CULTURAL INTELLIGENCE AND JOB SATISFACTION: A STUDY OF HOTEL EMPLOYEES

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Abstract:

Purpose: In luxury hotels that cater to international markets, front office employees plays a vital role in offering a distinctive, customized service for high-value, demanding clientele. Excellent cross-cultural service experiences must be ensured by using cultural intelligence, but this also puts more pressure on frontline employees. This study tries to determine how cultural intelligence (CQ) affects hotel workers' job satisfaction.

Design/methodology/approach: To research how cultural intelligence and satisfaction with work relate to one another in the hospitality sector, which is characterized by a varied range of clientele regression analysis, was used in Smart Pls. Several 3, 4 and 5-star hotels in the states of Punjab and Uttar Pradesh have provided primary data for this study.

Findings: The findings show that cultural intelligence significantly and favorably affects job satisfaction. This means the cultural quotient of the employees will be the extent of job satisfaction among them.

Research limitations/implications: The study was carried out with consideration for the Indian cultural background. Other Asian countries can undertake the same research. Cultural intelligence also makes it possible to study more variables with it.

Practical implications: Considering the cultural intelligence of employees is essential to increasing their level of satisfaction. The results of this study will assist hiring managers in identifying applicants who possess high levels of cultural intelligence and in creating customized training curricula in this domain.

Keywords: *Frontline service, individualized, luxury, cross-cultural, cultural intelligence*

Introduction:

Since diversity is now viewed as a strength, it is essential for success to be capable to function commendably with people coming from different cultural backgrounds. Multiculturalism, multinationalism, globalization, and internationalization are no longer abstract concepts. Since

globalization has taken hold, individuals from many cultural backgrounds have been collaborating in all facets of the business to achieve success. There is a significant requirement to be able to deal with and engage successfully with persons from dissimilar ethnic origins as the service sector has expanded abroad. People of different nationalities have varied cultural backgrounds, which leads to diverse ideas, attitudes, perspectives, opinions, and ideals.

The problems of cross-cultural service interactions force hotels and other hospitality industries to constantly evaluate their performance in comparison to the anticipations of their clientele, staff, and partners who belong to a variety of cultures (Mohsin, 2006). To fully grasp the demands of your clients and other people and to satisfy their cultural expectations, you must recognize the disparities that prevail in the results caused by cultural dissimilarities. As a result, culture can foster collaboration, cohesiveness, and advancement rather than conflict, disintegration, and collapse (Harris, 2004).

The phrase "service encounter," which refers to the interaction between a client and a service provider, is well-established in the literature on service management (Stauss and Mang, 1999). In the hospitality sector, customer service interactions are crucial as they aid in advertising hotel offerings, impressing visitors, and enhancing the goodwill of the establishment. Impress the consumer, many aspects have a role to play, but how the service staff intermingles with the clients determines how well the service encounter goes, especially in cases where intermediaries in such situations when culture has a part. Accordingly, culture does determine the perception of customers about service quality (Zeithaml and Bitner, 1996).

Therefore, when working with overseas clients, the job of the service providers increases. If professionals are not aware of the fundamental cultural expectations of their clients, service performance will suffer (Mohsin, 2006). It is crucial to realize that an "intermediary component" or element is necessary to take advantage of multicultural communications among the service providers and the clients in the milieu of the international hospitality sector a tool is required that can establish a connection among the comprehension of ethnic distresses by the service offerors, on the one side, and the ethnic anticipations of the client, on the other. So while conducting business in the hotel and tourism sector cultural variations need to be given due consideration.

However, "Cultural Intelligence" is a crucial managerial skill for working well with individuals from various cultural backgrounds. The capacity to perform well in diverse conditions is known as cultural intelligence (CQ).it tries to establish new mental models that will help in overcoming cultural differences. Being culturally savvy refers to having knowledge regarding various cultures and also having know-how about the functioning of the civilizations.it is cultural intelligence that is the reason behind some people being able to manage themselves well in culturally different circumstances.

Locke termed job satisfaction as a favorable plight that is a culmination of a person's assessment of their employment or employment experiences 1976. Spector asserted in 1997 that a broad

sentiment or a collection of attitudes toward the many aspects of employment constitutes job satisfaction. The significance of workplace contentment has also been the subject of several types of research. Thomas and Ganster noted in 1995 that job discontent may have an impact on psychological health. Subsequently, in 2001, Judge, Thoresen, Bono, and Patton reported finding a moderate association between job satisfaction and performance in an analysis of 301 papers. They also claimed that performance can be predicted by contentment.

 Saari and Judge noted in 2004 that working circumstances are supposed to have a substantial impression on job satisfaction, thus businesses should continue to develop a set of policies aimed at boosting fulfillment and keeping job unhappiness from negatively affecting someone's life happiness and well-being. Particularly in the hospitality industry, contentment has been linked to less effort, adherence to the status quo policies, the highest available income, and working hours (Locke, 1976). As stated by Dawson et al. (2011), organizations are now well acquainted with the importance of job satisfaction among staff members.

Given that employees in the hotel industry need to interact and deal with customers from a variety of cultural backgrounds, cultural intelligence is a crucial topic and one that is highly relevant to this industry. The hotel sector in India has not yet been investigated with cultural intelligence and job satisfaction. The object of this investigation is to fill this void and find out if cultural intelligence affects how well hotel sector employees do their jobs or not.

Literature review:

The Cultural Intelligence paradigm is founded on the incorporation of the several facets of intelligence present in the person by Sternberg and Detterman (1986). Metacognition, cognition, and motivation, in contrast to overt behaviors, are mental rather than behavioral talents, according to Sternberg and Detterman. The term "metacognitive intelligence" can be described as the aptitude to manage cognition or the methods that one uses to learn and comprehend information. The term "cognitive intelligence" relates to constructs and is congruent with the notion of "intelligence as knowledge" put forth by Ackerman in 1996. This concept emphasizes the value of knowledge as a component of intellect. The ability to focus attention on a specific job or situation and comprehend that motivational skills are essential for addressing problems in the actual world is known as motivational intelligence (Ceci, 1996). In contrast to what a person thinks, behavioral intelligence focuses on overt behaviors or external manifestations: what a person does (Sternberg & Dettennan, 1986). Earley and Ang (2003) conceived Cultural Intelligence as consisting of metacognitive, cognitive, motivational, and behavioral aspects with particular relevance using Sternberg's (1986) multiple-kid-of-intelligence paradigm to survive in environments with different cultures. Understanding and applying one's mental faculties to acquire knowledge of unfamiliar cultures is known as metacognitive CQ (Flavell, 1979).

Cognitive CQ is related to understanding the legal, social, economic, linguistics, and social systems of different culture (Triandis, 1994). Motivational CQ talks about the willingness and

desire of individuals to know about other cultures. People with a good level of motivational CQ are internally motivated and therefore they pay a lot of attention to their multiethnic success (Bandura, 2002). Furthermore, the investment philosophy of intelligence Cattell (1971) suggests that motivational CQ has a vital role to play in reinforcing cognitive and metacognitive CQ.

The use of appropriate gestures and body language while interacting with folks from other cultures is referred to as behavioral CQ. As Hall (1959) stressed, the capacity to demonstrate proper behavior must be combined with cerebral talents for cultural knowledge and motivation. Because of their excellent verbal and non-verbal skills, folks having immense behavioral CQ use appropriate body language while interconnecting with other people from different cultural backgrounds (Gudykunst, TingToomey, & Chua, 1988).

In words of Spector job satisfaction is all about the sentiment that workforces have in the direction of their occupation and various facets of it. It is about how much people enjoy their work. Job satisfaction and job dissatisfaction both can happen in the workplace. Job satisfaction is the effect of a worker's combination of favorable and adverse emotions regarding their work. An individual creates along the requirements, desires, and practices that get created the opportunities they have refused after that they are appointed by a business company. Exactly how strictly opportunities and real motivations line up is determined by job satisfaction. An individual's behaviors at work and job satisfaction are strongly connected (Davis et al., 1985).

"Job satisfaction" indicates an individual's mindset and emotions toward their employment. Positive attitudes regarding one's employment are a sign of job satisfaction. Unfavorable and negative attitudes regarding the position are indicators of job discontent(Armstrong, 2006).

The thoughts and outlooks that dominate the minds of employees regarding their current job profile all are included in determining their level of job satisfaction. There is a possibility of both immense satisfaction as well as dissatisfaction. Other than the generic opinions that employees have related to their jobs they may also be having opinions regarding the tasks that they actually perform, co-workers, bosses and their followers(George et al, 2008).

Cultural Intelligence and Job Satisfaction

Individuals that have elevated CQ are more inclined to accept and respond favorably to cross-cultural situations, claim Earley and Ang (2003). For example, corporate management from a high power distance culture would be happy to successfully understand and integrate with a low power distance culture, since it would reduce the stress of interacting with individuals from diverse cultural backgrounds (House et al., 2001). As a result, it is hypothesized that developing and putting into practice appropriate settings will increase job satisfaction (Best et al., 2005).

One's self-concept is mostly derived from their sense of self-efficacy, which has been linked to improved work attitudes and, in particular, job satisfaction (Erez and Judge, 2001). High self-efficacy in particular will enhance behavior at work, such as job satisfaction (Solomon and Steyn,

2017). On the other side, individuals who are unable to interact socially in a variety of settings may find it challenging to adjust to their surroundings (Bandura, 1997). According to Early and Ang (2003), these people are more likely to have weak CQs, which will reduce job satisfaction. Bandura (1997) asserts that High self-efficacy individuals initially and foremost willing and driven to address and resolve challenges. They don't give up easily either. Job satisfaction is frequently found to be negatively correlated with unwillingness (Carsten and Spector, 1987; Judge et al., 2000). Self-efficacious people are more likely to develop goals that produce positive behaviors and perspectives (Locke and Latham, 1990). More competent managers look for the best and most economical ways to involve their surroundings in achieving their objectives (Earley and Ang, 2003).

According to Thomas et al. (2015), CQ is essential to the global hospitality industry since hotel staff members must learn and apply a variety of cultural skills to effectively communicate with visitors from all different cultural backgrounds. Customers of upscale hotels also view authentic and professional service as essential components of the luxury lodging (Lo and Au Yeung, 2020; Wall et al., 2011). Holidaymakers to Hong Kong are more inclined to opt to stay in upscale hotels, per study by the Hong Kong Tourism Board (2019). This implies that staff members at opulent hotels have far more opportunities to engage with visitors from other cultures. According to Lam et al. (2020), the workforce's perceived CQ among frontline personnel and visitor satisfaction are significantly correlated. When interacting with clients from different origins, service providers with metacognitive CQ can see and understand cultural quirks and differences and respond appropriately (Bücker et al., 2014).

Hypothesis 1: There is a significant impact of Cultural Intelligence on Job Satisfaction.

Method

Research Design

Using a descriptive research design, the impact of cultural intelligence on front desk staff members' job satisfaction in the hotel industry was examined.

Participants

The study's participants are front office hotel staff members who work in 3, 4 and 5-star establishments in different regions of Punjab and Uttar Pradesh witnessing a high tourist arrival. To accomplish the objectives data from 305 employees from different 3, 4 and 5-star hotels in the Punjab and Uttar Pradesh were collected at random using proportionate sampling.

Measuring Instruments

The CQ Questionnaire, created by Earley and Ang in 2003, based on 20 questions was used to measure cultural intelligence (CQ). Agho, Price, and Mueller's 1992 work satisfaction measurement was used to examine employee job satisfaction. However, both the instruments were

validated with the help of subject matter experts. This resulted in deletion of some items in both the scales and only the items which are very much relevant to the study were retained.

Data Analysis

Objective: To study the impact of cultural intelligence on job satisfaction of the employees in hotel industry

The study's goal is to examine how cultural intelligence affects employees' job satisfaction in the hotel business. To accomplish this, Smart PLS 4 is employed.

Figure 1: Structural Model (Validating lower order constructs)
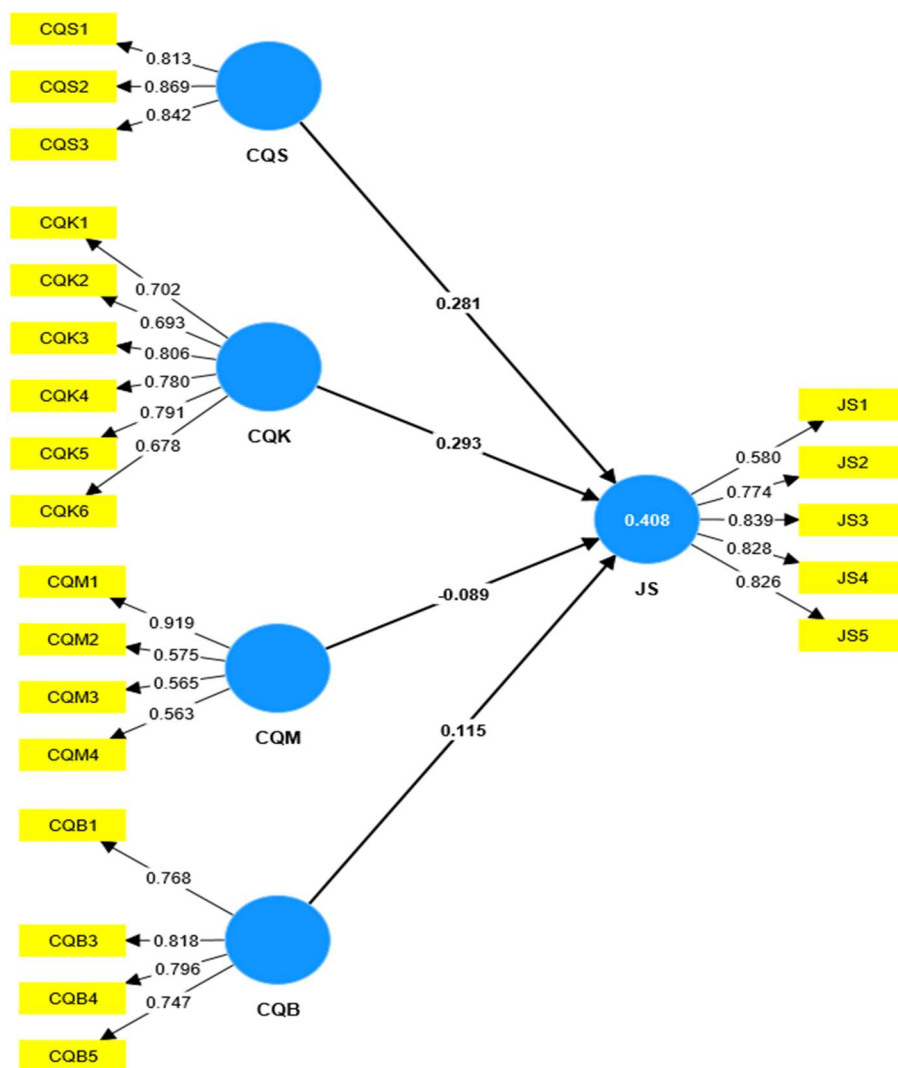
Source: Author's Own Calculation

Instrument Validity and Reliability

Instrument validity and instrument reliability are two fundamental concepts in research and measurement, notably in the social sciences and psychology. They assist in making sure that data obtained by a tool (such a questionnaire, test, or survey) is accurate, consistent, and significant. Table 1 provides an overview of the instrument's validity and reliability.

Convergent validity, a kind of construct validity, investigates the reality of the projected correlation between the outcomes of two independent assessments. It looks at whether or not two or more measures that are meant to measure the same or similar constructs genuinely converge and yield results that are comparable.

Table 1: Result Summary for Validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CQB	0.789	0.79	0.863	0.612
CQK	0.837	0.841	0.881	0.553
CQM	0.741	1.315	0.758	0.453
CQS	0.794	0.796	0.88	0.709
JS	0.828	0.835	0.881	0.602

Source: Author's Own Calculation

Three parameters were used to evaluate the scale items' convergent validity. According to Hair et al. (2007), factor loadings should be greater than 0.50 and the composite reliability of each construct should be greater than 0.70. For every component, the final average variance extracted (AVE) value must be greater than the recommended cut-off value of 0.50 (Fornell & Larker, 1981). Reliability is evaluated using Cronbach's Alpha and composite reliability. Generally speaking, positive Cronbach's alpha values are 0.70 or higher. Konting et al. (2009) state that Cronbach's Alpha values in the range of 0.61 to 0.70 are also considered acceptable. In a similar vein, the composite dependability values span from 0 to 1. The level of dependability increases with composite reliability. Hair et al. (2014) state that composite reliability scores in the range of 0.60 to 0.70 are acceptable. The table illustrates that each parameter is within the ranges that are acceptable. As a result, validity and reliability are established.

Discriminant Validity

Table 2 lists the HTMT Cultural Intelligence levels that have an effect on job satisfaction. A HTMT score less than 0.90 denotes discriminant validity.

Table 2 Discriminant Validity for Cultural Intelligence impacting Job Satisfaction

Column1	Column2	Column3	Column4	Column5	Column6
	CQB	CQK	CQM	CQS	JS

CQB				
CQK	0.895			
CQM	0.123	0.159		
CQS	0.783	0.874	0.14	
JS	0.633	0.706	0.169	0.708

Source: Author's Own Calculation

The method that must be employed is the Heterotrait-Monotrait ratio of correlations (HTMT) (Henseler et al., 2015). To evaluate their HTMT outcomes, researchers apply limits like 0.85 and 0.90. The Fornell-Larcker criteria and (partial) cross-loadings, two well-known techniques for assessing discriminant validity, typically fail to reveal a loss of discriminant validity. They must significantly underperform the HTMT criterion. Table 2 enumerates cultural intelligence's consequences on job satisfaction. These numbers fall below the 0.90 threshold limits recommended by Gold and Arvind Malhotra (2001), proving that discriminant validity is appropriate for this inquiry.

Multicollinearity

Multicollinearity is a statistical phenomenon that occurs when there is a substantial correlation between two or more independent variables in a regression model. It can also be described as the presence of meaningful linear correlations between the predictor variables. This might lead to a number of problems and difficulties with the analysis.

Table 3. Collinearity Statistics

Column1	VIF
CQB1	1.484
CQB3	1.787
CQB4	1.698
CQB5	1.473
CQK1	1.574
CQK2	1.587
CQK3	2.278
CQK4	2.152
CQK5	1.927
CQK6	1.454
CQM1	1.129
CQM2	1.525
CQM3	1.799
CQM4	1.782
CQS1	1.569
CQS2	1.868

CQS3	1.706
JS1	1.201
JS2	1.713
JS3	2.095
JS4	2.254
JS5	2.308

Source: Author's Own Calculation

Data multicollinearity can be discovered statistically using the Variance Inflation Factor (VIF). We often require a VIF of 5 or below to resolve the collinearity problem (Hair et al., 2011). The multiple ways that Cultural Intelligence affects Job Satisfaction are listed in Table 3. All of the observed items have VIF values that are less than 3.3, which show that there is little collinearity between them. As a result, we may say that there is little collinearity between the components.

Outer Loadings

Table 4. Outer Loadings

| Column1	CQB	CQK	CQM	CQS	JS
CQB1	0.768				
CQB3	0.818				
CQB4	0.796				
CQB5	0.747				
CQK1		0.702			
CQK2		0.693			
CQK3		0.806			
CQK4		0.78			
CQK5		0.791			
CQK6		0.678			
CQM1			0.919		
CQM2			0.575		
CQM3			0.565		
CQM4			0.563		
CQS1				0.813	
CQS2				0.869	
CQS3				0.842	
JS1					0.58
JS2					0.774
JS3					0.839
JS4					0.828
JS5					0.826

Source: Author's Own Calculation

The outer loadings of all the components, which are either larger than 0.7 or greater than 0.5, are acceptable. Only one CQB 2 item exhibited negative loadings, hence it was eliminated from the subsequent investigation and rejected. Table 4 shows that every other item has an outer loading value of at least 0.7 or more than 0.5, indicating that all of them have been deemed to be extremely satisfactory and will be kept for later analysis.

Hypotheses Testing

*H: There is a significant impact of cultural intelligence on job satisfaction.*

The association between job satisfaction, a dependent variable for evaluation, and cultural intelligence, an independent variable, is shown in Figure 2. The structural model path coefficients and the coefficient of determination (R^2) are evaluated as part of the study.

Figure 2. Structural model: Impact of Cultural Intelligence on Job Satisfaction
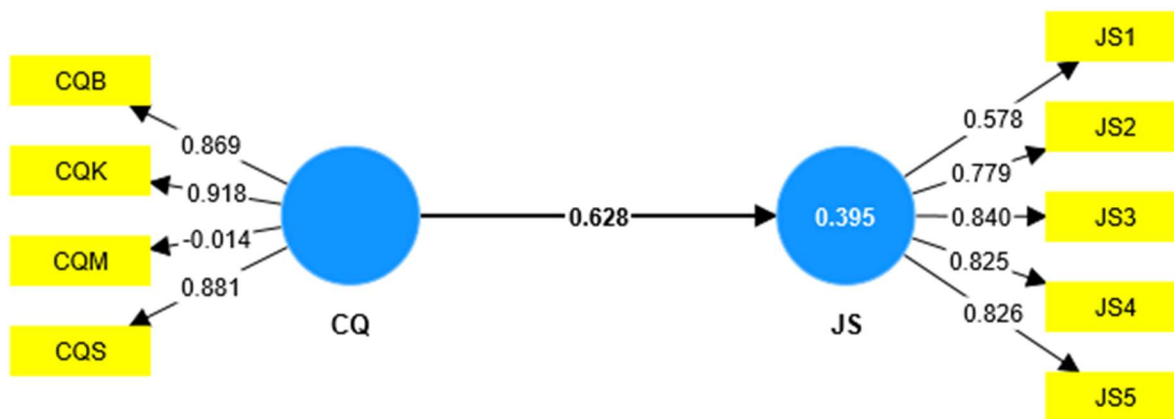
Source: Author's Own Calculation

Figure 3. Structural model: Impact of Cultural Intelligence on Job Satisfaction
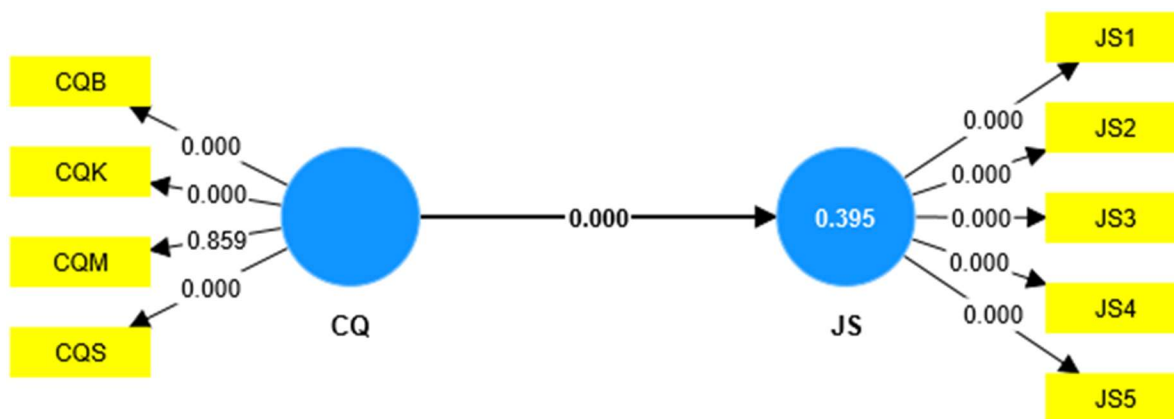
Source: Author's Own Calculation

Table 5. R - Square and R-square adjusted

Column1	R-square	R-square adjusted
JS	0.395	0.393

Source: Author's Own Calculation

Table 6. Path Coefficients

Column1	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
CQ -> JS	0.628	0.632	0.04	15.894	0

Source: Author's Own Calculation

The model's independent variable, with an R-square of 0.395, explains 39.5% of the variability in the dependent variable (JS). The adjusted R-square, which is 0.393 and stays quite close to the R-square value after taking into account the number of predictors, indicates a strong model fit. How closely the regression model matches the related dependent variable, in this case Job Satisfaction, is shown by the R-square and adjusted R-square values. Greater R-square values indicate that a higher proportion of the variation in the endogenous variable has been explained by the model, which is often an indication of a better fit.

The effect of Cultural Intelligence on Job Satisfaction is depicted in Table 6. Given that the P value is less than 0.05, it is clear from the table that Cultural Intelligence positively and significantly affects Job Satisfaction.

According to the test results, job satisfaction among employees in the hotel business is highly influenced by Cultural Intelligence. Consequently, it is presumed that the hypothesis is true.

Discussion

Numerous researches have been done on the relationship between cultural intelligence and job satisfaction. (Barakat et.al, 2016). Yet there hasn't been much study on cultural intelligence in the context of India. As the overall market is progressing faster, new businesses are considering giving their employees the skills to interact with a diversity of individuals throughout the world. A crucial ability for well accomplishing this is cultural intelligence.

The hospitality sector is quite diversified and demanding, thus it needs workers with a certain set of skills and traits to ensure that they can keep up with the industry's rapid transformation. Companies in the hotel industry offer their clients services, which are intangible goods (Chon& Maier, 2009). If they are culturally intelligent, personnel in the hotel business are happier with their jobs. The findings indicate a substantial link between job happiness and cultural intelligence. This suggests that the job satisfaction level among employees will rise as their cultural quotient

increases. When they enjoy the entire process of interacting with new clients every day, they will work harder to provide excellent service to clients. So it can be concluded here that cultural intelligence has a constructive influence on job satisfaction of workforce in hotel industry.

Practical Implications

To fulfill the high hopes of their guests hotel employees are required to have a decent level of cultural intelligence which will aid them in increased engagement and improved service to clients. But most importantly, businesses must fulfill the needs, demands, and wants of their visitors. Anybody working in the hospitality sector needs to be culturally sensitive if they want to develop positive relationships with clients and coworkers from different cultural backgrounds. When it comes to managing workplace diversity, every level of a firm is of utmost importance. This is especially true for the hospitality industry, where there is a sizable ethnic staff even before the guest is factored in.

Work satisfaction is crucial for maintaining staff morale. The cultural intelligence of employees must be taken into account to increase employee satisfaction levels. Results from this study will assist hiring managers in identifying applicants with high levels of cultural intelligence and in planning various training programs in this area. It will assist in formulating such policies that will Centre on fostering cultural intelligence among hotel staff members, which will help to increase their level of satisfaction. This will also help the company retain its finest workers.

Limitations and Direction for Future Research

In this study, just two variables—cultural intelligence and job satisfaction—are looked at. The scope of the analysis has been limited to examining the correlation between work satisfaction and cultural intelligence. However, many other elements affect how satisfied individuals are at work, such as organizational commitment, pay, retention, and incentives. However, in this study, all of these criteria have been overlooked. The most significant disadvantage of this study is that it only takes into account one factor, namely cultural intelligence, as affecting job satisfaction. The fact that this study is solely limited to 3, 4 and 5-star hotels, and that too just in the states of Punjab and Uttar Pradesh is another significant study constraint.

Future considerations could include other significant variables that affect job satisfaction. Similar studies can be carried out in other countries and other industries, such as aviation, healthcare, and education.

Conclusion

This study's main goal was to ascertain how cultural intelligence affected employees' job satisfaction in 3, 4 and 5-star hotels. It is implied that cultural intelligence in these hotels has an impact on staff satisfaction. Being able to control the variations in working methods and behavior that arise from coexisting cultures inside a single firm can be very beneficial for businesses. One of the most important benefits is that it gives a business an advantage over competitors since CQ

increases operations in the fields of expertise, teamwork, and coordination. This explains how crucial CQ is for both companies and the personalities who contain them. Employee job satisfaction is impacted by all of these factors. For the hotel industry to provide high-quality services, increase employee productivity, and build strong working connections that benefit the business and its clients, improved happiness is crucial. Future research can take into account more crucial elements or characteristics that affect workers' job satisfaction.

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