<i>Vigor</i>	4.56
<i>Dedication</i>	
Full of meaning and purpose	3.83
Enthusiastic about job	4.83
Job inspires me	1.89
Proud on the work	4.94
Job is challenging	4.92
<i>Dedication</i>	4.08
<i>Absorption</i>	
Time flies	4.77
Forget everything	4.88
Happy with intense work	4.77
Get carried away	4.68
Difficult to detach from job	3.91
<i>Absorption</i>	4.60
Employee Engagement	4.42

Vigor: It explains about the individuals who are ready to invest the time and effort for their work. The mean value of vigor is found to be 4.56 which has a higher mean value when compared with the second dimension of employee engagement. Only one item is having a low mean value of 3.86 whereas other items are having high mean values (Table 7).

Dedication: The complete involvement given by the employee or an individual to his or her work is known as dedication. The mean value of dedication is found to be 4.08, comparatively high but lower than vigor and absorption. The mean value of ‘my job inspires me’ is 1.89 which is the lowest when compared to the other items (Table 7).

Absorption: Absorption can be defined as the qualities which are present in an employee to concentrate and work with completed dedication. The mean value of absorption is found to be 4.60. All the factors are having a high mean value whereas only one factor such as difficult to detach from job is having a mean value of 3.91 which is the lowest when compared to the other factors. Further, the discussion part of the research paper elucidates and emphasizes the dimension of cultural intelligence and their implications (Table 7).

Association between cultural intelligence and employee engagement:

In order to measure how a strong relationship exists among two variables, correlation coefficient was computed.

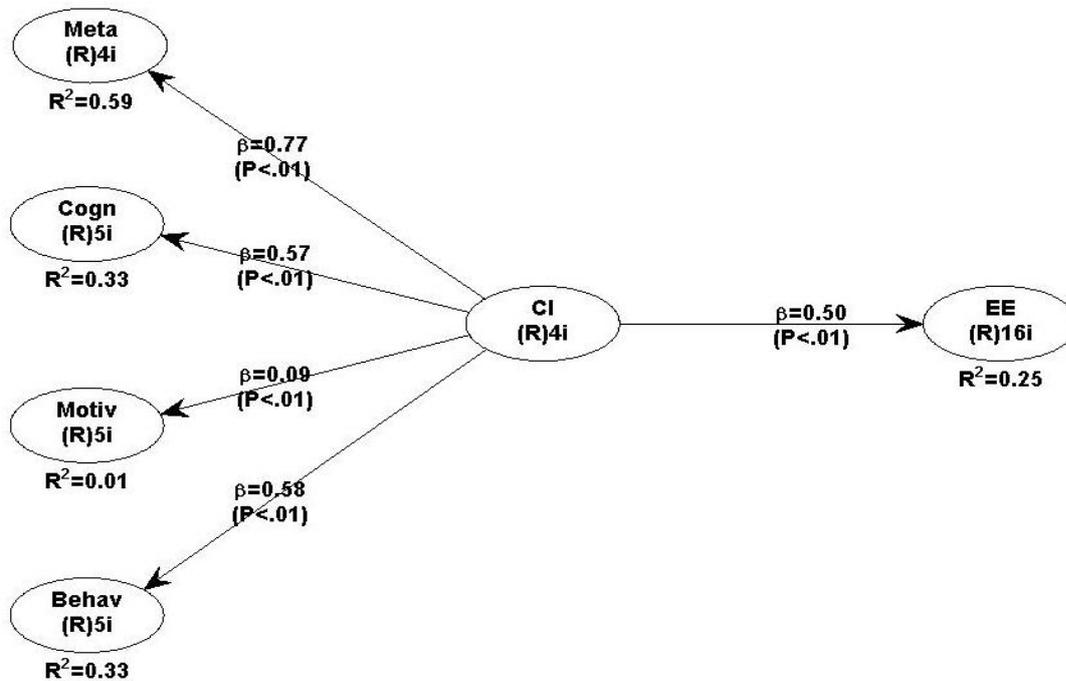
Table 8: Association between CI and EE

Items		Metacognitive	Cognitive	Motivational	Behavioral	EE
EE	Pearson Correlation	.057	-0.007	-0.035	.952**	1
	Sig. (2-tailed)	0.073	0.821	0.270	0.000	
	N	1003	1003	1003	1003	1003
		** Significant @ 0.01 level (2-tailed).				
		* Significant @ 0.05 level (2-tailed).				

Table 8 displays the correlation among the four components of cultural intelligence and employee engagement which has reached a significant value of P<0.001. From table 8, it can be inferred that there is a high and positive association created by behavioral cultural intelligence towards employee engagement with 0.952 as the Pearson correlation value.

Impact of cultural intelligence on employee engagement –model validation using SEM PLS.

In order to validate the research model, SEM PLS was used. With the literature support and the research model framed in the initial stage, the constructs were identified and using WARPPLS 7.0, structured model test was carried out using the path analysis. The four dimensions of cultural intelligence and the linkage between cultural intelligence and employee engagement were framed. The path analysis model is being described in figure 7.



Source: Own Research

Fig 7- Dimensions of cultural intelligence and employee engagement- linkage model.

The model (Figure 7) consist of the four components such as metacognitive, cognitive, motivational and behavioral CI. Cultural intelligence, is being linked with employee engagement. The analytical relevance test of the model is done by looking at the R² value. R² is used to determine the degree of variance among the variables.

Table 9: Path Coefficients of CI and EE model

Paths	Path Coefficient	p-values
CI → Meta	0.766	<0.001
CI → Cogn	0.574	<0.001
CI → Motiv	0.090	0.002
CI → Behav	0.578	<0.001
CI → EE	0.504	<0.001

Source: Own Research

Figure 7 and the table 9 displays the results of the structural model test. Cultural intelligence was positively related to employee engagement ($\beta = 0.50$, $p < 0.001$) and $R^2 = 0.25$ which connotes that there was 25% of impact on employee engagement by cultural intelligence. Hence, this fulfills the objective to identify the impact of dimensions of cultural intelligence on employee engagement. Based on table 9, the dimensions of cultural intelligence had p value < 0.05 , therefore it is said that cultural intelligence reflects each of its dimensions and figure 7 indicates the reflective mode which was used for the EE model testing. Hence, it signifies that, cultural intelligence is a combination of four dimensions such as metacognitive ($\beta = 0.77$, $p < 0.001$, $R^2 = 0.59$), cognitive ($\beta = 0.57$, $p < 0.001$, $R^2 = 0.33$), motivational ($\beta = 0.09$, $p < 0.001$, $R^2 = 0.01$) and behavioral ($\beta = 0.58$, $p < 0.001$, $R^2 = 0.33$).

Discussions

Level of Cultural Intelligence and Its Dimensions

From the mean values of cultural intelligence dimensions, it is revealed that, the migrant employees of tea plantation sector have lower level of CI. While considering among the dimensions, the employees have a higher level intelligence in the behavioral aspects (Mean value=4.61). This indicates that they are proficient in behavioral characteristics like better rate of speaking with their co-workers, facial expressions, etc.

Level of Employee Engagement and Its Dimensions

The mean values of the dimensions of employee engagement and all the three dimensions are having a good level of mean values (Mean value=4.42, table). This indicates that Employee engagement of Indian tea plantation migrant employees is higher. Specifically the dimensions of employee engagement such as vigor (mean value=4.56) signifies that employees have so much of fervor towards their work, employees of tea plantation are dedicated in the work or task which were allotted to them and they are proud to work for the organization(mean value=4.08). From the analysis, it is found that absorption is having a high mean value and items such ‘ happy with intense work’(4.77), ‘difficult to detach from job’(3.91) are having high mean values which establishes that migrant employees working in tea plantations have high engagement level.

Association between Cultural Intelligence and Employee Engagement

There is a good relationship among behavioral cultural intelligence and employee engagement. When compared with the other dimensions of cultural intelligence, behavioral cultural intelligence is having a strong association with employee engagement($r=0.952$).

Organization must ensure the necessary methods which are required for the migrant employees to work with full vigor and enthusiasm. If the organization takes an initiative not only to provide the support to the employees but also should also initiate to promote a sense of belongingness in spite of the language they speak, their educational qualification, etc, the level of engagement will get enhanced.

Impact of Cultural Intelligence on Employee Engagement

The SEM model estimates indicate that the direct effect of cultural intelligence on employee engagement is significant where ($\beta =0.50$, $p<0.001$) and there is 25% of impact created by cultural intelligence on the engagement level of tea plantation employees. Further to increase the employee engagement, more focus has to be given for the dimensions of cultural intelligence. Results of this research shows that there is positive strong association of metacognitive dimension on cultural intelligence. Higher the level of metacognitive better will be the level of engagement. Similarly, cognitive cultural intelligence is having significance but still needs improvement, so that employees try to understand the importance of each other’s cultural norms when working in a diverse environment .The motivational dimension of cultural intelligence is having the least R^2 value (0.01) and reveals that there is significant positive relation (p value <0.001). It is believed by many researchers that when there are more employees whose motivational cultural intelligence score is high they don’t hesitate to interact and work in a diverse environment. In this regard, it is proved that there is an existence of positive significant relationship between motivational cultural intelligence and work performance (Hosseini Nasab & Ghaderi, 2011). Behavioral cultural intelligence is having a positive significance which infers that employees are able to adapt to the verbal and non-verbal behaviors of their co-workers and it is revealed that the most effective dimension

of cultural intelligence is behavioral intelligence (Rahim Nia et al., 2009). However, the dimensions of cultural intelligence needs more concentration and focus so that the employees become well equipped to work in a diverse environment which results in better engagement levels.

Managerial Implications

The research has got several managerial implications which can be adopted by the organization to ensure that there is more engagement among their migrant employees with the improvements made in cultural intelligence. From the analysis and discussions in the previous sections, it is clear that behavioral cultural intelligence is having the highest mean value when compared with the other three dimensions, also the Pearson correlation coefficient indicates that there is a strong association among behavioral cultural intelligence and employee engagement. In order to ensure there is a better level of employee engagement and to increase the level of engagement, organizations can take some effort to evaluate the employee's cultural intelligence on a periodical basis or according to a schedule prepared for this purpose alone. Necessary initiatives such as conducting workshops or creating awareness regarding the same can be executed by the organizations to promote its development (Ng et al., 2009). Values which are based on diversity, tolerance and cooperation among each other can be highlighted in order to help the employees where they will get an opportunity to improve themselves. Policies can be framed by the organizations and the same can be enforced to practical action which includes open communication among employees from various cultural backgrounds which can eventually help them learn the values imbibed in other cultures. When such policies are imposed as a training program along with the welfare measures, it will obviously increase the interaction among the employees of various cultural backgrounds, thus increasing the engagement level (Chen et al., 2015; Kelliher et al., 2013).

It is also identified that cultural intelligence is an important resource in each and every organization whether big or small to build an effective employee engagement. The benefits of employee engagement are numerous and when an organization has the practice of cultural intelligence, it tends to be more effective and efficient in its performance but still there prevails lot of challenges in implementing an operational cultural intelligence practices. Many multinational organizations still faces many issues to implement an effective CI which may promote employee engagement (Kelliher et al., 2013). In today's scenario, organizations are enriched with a rich cultural diversity and managing them is the most crucial strategy to be adopted and such organizations try to adhere and appreciate CI as a valuable resources across various management situations (Bücker et al., 2014; Rosenauer et al., 2015). The results of this research can be used by the organization in order to support the employees and especially it will aid in improving the intelligence level of the employees which eventually builds a better engagement strategy. If organizations are able to conduct activities based on CI, it helps them to fill the gap and work with better results.

Conclusion

The foremost objective of this research was to analyze and test the dimensions of cultural intelligence, dimensions of employee engagement and to find the effect of cultural intelligence on employee engagement. The results of this research indicate that all the variables are tested and it is indeed found that cultural intelligence has an impact over employee engagement. From the responses collected from the target population, it is clear that cultural intelligence has got significant influence on employee engagement. When there is more employee engagement, it helps the organization to flourish leading to a better

performance and long term survival. Cultural intelligence not only helps the organization to manage its diverse work force but helps to increase the engagement among its employees.

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