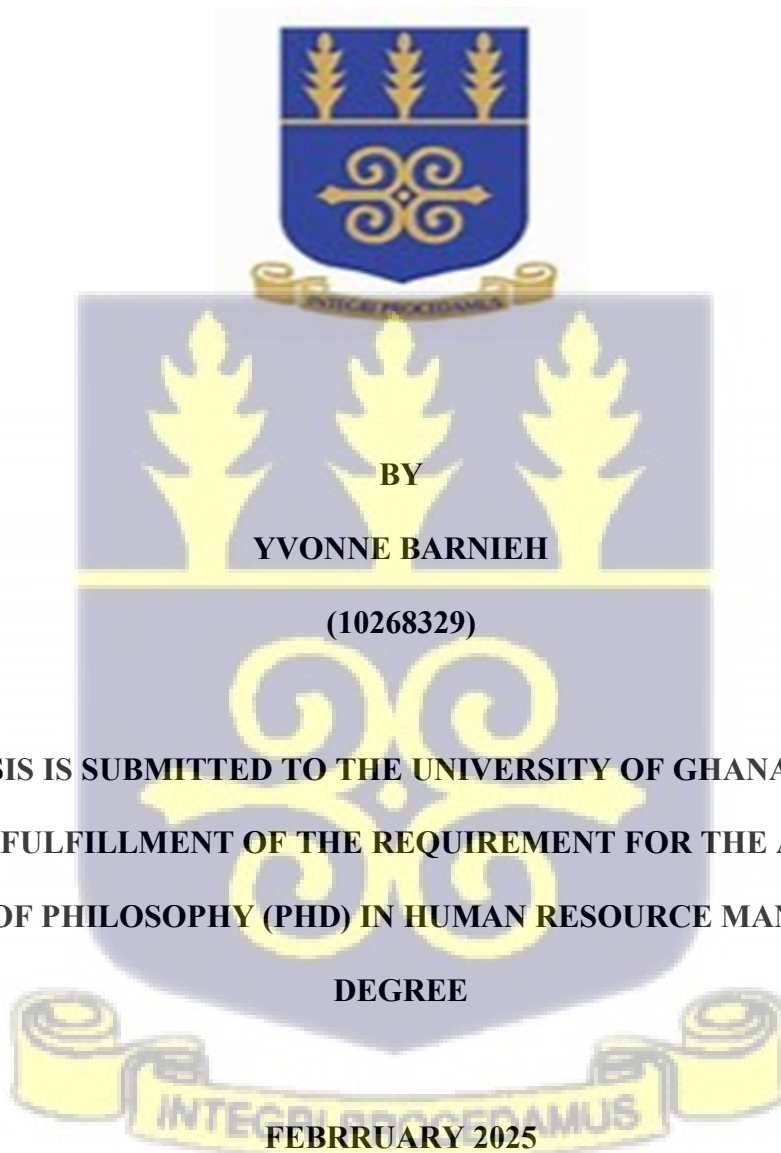


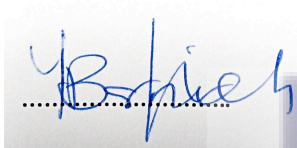
UNIVERSITY OF GHANA

**LINKING CULTURAL INTELLIGENCE TO JOB EMBEDDEDNESS AND
COMMUNICATION EFFECTIVENESS OF EXPATRIATES IN GHANA: THE
ROLES OF INTERCULTURAL SELF-EFFICACY AND INCLUSIVE CLIMATE**



DECLARATION

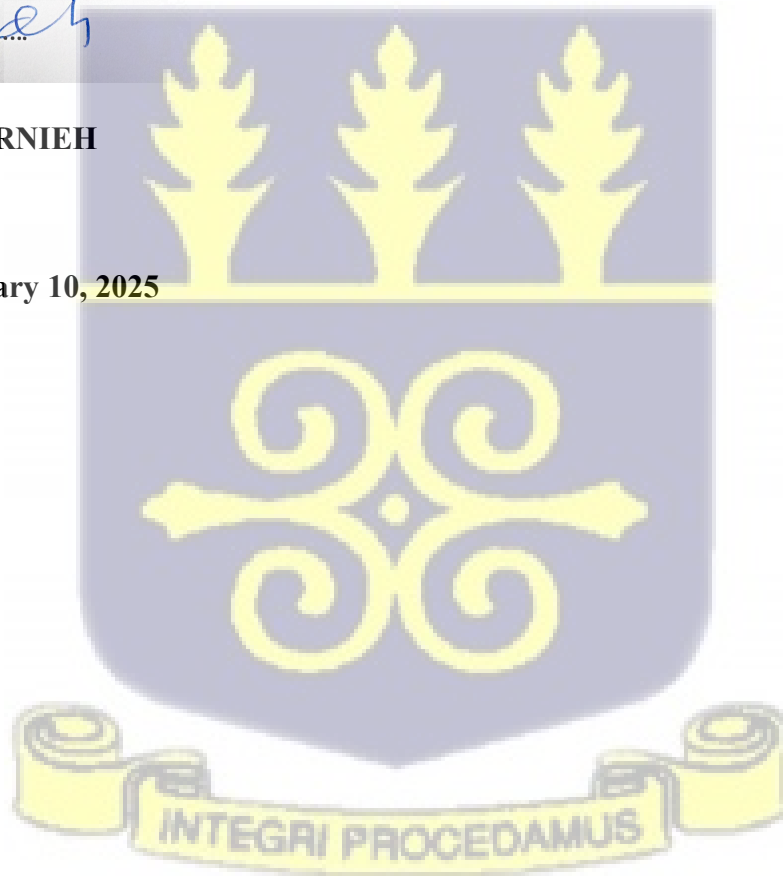
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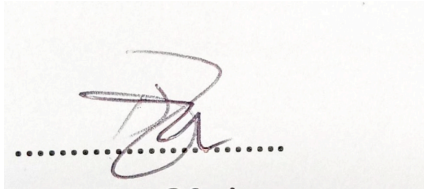
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CERTIFICATION

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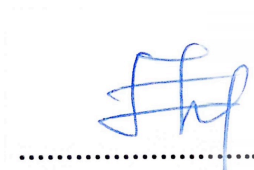
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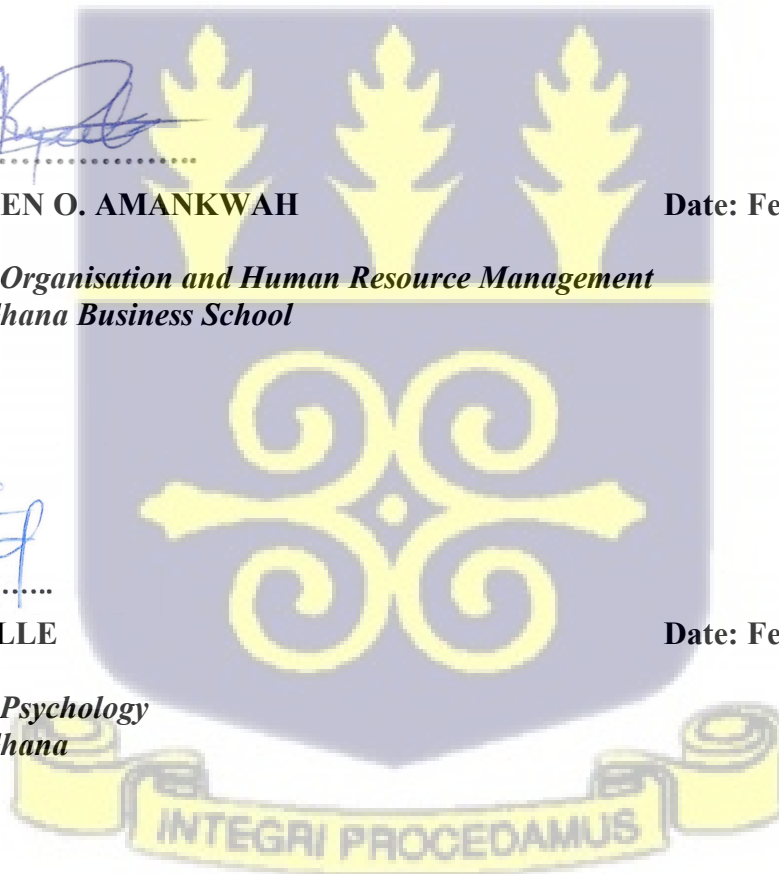
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DEDICATION

This thesis work is dedicated to my husband (Collins) and children (Nana Akua, Kofi Asante and Kwabena Bonsu), who have been a constant source of support and encouragement. I am genuinely thankful for having them in my life.



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LIST OF ABBREVIATIONS

ACR- Access to Communications and Resources

AE- Assigned Expatriate

AMOS- Analysis of Moment Structures

AVE- Average Variance Extracted

AVE- Average Variance Extracted

CCT- Cross-cultural training

CE-Communication Effectiveness

CFA- Confirmatory Factor Analysis

CFI- comparative fit index

CFI- Comparative Fit Index

CMIN/Df- Chi-square to the degree of freedom

CQ- Cultural Intelligence

CR- composite reliability

CVE- Cumulative Variance Explained

EDB- Economic Development Board

EFA- Exploratory Factor Analysis

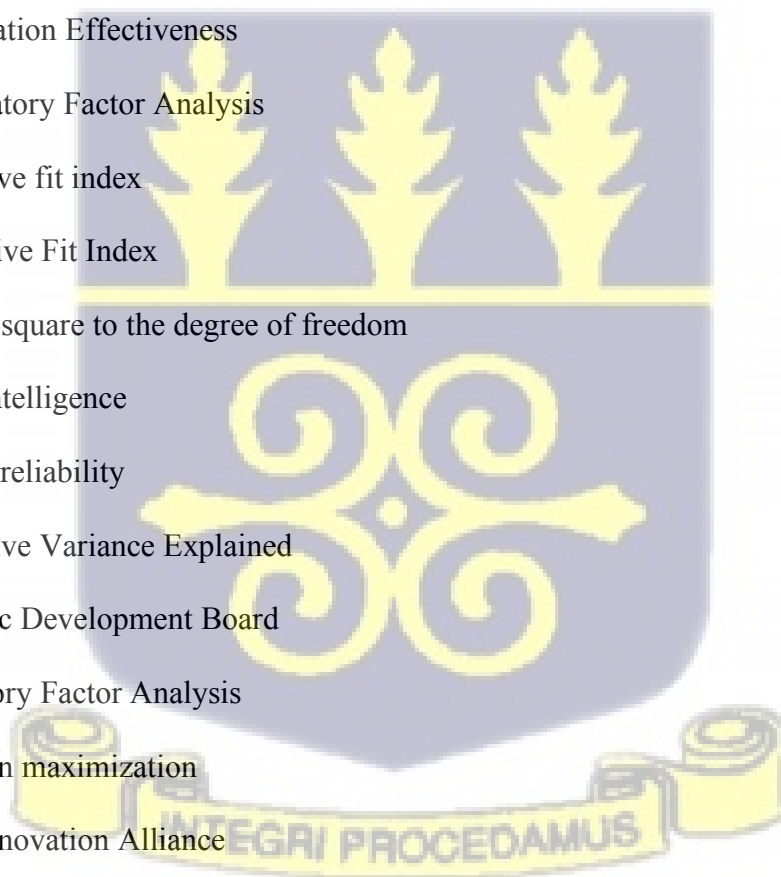
EM- expectation maximization

GIA- Global Innovation Alliance

GIS-Ghana Immigration Service

GPSE -General Perceived Self-Efficacy

H- Hypothesis



HR- Human Resource

HRM-Human Resource Management

IC- Inclusive Climate

IDM-Influence in Decision Making

IHRM- international Human resource Management

IOM -International Organisation for Migration

ISE-Intercultural -Self-Efficacy

IT-Information Technology

JE- Job Embeddedness

KMO- Kaiser-Meyer-Olkin

MAR- missing at random

MCAR- missing completely at random

MNAR- missing not at random

MNC- Multinational Corporation

OST- The Organisational Support Theory

RMSEA- root mean square error of approximation

RMSEA- The Root Mean Square Error Approximation

SCT- Social Cognitive Theory

SEM- Structural Equation Modeling

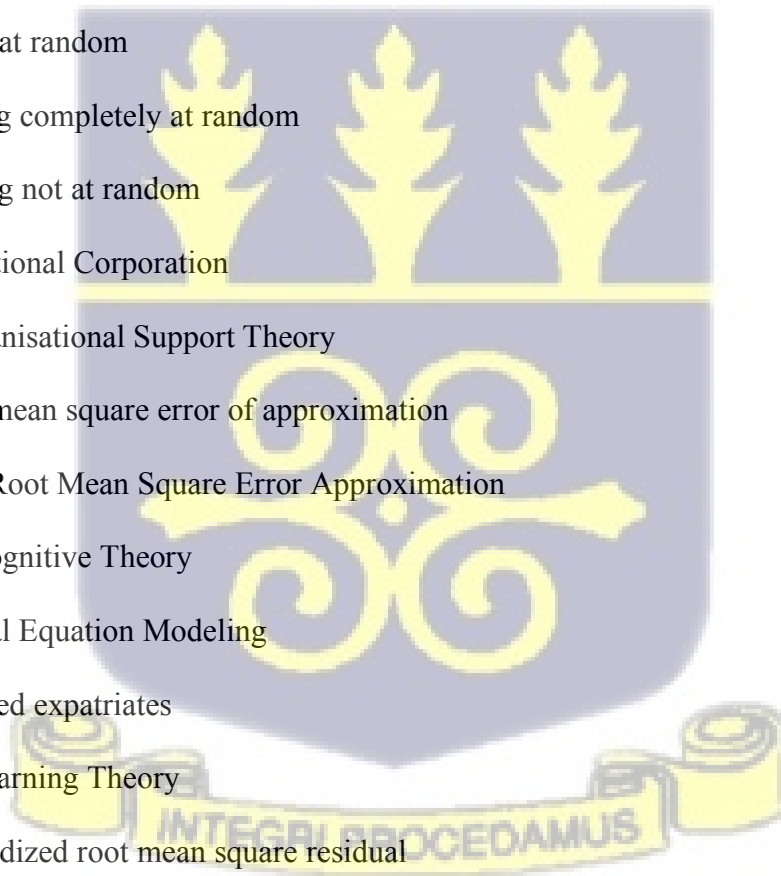
SIE-Self-initiated expatriates

SLT- Social Learning Theory

SRMR- standardized root mean square residual

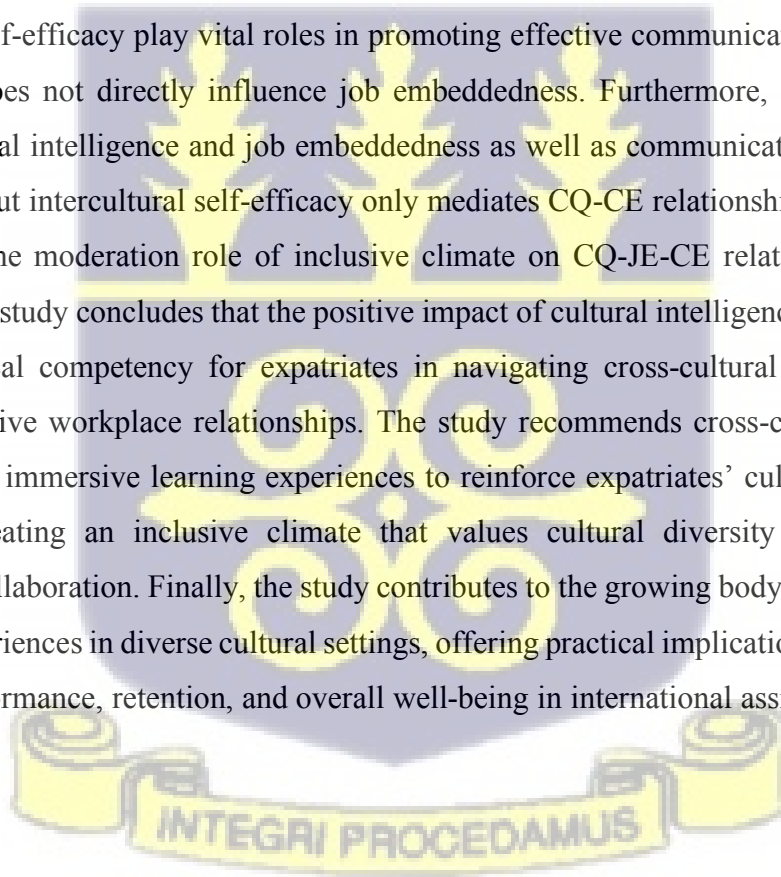
UNESCO - United Nations Educational, Scientific and Cultural Organization

WGI -Work Group Involvement



ABSTRACT

The study investigates the impact of cultural intelligence (CQ) on various work-related outcomes, including job embeddedness (JE), communication effectiveness (CE), inclusive climate (IC), and intercultural self-efficacy (ISE) of expatriates in Ghana. In addition, it explored the mediating roles of inclusive climate and intercultural self-efficacy, as well as the moderating role of inclusive climate in the relationship between cultural intelligence and job embeddedness and communication effectiveness. A quantitative approach was employed with data collected using adopted questionnaires. The data was drawn from expatriates (n=276) who work in large international organisations (or MNCs) in Ghana. The statistical analyses were conducted using Statistical Package for Social Science (SPSS version 23.0) and SEM using AMOS (version 29.0). The study found that cultural intelligence significantly influences expatriates' experiences, particularly in terms of job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. While inclusive climate and intercultural self-efficacy play vital roles in promoting effective communication, intercultural self-efficacy does not directly influence job embeddedness. Furthermore, inclusive climate mediates cultural intelligence and job embeddedness as well as communication effectiveness relationships, but intercultural self-efficacy only mediates CQ-CE relationship and not CQ-JE relationship. The moderation role of inclusive climate on CQ-JE-CE relationships was not supported. The study concludes that the positive impact of cultural intelligence underscores its role as a critical competency for expatriates in navigating cross-cultural interactions and fostering effective workplace relationships. The study recommends cross-cultural coaching, mentoring, and immersive learning experiences to reinforce expatriates' cultural adaptability as well as creating an inclusive climate that values cultural diversity and encourages intercultural collaboration. Finally, the study contributes to the growing body of knowledge on expatriate experiences in diverse cultural settings, offering practical implications for improving expatriate performance, retention, and overall well-being in international assignments.



CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

The first chapter of this study lays the foundation by exploring the intricate relationships between cultural intelligence, job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The chapter begins with a comprehensive background to the study, offering insights into how these variables interact and influence workplace dynamics. The chapter then presents the research problem, identifying gaps in existing literature and justifying the need for the study. This is followed by a clear articulation of the research objectives and corresponding research questions, which guide the study's direction. Furthermore, the significance of the research is discussed, emphasizing its theoretical and practical contributions to expatriation in international assignments. The chapter also defines the scope, clarifying the boundaries of the study. Finally, the organisation of the study is outlined, providing a roadmap for subsequent chapters and ensuring coherence in the study's structure.

1.1 Research Background

In the world of global business, many organisations are now seeking presence in other countries. As a result, most of these organisations now operate in multiple countries, with branch offices and subsidiaries located in different countries around the world (Sahakiant & Dormer, 2021; Porter, 2023). One of the ways these international organisations ensure efficient and effective operations across their global offices is by sending expatriates to their branch offices across countries (Froese et al., 2021; Li et al., 2024). According to Lee et al. (2019) most of these international organisations rely enormously on expatriates to accomplish their international assignments. This makes the phenomenon of expatriation an utmost concern to

multinational organisations and expatriates alike (Lee et al., 2019; McNulty et al., 2019; Georgiadou et al., 2024). Prior research has shown that, expatriates continue to emerge as a powerful force for organisations' competitive advantage (Malek & Budhwar, 2013; O'Byrne, 2018, Froese et al., 2021; Kiti, et., 2025). These studies indicate that the significance of expatriates to their organisation is high; and the impact of an international assignment on expatriates and their family is immense (Brewster, 2014; Lee et al., 2019; Fee & Michailova, 2020; Panda, 2022).

It is also noted that effective expatriation is critical and challenging issue in international management (Lee et al., 2019; Zhou, 2020; Zhang et al., 2021; Ren et al., 2021). Evidence suggests that the continuous growth in international and global business operations have culminated in exponential growth in the number of expatriates worldwide (Brewster et al., 2014; Tahir & Egleston, 2019; Fee & Michailova, 2020; Presbitero & Teng-Calleja, 2021). According to Finaccord, a market research publishing and consulting company, and an affiliate of Aon Global, the total number of expatriates worldwide amounted to 66.2million in 2017 and was also predicted the number to reach an estimated 87.5million in 2021 (Finaccord, 2018). Africa has a large number of expatriates living in the continent (Chuncao, 2018; Abugre & Debrah, 2019; Chen & Mao, 2020) with 37,156 living in Ghana (Ghana Immigration Service (GIS), 2021). Ghana continues to attract a large number of expatriates. According to research multinational companies (MNCs) in Ghana often prefer to maintain expatriate positions rather than localize them, primarily due to the high costs of training local managers and the risk of attrition following their training (Oppong, 2015; Agyeman, 2023). Expatriates' numbers in 2019 stood at 38,826, 2020 figures decreased to 26,226 and rose again to 37,156 in 2021 (GIS, 2021). This figure still rose to 48,700 in 2022 and witnessed a little decrease of 44,070 in 2023 (GIS, 2023).

An expatriate is an individual working outside their home country (O’Byrne, 2018; McNulty et al., 2019; Fee & Michailova, 2020; Aliane & Zakariya, 2023). Expatriates mostly work in multinational corporations (MNCs) as either assigned or self-initiated. Assigned expatriates are sent abroad to accomplish a specific assignment by their employing MNCs whereas self-initiated expatriates relocate to a foreign country on their own volition and initiative (Linder, 2019; Meuer et al., 2019; Presbitero & Teng-Calleja, 2021; Li et al., 2024). Expatriates whether assigned by MNCs to subsidiaries or self-initiated to foreign countries, undeniably play critical role in determining the global strategy and performance of companies (Charoensukmongkol, 2021; Zhou, 2020; Lo et al., 2012; Lehtonen et al., 2023). Expatriates offer MNCs a powerful strategy of filling their skills gap and maintaining a competitiveness (O’Byrne, 2018; Kadam et al 2021; Lei et al., 2025), and hence, are considered as invaluable assets by MNCs (Wu & Ang, 2011; Meuer et al., 2019) and “costliest group of employees in MNCs” (Guttormsen et al., 2018, p.117).

Given this salient role expatriates play in their organisations, it is the expectation of MNCs to see them thrive on their assignments and not to return prematurely as such expatriate returnees result in higher financial cost and negative psychological consequence for the expatriate and their families (Guttormsen et al., 2018; Lee et al., 2019; Tahir & Egleston, 2019; Fu & Charoensukmongkol, 2023). However, expatriates frequently have to deal with several cultural and interactional adjustment problems which usually lead to their premature return and assignments failure (Anlesinya et al., 2019; Arokiasamy & Kim, 2020; Hussain et al., 2024). Expatriates often encounter diverse cultural, social, and emotional challenges in foreign environments, making it essential for them to develop specific cultural attributes that enable effective cross-cultural adaptation and functioning. One such crucial attribute is cultural intelligence (CQ), which equips individuals with the capacity to comprehend, interpret, and respond effectively to unfamiliar cultural contexts (Chan et al., 2021; Shi & Wang, 2014; Chen

et al.,2024). Studies by Asfar et al. (2021), O’Byrne (2018), and Ratasuk and Charoensukmongkol (2020) and Chen et al.(2024) emphasize the significance of CQ in enhancing expatriates’ adjustment and performance, particularly in complex and dynamic global environments.

Earley and Ang (2003) define cultural intelligence “as the ability to adapt successfully to new cultural settings that is, for unfamiliar settings attributable to cultural context” (p.9). It has been postulated to reflect the general appreciation and adjustment to a new and unfamiliar cross-cultural setting within which expatriates find themselves (Almazrouei & Zacca, 2020; Gudmundsdottir, 2015). The dimensions of CQ have been documented in the literature including metacognitive, cognitive, motivational and behavioural (Earley & Ang, 2003; Ang et al., 2007). Metacognitive describes an individual’s conscious cultural awareness and general knowledge of cultural diversities (Ang et al., 2007); the cognitive dimension reflects the actual cultural knowledge possessed by the individual (Earley & Ang, 2003). The motivational facet refers to the interest in learning about new situations and cultures and the enjoyment in the interaction with colleagues from different cultural backgrounds (Ang et al., 2007; Earley & Ang, 2003). The behavioural aspect represents the individual’s relevant verbal or non-verbal actions in interacting with colleagues from different cultural backgrounds (Afsar, 2020; Ang et al., 2007). According to the international human resource literature, cultural intelligence offers numerous benefits to MNCs and expatriates. These include job embeddedness (see Ren et al., 2021; Stoemer et al., 2021; Chen et al., 2024) and communication effectiveness (see Ayoko et al., 2022; Puyod & Charoensukmongkol, 2019). Given the increasing demands of globalization, there is a strong call for MNCs to ensure that expatriates assigned to international roles are equipped with adequate cross-cultural competence. This competence is essential for navigating the complexities of diverse cultural environments and achieving key organizational outcomes, such as enhancing job embeddedness and fostering communication effectiveness

(Charoensukmongkol, 2021; Afsar et al., 2020; Kim & Koh, 2023). Cross-cultural competence enables expatriates to integrate more seamlessly into foreign settings, build meaningful workplace relationships, and adapt communication strategies to suit different cultural contexts.

Job embeddedness (JE) is a key factor in understanding why people stay on their jobs (Mitchell et al., 2001; AlMemari et al., 2023). Job embeddedness is seen as the combined forces that prevent employees from quitting their job (Yao et al., 2002; Hussain et al., 2024). In the context of expatriation, job embeddedness provides contextual and perceptual forces that bind expatriates to their location, people and issues at work. Hence, expatriates embedded in their assignment are assets to MNCs as it allows them to realise maximum returns on their investments (Meuer et al., 2019; Froese et al., 2020). High embeddedness fosters strong networks and relationships within an organisation and mitigates premature return (Stoermer et al., 2021). Job embeddedness shows that employees would stay on their jobs for reasons associated to the work (on-the-job-embeddedness) and private life (off-the-job embeddedness) (Mitchell et al., 2001; AlMemari et al., 2023). The international HRM literature suggests that CQ can be a significant driver of expatriates' job embeddedness because a culturally competent expatriate is more likely to stay on his job (embeddedness). Also, job embeddedness prevents turnover intention (Froese et al., 2016; Afsar, 2020) leading to retention (Ren et al., 2021; Chen et al., 2024), making the organisations to save cost. Thus, increasing expatriates' job embeddedness through CQ can prevent expatriate premature departure and its associated costs to both the expatriates and their families, and MNCs (Hung et al., 2018; Pustovit, 2020).

The international HRM literature reiterates that culturally intelligent expatriates have the potential to attain effectiveness in communication (Froese et al., 2012; Shah & Barker, 2017; Szkudlarek et al., 2020). One's ability to effectively interact and communicate in different multicultural settings is known as communication effectiveness (CE) (Froese et al., 2012).

Communication effectiveness reflects the communication between people from diverse cultural backgrounds (Presbitero & Atta, 2018). In this study, communication effectiveness is conceptualised as expatriates' effectiveness in communicating with their colleagues from different cultural backgrounds. Communication effectiveness is crucial to organisation success, social learning and performance (Ayoko et al., 2022). Communication effectiveness offers important benefits to international organisations. According to Bucker et al. (2014), effective communication "is essential to create mutual understandings and to reduce distance between people from different cultures" (p. 2068). In the field of expatriation, CQ has been suggested to influence communication effectiveness among expatriates (Bucker et al., 2014; Charoensukmongkol, 2021). Culture has connection on the way people communicate, and effective communication skills is an important business skill expatriates need to possess (Presbitero & Atta 2018; Ayoko et al., 2022). Therefore, MNCs engaging culturally intelligent expatriates could potentially result in communication effectiveness.

The IHRM literature again advances that the influence of CQ on expatriates' work outcomes (such as job embeddedness and communication effectiveness) may be cumbersome to determine since it might not be straight forward (Nguyen et al., 2018 Charoensukmongkol & Pandey, 2021). This suggests that the understanding of the influence of CQ on job embeddedness and communication effectiveness may not be thorough, without examining the roles of other important variables like self-efficacy and inclusive climate. Therefore, the study adopts inclusive climate (IC) and intercultural self-efficacy (ISE) as mediating as well as moderating mechanisms in explaining the CQ-JE-CE relationships. According to Bandura (1986) self-efficacy is the belief that employees have in their ability to perform effectively in a particular task. In this study, self-efficacy is operationalised as intercultural self-efficacy to reflect individual's internal motivation and confidence to achieve tasks in an intercultural setting (Macnab & Worthley, 2012; Jurasek & Wawrosz, 2023).

Previous research has established that one of the relevant outcomes of CQ is the concept of self-efficacy (Nguyen et al., 2018; Charoensukmongkol & Pandey, 2021). Cultural intelligence can evoke positive employee attitude which could result in self-efficacy, and self-efficacious people tend to be generally more willing to expose themselves to unfamiliar situations and new settings (Wawrosz & Jurasek, 2021; Elayah & Alzahrani, 2024). Expatriates with high self-efficacy embrace new friendships which enable them to ask questions that help them to navigate new cultures which aid their successful integration into culturally unfamiliar settings (Fan & Lai, 2014; Cooper, 2021). Expatriates need high level of ISE for a successful adaptation to foreign work environment in different countries. Similarly, self-efficacious individuals are likely to communicate effectively in different environments and ensure that conflict is reduced in the organisation (Darawong & Igel, 2017; Agrawal, 2023). These individuals are open to new friendships, thereby improving their communication skills. According to Chan and Sy (2016), individuals with higher cultural self-efficacy may communicate better with others due to their confidence in cultural knowledge.

The study also investigates whether the interplay between CQ, job embeddedness and communication effectiveness is strengthened or linked in some way by organisational factors such as inclusive climate (Davies et al., 2019; Georgiadou et al., 2024). Inclusive Climate (IC) is the perceptions of employees on how strongly their organisations value diversity and foster the integration of minorities in the workplace (Mor Barak 2015; Brimhall 2019; Aboramadan et al., 2022). Expatriates' successful integration into their organisation and the society largely depend on how they perceive inclusive climate present at the workplace. It is crucial that MNCs create a culture of inclusiveness where pluralism can thrive. Creating conducive IC could offer expatriates the opportunity to leverage on the CQ-JE-CE relationships. Organisational inclusion reflects the receptiveness and support of the host country nationals to engage expatriates to be incorporated into the organisation (Farndale et al., 2015; Wan, 2020). A

climate of inclusion would promote expatriates' wellbeing and allow for integration of differences and alleviate employees' identity concerns (Mitchell et al., 2015; Gotsis & Grimani, 2017). It is against this background that this current study seeks to examine CQ and its influence on job embeddedness and communication effectiveness as well as the roles of intercultural self-efficacy and inclusive climate. The purpose of the study would be achieved by examining the activities of expatriates in Africa and specifically Ghana.

1.2 Statement of the Research Problem

The increasing globalization of businesses has led to an increase in the number of expatriates, employees who are working in a country other than their own (Kraimer et al., 2016; Kim & Koh, 2023). While expatriation can provide many benefits, such as career development and cultural immersion, it also comes with a set of challenges (Tahir & Egleston, 2019; Vihari, 2022). According to Pustovit (2020), ranging from adjusting to a new culture and language, dealing with homesickness and social isolation, to navigating complex legal and administrative issues, and facing discrimination and prejudice. These challenges can impact the expatriate's work outcomes such as job embeddedness and communication effectiveness, which can ultimately affect organization success (Tahir & Egleston, 2019; Lei et al., 2025). Therefore, it is crucial to identify and address the challenges faced by expatriates to ensure a smooth and successful transition to their new work environment by constantly examining the key factors that ensure successful expatriation in international assignments.

The number of expatriates globally continues to rise (Templer 2010; Tahir & Egleston, 2019; Khedher & Asadullah, 2019). This increment has also occasioned a number of challenges expatriation grapple with. One of such challenges is expatriate failure which is the phenomenon where expatriates return prematurely from international assignments (Kraimer et al., 2016; Tahir & Egleston, 2019). Studies have documented the high cost of expatriation failure to the

organisations and the expatriates involved (Hung et al., 2018). It is important to note that 20-40 percent of expatriates return home prematurely (Hung et al., 2018; Gutermesen et al., 2018; Kraimer et al 2016). It is pertinent for MNCs to marshal strategies to mitigate this threat. The IHRM literature suggests that international organisations such as MNCs must pay attention to expatriates' cultural intelligence, job embeddedness and communication effectiveness which are proposed as possible solutions to expatriation challenges (Gutermesen et al., 2018; Pustovit, 2020; Marques et al., 2021).

Research shows that studies on CQ has burgeoned over the past two decades (Asfar et al., 2021; Earley, 2002; Earley & Ang, 2003; Iskhova & Ott, 2020; Ratasuk & Charoensukmongkol, 2021; Thomas, 2006; Thomas et al., 2008). In the extant literature, CQ has been examined with other work outcomes like innovative work behaviour (Asfar et al., 2021; Erah & Jaja, 2024), turnover intentions (AlMazrouei & Zacca, 2020; Akhal & Liu, 2019), adjustment (Kadam et al., 2021; Jurásek & Wawrosz, 2021; Guðmundsdóttir, 2015), and performance (Chenyang, 2022; Iskhakova, 2018; Jyoti & Kour, 2015) without similar attention on job embeddedness and communication effectiveness which are as equally important. Similarly, the IHRM literature has showed that the concept of job embeddedness though relatively new has received some attention in prior literature (Mitchell et al., 2001; Yao et al 2002; Lee et al., 2014; Meuer et al., 2019). However, the expatriation literature has revealed that the relationship between cultural intelligence and job embeddedness has been significantly less explored. According to Stoemer et al. (2021), little is empirically known about how and when expatriates can use CQ to enhance embeddedness in organisations. Ren et al. (2021) also postulate that CQ and job embeddedness are important resources which contribute to expatriate thriving and retention, and “CQ expatriates will embed more easily” (Ren et al. 2021. p. 436) into both the organisation as well as community in which they find themselves. Having embedded expatriates on their assignment offers the MNC retained workforce (Ren et al., 2021) and

prevent unnecessary turnover intentions (Afsar, 2021; Froese et al., 2021; Kim, & Eng, 2016) and its high cost on the organisation. Embedded expatriates focus on their assignment which prevents their premature departure (Hung et al., 2018; Pustovit, 2020; Templer, 2010). Yet, the relationship between cultural intelligence and job embeddedness has not received enough attention in the IHRM literature (Ren et al., 2021; Chen et al., 2024). The study therefore expands the work of Ren et al. (2021) by examining the association between CQ and JE among expatriates working within a broad spectrum of industries in Ghana in order to contribute to filling this important gap.

The IHRM literature reveals that CQ as an antecedent of expatriates' communication effectiveness also seems to have been neglected in the expatriation literature (Bucker, et al, 2014; Mukherji et al., 2016; Kim & Koh, 2023). There is much to be desired in the literature since a few scholars such as Bucker et al. (2014) and, Presbitero and Attar (2018) that investigated CQ-CE relationship in Chinese context and CE as a mediator respectively have reported. This is evident that there are dearth of studies regarding CQ-CE relationship. This study therefore responds to their call to obtain information from people working in cross-cultural contexts on CQ-CE relationship. Mukherji et al. (2016) noted a dearth of studies examining the interaction of cultural intelligence and communication effectiveness in a multicultural arena. Expatriates' cultural intelligence and communication effectiveness are inseparable bedfellows to achieve successful international assignment and yet these two variables have not received the needed visibility in the expatriation literature. Therefore, the current study offers a great opportunity to contribute to the on-going discourse making use of the African context.

The relationships between CQ and job embeddedness as well as communication effectiveness are noted to be complex, desiring other variables to underscore their impact. These other

variables include self-efficacy and inclusive climate. Self-efficacy conceptualised in this study as intercultural self-efficacy can be a mechanism by which CQ facilitates expatriates to achieve job embeddedness and communication effectiveness. Charoensukmongkol and Pandey (2020) found that self-efficacy partially mediates the association between cultural intelligence and cross-cultural sales presentation. Hu et al. (2018) also observed that self-efficacy plays a partial mediating role in the relation between social media usage and cultural intelligence. Lam and Liaw (2017) found a mediating of self-efficacy on communication experience and international business negotiation performance. Other studies have also established some connections between CQ and self-efficacy (Macnab & Worthley, 2012; Rehg et al., 2012; Nguyen et al., 2018; Wawrosz & Jurasek, 2021). Clearly the mediating effect of self-efficacy on CQ and other variables have been explored fairly but the mediation role of self-efficacy in the expatriation context seems inadequate in the literature. Earlier, MacNab and Worthley (2012) also discovered that more research is needed to investigate the relationship of individual characteristics, such as self-efficacy to the concept of cultural intelligence. This study responds to the call by Charoensukmongkol and Pandey (2020) and MacNab and Worthley (2012) to researchers to confirm whether the mediating effect self-efficacy associated with CQ would be relevant in other occupational contexts. Examining these two variables in the expatriation field would add to our understanding as these variables (self-efficacy & CQ) are crucial to a successful overseas experience (Hu et al., 2018).

Hu et al. (2018) shared the notion that self-efficacy is one of the crucial variables for a successful overseas experience; but there are no studies examining the direct effect of self-efficacy and job embeddedness. Kim and Kim (2019) also examined the relationship between self-efficacy and job embeddedness of nursing preceptors, and the result showed that self-efficacy had a direct effect on job embeddedness in Korea. With regard to self-efficacy and intercultural communication effectiveness, Chan and Sy (2016) investigated the relationship

among personality, intercultural communication and cultural self-efficacy among nursing students in China and found a positive correlation between self-efficacy and intercultural communication. This study contributes to filling this gap in the expatriation literature by examining the impact of intercultural self-efficacy on job embeddedness and communication effectiveness. Theoretically, this study contributes to self-efficacy scholarship in the expatriation literature by specifically attempting to clarify the relationship between self-efficacy and the other variables (JE, CE & IC).

Studies have found direct positive relationship between inclusive climate and job embeddedness as well as job embeddedness related variables like employee engagement (Choi et al., 2015; Bao et al., 2022; Elsaied, 2020). For example, Elsaied (2020) examined the relationship between inclusive leadership and job embeddedness with data from employees working with the hotel industry in Egypt and found a positive relationship between inclusive leadership and job embeddedness. They further called for more studies to be investigated to unearth the dynamic impact of inclusive climate on job embeddedness in variate contexts. This current study responds to their call by applying their research to other vocational settings and different cultures to ensure replicability and ascertain generalisation of findings. To the best of my knowledge, there are very few studies that focus on examining the relationship between inclusive climate and job embeddedness in the expatriation literature in Ghana. Several key industries in Ghana draw a significant expatriate workforce. These include mining (Kurantin & Osei-Hwedie, 2023; Oppong, 2022), oil and gas (Ablo, 2022; Abugre et al., 2023), telecommunications (Delle & Mensah, 2013; Abugre et al., 2020), banking and finance (Afriyie & Aidoo, 2022; Korankye-Sakyi, 2023), and agriculture (Badu-Prah, 2023). Moreover, there are growing expatriate opportunities in the tourism (Afrifah & Mensah, 2023), education (Agyeman, 2023), and healthcare sectors (Afriyie et al., 2025), as well as within international organizations and NGOs operating across the country.

Investigating these variables adds more knowledge to the existing inclusive climate and job embeddedness as well as communication effectiveness studies in the expatriation literature especially in sub-Saharan Africa, Ghana. This study provides an additional theoretical lens in delineating the link between inclusive climate and job embeddedness as well as communication effectiveness of expatriates and enrich the theoretical foundation of inclusive climate scholarship in the context of MNCs in Ghana.

The relationship between cultural intelligence, job embeddedness, and communication effectiveness can be significantly enhanced through the moderating influence of an inclusive climate, which serves to strengthen and amplify the positive impact of CQ on these outcomes. Examining the moderating role of inclusive climate on the CQ-JE-CE relationship is crucial as Davies et al. (2019) reported that an inclusive climate alleviates the exclusion related stressors expatriates face. Again, Brimhall (2019) opined that when organisational “leaders who create positive and inclusive work environment in which employees feel supported by the organisation fosters beneficial outcomes” (p.717) such as trust among employees (Downey et al., 2015). Mitchell et al. (2015) have observed that research into organisational inclusion is still in its infancy, while Gotsis and Grimani (2017) similarly noted that despite the scholarly emphasis on diversity, the issue of integrating inclusion into organisations’ human resource strategies has remained relatively unexplored. Moreover, Wan (2020) recounts that expatriation research in the last five years have neglected studies investigating organisational inclusion as a determinant of expatriate success. Additionally, the study responds to the call by Stoemer et al. (2021) for future researchers to draw inspiration from the diversity literature and zoom in on the effects of an inclusive organisational climate on the relationship between CQ and JE as well as CE. This study positions inclusive climate as both mediator and moderator on the CQ-JE-CE relationships.

In summary, the existing literature provides limited insight into the interplay between cultural intelligence, job embeddedness, and communication effectiveness, leaving a significant gap in understanding how these factors interact in the context of expatriates (Nguyen et al., 2018; Wawrosz & Jurasek, 2021; Kudo et al., 2024). This study addresses this gap by offering a comprehensive empirical and theoretical exploration of the impact of CQ on expatriates' JE and CE, particularly in Africa, a region where such connections remain unexplored such as Ghana. This study is pioneering, as it establishes a novel link between CQ and these two critical constructs, contributing to both theoretical advancements and practical frameworks for addressing expatriate challenges. Furthermore, the study incorporates inclusive climate and intercultural self-efficacy as mediating and moderating variables, respectively, to enhance the understanding of these relationships. These elements not only enrich the CQ-JE-CE framework but also provide a foundation for developing targeted interventions that strengthen expatriates' adaptability and performance in culturally diverse environments.

1.3 Purpose of the Study

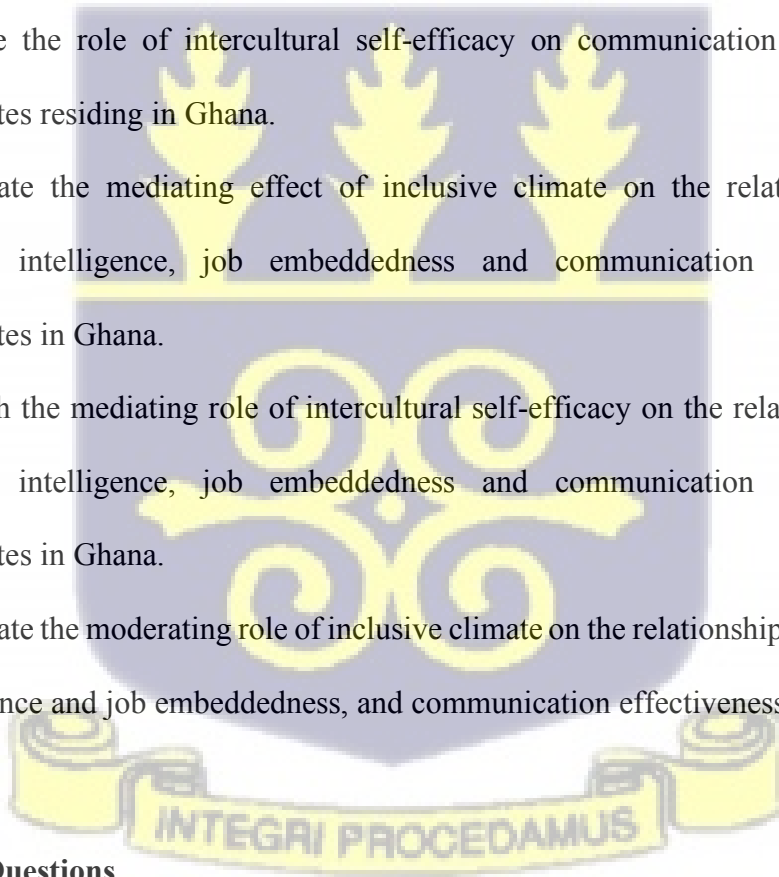
The purpose of this study is to examine the relationship between cultural intelligence, job embeddedness, and communication effectiveness among expatriates residing in Ghana. This study also aims to explore the roles of intercultural self-efficacy and inclusive climate in these relationships.

1.4 Objectives of the Study

Specifically, the objectives of the study are as follows:

- i. Examine the influence of cultural intelligence on job embeddedness of expatriates residing in Ghana.
- ii. Assess the impact of cultural intelligence on communication effectiveness of expatriates residing in Ghana.

- iii. Investigate the relationship between cultural intelligence and inclusive climate of expatriates residing in Ghana.
- iv. Determine the influence of cultural Intelligence on intercultural self-efficacy of expatriates residing in Ghana.
- v. Examine the impact of inclusive climate on job embeddedness of expatriates residing in Ghana.
- vi. Determine the association of inclusive climate on communication effectiveness of expatriates residing in Ghana.
- vii. Assess the impact of intercultural self-efficacy on job embeddedness of expatriates residing in Ghana.
- viii. Examine the role of intercultural self-efficacy on communication effectiveness of expatriates residing in Ghana.
- ix. Investigate the mediating effect of inclusive climate on the relationship between cultural intelligence, job embeddedness and communication effectiveness of expatriates in Ghana.
- x. Establish the mediating role of intercultural self-efficacy on the relationship between cultural intelligence, job embeddedness and communication effectiveness of expatriates in Ghana.
- xi. Investigate the moderating role of inclusive climate on the relationship between cultural intelligence and job embeddedness, and communication effectiveness of expatriates in Ghana.



1.5 Research Questions

Specifically, the research addresses the following questions:

- i. What is the effect of cultural intelligence on job embeddedness?
- ii. What is the impact of cultural intelligence on communication effectiveness?

- iii. What is the relationship between cultural intelligence and inclusive climate?
- iv. What is the effect of cultural intelligence on intercultural self-efficacy?
- v. Does inclusive climate influence job embeddedness?
- vi. What is the effect of inclusive climate on communication effectiveness?
- vii. What is the impact of intercultural self-efficacy on job embeddedness?
- viii. What is the relationship between intercultural self-efficacy and communication effectiveness?
- ix. What is the mediating effect of inclusive climate on the relationship between cultural intelligence and job embeddedness as well as communication effectiveness of expatriates in Ghana?
- x. Is there a mediating effect of intercultural self-efficacy on the relationship between cultural Intelligence and job embeddedness as well as communication effectiveness of expatriates in Ghana?
- xi. Does inclusive climate moderate the relationship between cultural intelligence and job embeddedness, and communication effectiveness of expatriates in Ghana?

1.6 Significance of the Study

This study is significant as it advances understanding of how expatriates' cultural intelligence fosters job embeddedness and enhances communication effectiveness in multicultural settings. By introducing CQ as a key factor influencing these outcomes, the research contributes to theory, practice, and policy in meaningful ways. Theoretically, it uncovers the mechanisms through which CQ impacts expatriates' job embeddedness and communication effectiveness, offering a deeper understanding of these relationships. Practically, it highlights the critical role of CQ, inclusive climate, and self-efficacy in shaping expatriates' experiences and informing management practices. For MNCs, where expatriates are essential to achieving global success, the study underscores the need for higher levels of CQ among expatriates (Zhou, 2021).

Policymakers and organizational leaders can leverage these findings to implement practices that enhance job embeddedness behaviors and communication effectiveness, ultimately contributing to more cohesive and productive multicultural work environments.

This study further explores the mediating role of inclusive climate and intercultural self-efficacy in the relationship between CQ, job embeddedness, and communication effectiveness.

By examining these mediators, the research provides a comprehensive understanding of the conditions and processes that enhance expatriates' communication effectiveness and integration into multicultural work environments. The findings highlight the critical role of inclusive climate, which not only amplifies the direct positive effect of CQ on job embeddedness but also moderates the relationship between CQ and communication effectiveness. Specifically, the study reveals that while CQ generally supports expatriates in being effective in their assignments, it becomes particularly valuable for those who experience lower levels of workplace inclusion (Khorakian et al., 2018). Expatriates with high CQ are shown to maintain effective communication even in less inclusive climates, showcasing CQ's potential as a compensatory mechanism in challenging organizational settings. This perspective underscores the importance of fostering an inclusive climate while also equipping expatriates with the CQ necessary to navigate diverse cultural environments effectively. These insights have practical implications for designing strategies and interventions that enhance expatriates' success, even in less supportive workplace contexts.

This study makes significant contributions by examining the under-researched variables of CQ, JE, CE, ISE, and IC in the context of a developing country (Ghana). This focus addresses calls by scholars (Karatepe & Shahriari, 2014; Karatepe, 2016; Khorakian et al., 2018) for research on job embeddedness in developing countries to explore potential cultural differences between developed and developing nations. From a theoretical perspective, the study enriches the literature by situating these constructs within a developing country context, offering a unique

lens to understand how cultural and contextual nuances shape expatriates' experiences. It serves as a foundational resource for researchers interested in advancing knowledge in this domain, providing a framework and empirical evidence that can inspire further studies. Practically, the findings have implications for global organizations operating in multicultural and developing environments. They highlight the importance of designing policies and workplace practices that prioritize CQ, inclusive climates, and intercultural self-efficacy to optimize expatriates' job satisfaction and communication effectiveness. This study provides actionable insights to help organizations create supportive working conditions that maximize benefits for both expatriates and the organizations they serve. From a policy perspective, the research underscores the need for tailored strategies in expatriate management that address the unique challenges of developing country assignments. It offers a blueprint for policymakers and organizational leaders to craft inclusive, culturally intelligent practices that support expatriates' embeddedness and effectiveness, ensuring organizational success while fostering cross-cultural harmony. Through these contributions, the study bridges critical gaps in research and practice, emphasizing the interplay between culture, organizational context, and expatriate performance.

Expatriation has become an increasingly costly endeavor, with expatriate failure rates reported to range between 20% and 40% globally, posing significant challenges for MNCs (Koteswari & Bhattacharya, 2020; McNulty & Brewster, 2017). Against this backdrop, the findings of this study hold critical significance for advancing scholarship, organizational practice, and policymaking. From a theoretical perspective, the research sparks scholarly debate by addressing the gap in empirical studies that explore how to foster inclusiveness within organizations to enhance expatriates' success. The study establishes a foundation for developing sound expatriate management models that integrate CQ, JE, and CE, providing a basis for future research. Practically, the study offers actionable insights for global

organizations seeking to leverage expatriation as a strategic tool for competitive advantage. It underscores the importance of creating inclusive workplace environments and applying responsible and ethical expatriate management practices to enhance expatriates' adaptability, performance, and retention. Further, on a policy level, the findings inform policymakers on the design of frameworks that facilitate success of expatriates, benefiting not only individuals and organizations but also the global economy. The research highlights the pressing need for policies that promote inclusiveness and intercultural competency in global organizations. As no prior study has examined the link between CQ, JE, and CE in this context, this work fills a critical gap in the literature while providing a catalyst for policy innovation in expatriate management.

1.7 Scope of the Study

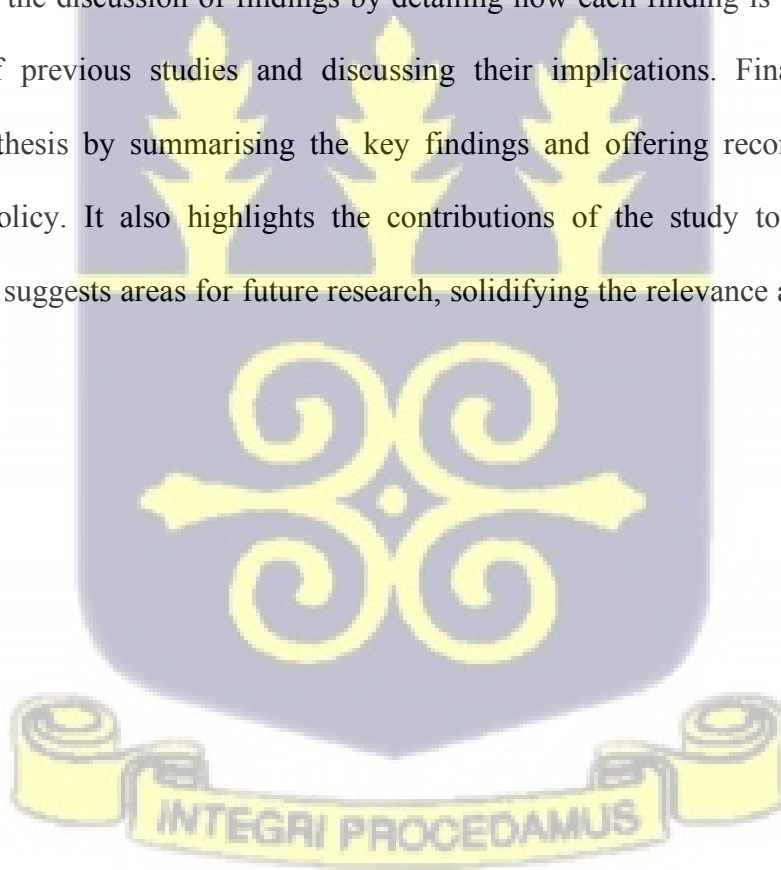
The scope of this study encompasses an in-depth exploration of CQ, JE, and CE, with a focus on the mediating and moderating roles of inclusive climate and intercultural self-efficacy in shaping these outcomes. The research specifically targets expatriates working in Ghana, providing a contextual analysis of how these variables interact in a developing country setting. Employing a quantitative methodology, the study collects and analyzes data to empirically examine the relationships among these constructs.

1.8 Organisation of the Study

This thesis is structured into six comprehensive chapters, each addressing critical aspects of the research. Chapter one introduces the study by providing an overarching background to the research topic, clearly articulating the problem statement, defining the study's objectives, and framing the research questions. It also highlights the significance and scope of the study, offering a foundation for understanding its importance and context. Chapter two focuses on the theoretical underpinnings of the study, providing an in-depth discussion of the theories that inform the research, such as Social Learning Theory, the Social Cognitive Theory and

Organisational Support Theory and their applicability to the interaction between cultural intelligence, inclusive climate, inter-cultural self-efficacy, job embeddedness and communication effectiveness. This chapter also elaborates on the conceptual framework and develops the hypotheses that guide the investigation.

Chapter three explains the methodology adopted for the research, detailing the study's philosophical paradigm, design, data collection instruments, procedures for data collection, and ethical considerations to ensure the research's integrity and reliability. Moreover, chapter four centers on the analysis of data collected and presentation of the findings. It integrates quantitative findings to address the research objectives and hypotheses systematically. Chapter five focuses on the discussion of findings by detailing how each finding is underscored with perspectives of previous studies and discussing their implications. Finally, chapter six concludes the thesis by summarising the key findings and offering recommendations for practice and policy. It also highlights the contributions of the study to existing theory, knowledge and suggests areas for future research, solidifying the relevance and impact of the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the review of the literature in line with the general objectives of the study. It explores the study's concepts thoroughly which include the concept of expatriate and expatriate management, cultural intelligence, job embeddedness, communication effectiveness, intercultural self-efficacy and inclusive climate. The chapter also discusses theoretical foundations relating to the research constructs of cultural intelligence, job embeddedness and communication effectiveness. Relevant empirical studies are also reviewed in line with the study objectives; the direct, moderating as well as mediating relationships, and subsequently develop a conceptual framework showing the various hypothesised relationships.

2.1 Conceptual Review

In today's globalized world, organizations are increasingly operating across borders and cultures, leading to a greater need for effective management of diverse workforces. Managing employees who are working abroad, or expatriates, poses unique challenges for organizations. Additionally, cultivating an inclusive climate that values diversity and fosters intercultural collaboration has become a priority for many organizations. This conceptual review aims to explore and discuss several key concepts that play a crucial role in cross-cultural organizational dynamics. The concepts include cultural intelligence, job embeddedness, communication effectiveness, intercultural self-efficacy and inclusive climate.

2.1.1 Expatriate and Expatriate Management

Expatriates are individuals who live and work outside their home country, often taking on international assignments to fulfill organizational goals. Expatriate management refers to the processes and strategies organizations use to select, train, and support these employees to

ensure successful adaptation and performance in foreign environments. Effective expatriate management is crucial for fostering cultural adjustment, enhancing communication effectiveness, and improving job performance. It involves addressing challenges such as cultural differences, job embeddedness, and the well-being of expatriates to maximize their contribution to global business success.

Expatriates are viewed as “expensive people in crucial positions” (Brewster et al., 2014). Expatriates can be assigned or self-initiated. Assigned expatriates are sent on assignment by their organisations (Dahms, 2019; McNulty et al., 2019; Zhang et al., 2021; Charoensukmongkol, 2021) while self-initiated expatriates are individuals who initiate their own expatriation move (Glasscock & Fee, 2015; Ramalu & Subramaniam, 2019, Wurtz, 2022). Studies show that whether expatriates are assigned or self-initiated, they must be managed to offer their best to their organisations (Lee et al., 2019; Zhou, 2020; Sahakiantz & Domer, 2021). Recent research reveals that expatriates levels globally keep soaring (AlMazrouei & Zacca, 2020). For example, Finaccord estimated expatriate figure globally at 66.2million in 2017, and predicted the number to reach an estimated 87.5million in 2021 (Finaccord, 2018). Again, the 2019 survey of Mercer reported that between 2017-2018, multinational organisations shot up their expatriate staff transfer to forty-two percent (Zhang et al., 2021). Furthermore, the International Organisation for Migration (IOM) reports that an estimated 281 million people reside globally in different parts of the world (IOM, 2022).

Expatriate management encompasses various activities undertaken by multinational organisations to manage their assigned expatriates from recruitment to repatriation. This includes addressing cross-cultural challenges associated with the new location, such as language barriers, communication difficulties, and leadership issues (Selmer, 2019; Brewster et al. 2014). Expatriates are classified into traditional and non-traditional expatriates (Shortland

& Perkins, 2022). Traditional expatriates are assigned by their organisation to new locations (Shortland & Perkins, 2022). The non-traditional expatriates include self-initiated expatriates, inpatriates, international business travellers, short-term assignees and international commuters (Selmer, 2019). Yet again another bracket of expatriates acknowledged in the International Human Resource Management literature are non-corporate expatriate communities including missionaries and sports professionals, military, international volunteers, international school teachers, academics and diplomats healthcare professionals (McNulty & Selmer, 2017).

Another group describes low-status expatriates to include construction workers and domestic helpers and individuals from developing countries in search of better income opportunities to support their families (Haak-Saheem, 2016; Selmer, 2019; Haak-Saheem, et al., 2021). Expatriates mostly become vulnerable to their new location due to inadequate knowledge of a host country's customs causing acculturation stress (McNulty et al., 2019). While expatriates contribute significantly to their host countries, their journey is not devoid of challenges. The process of cultural adaptation, grappling with language barriers, and navigating divergent business practices can be arduous. Successfully integrating into the local fabric necessitates building bridges between expatriates and indigenous communities, while also addressing potential social and racial tensions. Overcoming these hurdles is paramount to fostering mutual respect and reaping the full benefits of cultural exchange.

Expatriates often face numerous challenges during their international assignments, which include, Shiraki (2012) highlights the difficulties encountered by Japanese expatriates, including issues related to job performance, communication, language proficiency, and cultural adaptation (Shiraki 2012, as cited in Zhou 2020). Managing expatriates has become fundamentally important because previous research recounts how expatriates overseas encounter diverse host country cultures as they work closely with the local nationals

(Darawong & Igel, 2017). Among the common challenges faced on their foreign environment include language and communication competencies (Peltokorpi & Clausen, 2010; Peltokorpi, 2010; Froese et al., 2012; Abugre & Debrah, 2013; Shah & Barker 2017), interpersonal conflict (Darawong & Igel, 2017), issues with expatriates' family and spouses (Kupka et al., 2008) and expatriation failure (Zhang et al., 2021). Other studies have noted that expatriates' destination for international assignments is often exposed to threats in the form of attacks and terrorism making it difficult for their organisations to manage (Faeth & Kittler 2020; Gannon & Paraskevas, 2020; McNulty et al., 2019). Likewise, the ubiquitous global pandemic, COVID-19, has heightened the threats expatriates face (Sahoo et al., 2022; Vegh et al., 2023; Zaman et al., 2021).

Expatriates are individuals who reside outside their home country due to work or personal reasons, epitomising the growing interconnectedness of our global community. This phenomenon is particularly evident in Africa, a continent that has experienced a significant influx of expatriates in recent years (Chuncao, 2018; Abugre & Debrah, 2019; Chen & Mao, 2020; Okpara & Kabongo, 2017; Oppong, 2017). Among African nations, Ghana has emerged as a significant hub attracting expatriates who contribute their expertise and experience to various sectors. Understanding the multifaceted nature of expatriate engagement in Africa, and more specifically in Ghana, is pivotal to comprehending the transformative power they wield in shaping local economies and fostering intercultural understanding. Expatriates in Africa represent a vibrant amalgamation of talents, experiences, and perspectives. This convergence serves as a catalyst for economic growth, as expatriates inject new ideas, technologies, and management practices into their respective fields (Okpara & Kabongo, 2011; Abugre & Debrah, 2019).

In Ghana, expatriates play a pivotal role in industries such as mining, oil and gas, telecommunications, and development projects, elevating the nation's economic potential (Oppong & Gold, 2016). Motivations behind the decision to relocate to Africa, and particularly to Ghana, vary greatly among expatriates. The allure of economic opportunities, higher remuneration, and favourable taxation often feature prominently (Jackson & Horwitz, 2018). However, many expatriates are driven by a genuine desire to contribute to the development and progress of Africa. They seek to bridge the knowledge gap, foster skill development, and stimulate innovation, ultimately empowering local communities and economies (Harry et al., 2019). Expatriates in Africa, including Ghana, emerge as conduits of cultural exchange, promoting understanding and fostering a shared sense of humanity. Their interactions with local communities provide opportunities for dialogue, cooperation, and the celebration of diversity (Kudo et al., 2024). The blending of cultures leads to the evolution of collective identities, challenging preconceived notions and enriching societies.

The presence of expatriates in Africa, particularly in Ghana, represents a transformative force that propels economic growth and engenders cross-cultural understanding. Their contributions extend beyond mere professional expertise, as they facilitate knowledge transfer, skill development, and intercultural exchange. Recognizing the multifaceted contributions of expatriates and promoting their integration into local communities will unlock a future where Africa thrives through the power of diversity and collaboration.

2.1.2 The Concept of Cultural Intelligence

In the realm of global mobility and expatriation, a vital attribute emerges as a key driver of success: cultural intelligence. As individuals venture beyond their familiar borders to work and live in foreign lands, they encounter diverse cultures, customs, and ways of thinking. Also, businesses move beyond their national borders, it becomes imperative that they send

employees to subsidiaries in other countries. Invariable cultural dissimilarities between expatriates' home and host countries present a challenging environment for expatriates to blend with local workforce. Hence, these expatriates must be equipped with cross-cultural skills and capabilities to enhance their assignment performance as well as work cordially with foreign employees (Huff, 2013; Jyoti & Kour, 2017; Guttormsen et al., 2018; O'Byrne, 2018; Sethi et al., 2020; Charoensukmongkol, 2021).

These qualities are known as cultural intelligence. Cultural intelligence is the capacity to understand, appreciate, and effectively navigate these cultural complexities (Ang et al., 2007). It goes beyond mere cultural awareness, encompassing the ability to adapt, communicate, and collaborate across cultural boundaries with sensitivity and respect. By embracing cultural intelligence, expatriates can transcend differences, forge meaningful connections, and truly thrive in their cross-cultural journeys. Cultural Intelligence was first introduced by Earley and Ang (2003), providing a foundational model for subsequent studies on the concept. Earley and Ang (2003) define cultural intelligence as the "ability to adapt successfully to new cultural settings, that is, for unfamiliar settings attributable to cultural context" (p.9). Similarly, Ang et al. (2007) defined CQ as "an individual's capability to function and manage effectively in a culturally diverse setting" (p.336). Further, Thomas et al. (2015) described CQ as "a system consisting of cultural knowledge, cross-cultural skills, and cultural metacognition, that allows people to interact effectively across cultures" (p.1102). These widely cited definitions in the field of cross-cultural management reflect different focal points: Earley and Ang (2003) emphasize *adaptation*, Ang et al. (2007) focus on effective *functioning*, while Thomas et al. (2015) highlight *effective interaction*. Collectively, these definitions illustrate that CQ encompasses skills, capabilities, and competencies that individuals may naturally possess or develop to operate successfully in intercultural environments. This study would operationalise cultural intelligence as an expatriate cross cultural capability for effective adaptation in a

culturally diverse setting. The table below summarises the discussion of the definitions of cultural intelligence.

Table 2. 1: Summary of Cultural Intelligence Definitions

Authors	Definition	Key Issue	Dimension
Earley & Ang, (2003)	“An individual’s capability for successful adaptation to a new cultural setting, that is, for unfamiliar settings attributable to cultural context” (p.9).	Adaptation	Cognitive, motivational and behavioural.
Ang et al., (2007).	“An individual’s capability to function and manage effectively in culturally diverse settings” (p.336).	Functioning	Metacognitive, cognitive, motivational behavioural
Thomas et al., (2015).	“A system consisting of cultural knowledge, cross-cultural skills and cultural metacognition that allows people to interact effectively across cultures” (p.1102).	Effective interaction	Cultural knowledge, cross-cultural skills and cultural metacognition

Source: Author’s own construct (2023)

Cultural intelligence is a vital skill for expatriate workers who face various challenges before, during and after their international assignments (Morin & Talbot, 2023; Stoermer et al., 2021). Expatriation can be a rewarding but also stressful experience, as expatriates must cope with cultural differences, language barriers, social isolation, role ambiguity, work overload and family adjustment issues (Lee & Sukoco, 2010; Morin & Talbot, 2023; Stoermer et al., 2021;). These challenges can affect expatriates’ well-being, performance and retention (Furusawa & Brewster, 2016; Gannon & Paraskevas, 2020).

Research has shown that CQ can influence expatriates’ organizational embeddedness (Stoermer et al., 2021; Ren et al., 2021), knowledge sharing (Chen & Lin, 2013) cultural adjustment (Kour & Jyoti, 2022; Gudmundsdottir, 2015) and performance outcomes (Zhang et al., 2021; Iskhakova, 2018). Expatriates with high CQ can better understand and interact with host nationals, cope with cultural differences and contribute to their organizations’ global

competitiveness (Earley & Ang, 2003; Lee et al., 2019). In an expatriation context, CQ can be affected by the host country's openness towards foreigners, which can be measured by its in-group collectivism and national immigration policies. In-group collectivism is the degree to which people in a culture emphasize loyalty and solidarity within their own group (Storemer et al., 2017). National immigration policies are the rules and regulations that govern the entry and stay of foreigners in a country (Tabar, 2014; Al Ariss, 2010). Expatriates may find it easier to adapt to cultures that are more welcoming and tolerant of diversity than those that are more closed and restrictive (Huff et al., 2014; Zhang et al., 2021; Li et al., 2021). Therefore, expatriates should be aware of the host country's cultural norms and values and adjust their behaviour accordingly. Cultural intelligence is a multidimensional construct that captures a person's capability to adapt effectively to new cultural contexts (Earley & Ang, 2003). According to Earley and Ang (2003), CQ has three facets, as in cognitive, motivational and behavioural, Ang et al. (2007) added a fourth dimension as metacognitive. Thus, the CQ is being measured as a four-dimensional construct, with each dimension measuring a distinct aspect of CQ.

2.1.2.1 Dimensions of Cultural Intelligence

In the expatriation domain, the concept of cultural intelligence unfolds across four distinct dimensions: metacognitive, cognitive, motivational, and behavioural (Ang et al., 2007; Stoermer et al., 2021). These dimensions collectively shape an individual's ability to navigate and succeed in culturally diverse environments. By cultivating these four dimensions of cultural intelligence, expatriates can effectively steer the complexities of cross-cultural encounters. It allows them to build strong relationships, foster collaboration, and embrace the richness of diverse perspectives, ultimately leading to personal growth and professional success in their expatriation journey.

- ***Cognitive Cultural Intelligence***

Cognitive CQ refers to the knowledge and understanding of the norms, values and beliefs of different cultures (Earley & Ang, 2003). It involves having factual information about the history, geography, politics, economy, religion and customs of different cultures. Cognitive CQ also deals with having conceptual frameworks and analytical skills to interpret and explain cultural phenomena. Expatriates with high cognitive CQ can acquire and apply relevant cultural knowledge to their work situations and can understand the perspectives and motivations of host nationals (Ang et al., 2007; Lee & Sukoco, 2010). Individuals with a high level of cognitive CQ demonstrate enhanced ability to comprehend cultural universals and differences within culturally diversified unified context (Hu et al., 2021). Cognitive dimension refers to the knowledge and understanding of different cultural norms, values, and communication styles. It entails gaining insights into the intricacies of diverse cultures, allowing expatriates to interpret and make sense of their new environment.

- ***Motivational Cultural Intelligence***

Motivational CQ refers to the interest and willingness to learn about and engage with different cultures (Van Dyne et al., 2012). It involves having a positive attitude towards cultural diversity and a curiosity to explore new cultural experiences. It also includes having a drive and confidence to overcome cultural challenges and frustrations. Expatriates with high motivational CQ can overcome cultural shock and stress and can maintain their enthusiasm and performance in the foreign workplace (MacNab & Worthley, 2012). Motivational dimension of CQ revolves around an individual's mindset and motivation to engage with diverse cultures. It involves the development of curiosity, empathy, and a genuine interest in learning from others (Afsar et al., 2020). This dimension drives individuals to bridge cultural gaps and build meaningful connections. Motivational CQ refers to the interest and willingness to learn about and engage with different cultures. Expatriates with high motivational CQ can

overcome cultural frustrations and maintain their enthusiasm and confidence (Earley & Ang, 2003).

- ***Behavioural Cultural Intelligence***

Behavioural CQ refers to the ability to exhibit appropriate and flexible verbal and nonverbal actions in cross-cultural situations (Lee et al., 2019). It involves having a repertoire of culturally appropriate behaviours and skills that can be adjusted to suit the expectations and preferences of host nationals. It also ensures being able to communicate effectively and respectfully with people from different cultures. Expatriates with high behavioural CQ can display appropriate and flexible behaviours that suit the specific cultural context and can build rapport and trust with host nationals (Ang et al., 2007; Van Dyne et al. 2012). Behavioural dimension encompasses the ability to adapt and adjust one's behaviour in accordance with cultural expectations. It involves developing effective cross-cultural communication skills, displaying appropriate etiquette, and demonstrating respect for local customs and practices. (Afsar et al., 2020). Expatriates with high behavioural CQ can demonstrate adaptable and appropriate behaviours that align with the expectations and preferences of host nationals (Earley & Ang, 2003).

- ***Metacognitive Cultural Intelligence***

Metacognitive CQ refers to the awareness and regulation of one's own mental processes when interacting with people from different cultures (Earley & Ang, 2003). It involves being conscious of one's own cultural assumptions and expectations, as well as those of others. "Metacognitive CQ reflects the mental capability to acquire and evaluate knowledge" (Van Dyne et al., 2012) It also reflects being able to plan, monitor and revise one's own strategies for dealing with cultural diversity. Expatriates with high metacognitive CQ can avoid stereotyping and ethnocentrism and can adapt their thinking and behaviour to the specific cultural context (Ang et al., 2007; Lee & Sukoco, 2010). Again, those with high metacognitive

CQ can monitor and adjust their own assumptions and strategies when dealing with cultural diversity (Gudmundsdottir, 2015). Metacognitive dimension expresses an individual's awareness and understanding of their own cultural assumptions, biases, and limitations. It requires one to reflect on their own thinking processes and approach cultural encounters with an open mind and a willingness to learn. Metacognitive cultural intelligence deals with an individual's consciousness and regulation of their own mental processes when interacting with people from different cultures.

2.1.3 Job Embeddedness

Every organisation seeks to retain their skilled workforce. Organisations spend huge sums of monies in hiring and once these workers come in, they are expected to remain in the organisation for considerable time. Organisations lose if they bring people in and they leave earlier than expected. In the case of expatriates, they are expected to stay on their assignment to offer their best to MNCs. Job embeddedness is a concept that explains why employees choose to stay or leave their jobs by examining the connections (links), alignment (fit), and sacrifices they have within their organisation and community (William Lee et al., 2014). JE is described as a combination of forces that discourage employees from leaving their jobs (Yao et al., 2002) and reflects an employee's attachment to their job and surrounding community (Lee et al., 2004). Mitchell et al. (2001), pioneers of the concept, likened JE to "a net or web in which an individual can become stuck" (p.1104). William Lee et al. (2014) further described JE as the degree of an employee's "stuckness" or enmeshment within a larger social system, resulting from various external and contextual forces (p.201). Yao et al. (2002) emphasized the combined forces that prevent employees from quitting. Overall, Mitchell et al. (2001) focused on individuals being "stuck" to their jobs and communities, William Lee et al. (2014) highlighted *enmeshment* in work and community life, while Yao et al. (2002) underscored the feeling of being "*trapped*" in one's job. This study focuses solely on the organisational job

embeddedness also referred to as on-the- job embeddedness. Job Embeddedness is operationalised in this study as consisting of a network of internal forces that together entangles an individual to his job preventing them from quitting. The table below summarises the definitions of JE.

Table 2. 2: A Summary of Job Embeddedness Definitions

Authors	Definition	Key Issue	Types of Embeddedness
Mitchell et al., (2001)	is “like a net or a web in which an individual can become stuck” (p.1104)	Stuck	Organisational and community embeddedness (on-the- job and off-the job)
William Lee et al., (2014)	“is the extent of an employee’s “stuckness,” or enmeshing, within a larger social system, and it results from numerous external or contextual forces” (p.201)	Enmeshing	Organisational and community embeddedness (on-the- job and off-the job)
Yao, et al., 2002	JE is defined as the combined forces that prevent employees from quitting their jobs.	Trapped	Organisational embeddedness (on-the-job)

Source: Author’s own construct (2023)

Job embeddedness was developed to explain why individuals remain in an organization and has been shown in studies to be linked to a reduction in employee turnover (Burton, 2015; Crossley et al., 2007; Mitchell et al., 2001). Other studies use it to explain the rational for employees’ participation within the organisation (Burton, 2015; Sekiguchi et al., 2008). Job embeddedness according to Mitchell and Lee, (2001) has a direct effect on expatriates’ turnover as embeddedness absorbs shocks and eliminates expatriates’ turnover intention. High embeddedness fosters strong networks and relationships within an organisation and mitigates premature return (Mitchell et al., 2001). Job embeddedness is critical to international assignments, as Meuer et al. (2019) suggest that in the expatriation setting, job embeddedness offers a wholistic concept that” account for context and perceptual forces that bind people to the location, people and issues at work” (p.785). Job embeddedness dwells on forces that motivate individuals to stay with an organisation (Nafei, 2015). In the context of expatriation,

job embeddedness can account for the contextual and perceptual forces that bind expatriates to the location, people, and issues at work (Ren et al., 2014; Stoermer et al., 2021).

Job embeddedness can also influence the repatriation intention of expatriates, as well as their performance and adjustment (Allen, 2006; Froese et al., 2021; Meuer et al., 2019). One possible discussion of job embeddedness and expatriation is to examine how different types of expatriates (e.g., assigned expatriates, self-initiated expatriates) differ in their levels and dimensions of job embeddedness, and how that affects their outcomes. For example, assigned expatriates may have higher job embeddedness than self-initiated expatriates, as they are more likely to have strong links and fit with their host country organisations, such as formal contracts, career development plans, mentoring relationships, and social networks which may increase the sense of belonging and support that they experience in their work environment, and thus reduce their repatriation intention (Froese et al., 2021; Stoermer et al., 2021). Assigned expatriates may have a higher job embeddedness because they tend to have a better fit with their host country organisations, such as alignment of values, goals, skills, and needs with the organisational culture and strategy that tend to enhance the satisfaction and performance of AEs in their work roles, tasks, and outcomes, and thus reduce their repatriation intentions.

On the other hand, self-initiated expatriates may have higher community embeddedness than assigned expatriates, as they are more likely to have chosen their host country based on their personal preferences and values and developed social ties and networks outside work (Meuer et al., 2019, Hussain & Deery, 2018, Chen & Shaffer, 2017). These differences in job embeddedness may explain why self-initiated expatriates tend to have lower repatriation intention and higher turnover than assigned expatriates (Almemari et al., 2023; Lo et al., 2012). Again, job embeddedness and expatriation are to explore how job embeddedness can be influenced by various factors in the home and host country contexts, such as career

opportunities, feedback, support, culture, and family (Hernandez et al., 2014). The concept of job embeddedness is operationalised by Mitchell et al. (2001) as having two sub-headings as on-the-job embeddedness and off-the-job embeddedness. On-the-job embeddedness also known as organisational embeddedness reflects an individual's attachment to their job and the organisation. This shows the extent to which an employee is absorbed or engaged in the organisation. Off-the-job embeddedness otherwise known as community embeddedness captures an individual's immersion within the community in which they reside outside the work environment (Crossley et al., 2007). Off-the-job embeddedness also refers to the level of an employee's engagement to their communities (Allen, 2006; Nafei, 2015; Muer et al., 2019).

For Ren et al. (2021), job embeddedness provides contextual resources that offers an enabling environment for expatriates to capitalize on the cultural intelligence and thrive in the foreign culture. Organisational embeddedness has been found to play a larger role in employee decision to stay (Peltokopi, 2022; William Lee et al., 2014). Cultural distance between the home and host country can affect the community embeddedness of expatriates by shaping their perceptions of fit and links with the local environment (Halvorsen et al., 2015). In summary, job embeddedness is a useful framework to understand the dynamics and outcomes of expatriation. By examining the links, fit, and sacrifice that expatriates have with their organization and community in both home and host countries, researchers and practitioners can gain insights into the factors that influence expatriate retention, performance, adjustment, and repatriation.

2.1.3 Dimensions of Job Embeddedness

Fit, link, and sacrifice are the three facets of job embeddedness that capture the different aspects of attachment that employees have to their jobs and locations (Mitchell et al., 2001). In the context of expatriation, these facets can be explained as follows:

- ***Embeddedness Fit***

Fit defines an employee's perceived compatibility or comfort with an organisation and environment (Mitchell et al., 2001). According to Nafei (2015), a person's fit to an organisation is demonstrated in their willingness to align their future goals and the degree of the compatibility of his personal values with that of the organisation's. Fit deals with perceived compatibility or comfort that expatriates have with their work and non-work environments in the host country. It includes the alignment of values, goals, skills, and needs with the organizational and community cultures. Expatriates with high fit are likely to feel more at home and less alienated in the host country (Halvorsen et al., 2015).

- ***Embeddedness Sacrifice***

Sacrifice refers to the perceived cost of materials or psychological benefits that will be forfeited by leaving their job (Mitchell et al., 2001). Embeddedness sacrifice represents the perceived cost of tangible and intangible benefits an individual loses if they leave the organization (Fuch, 2021). Organisational factors that an individual could lose include status, prestige, payment and benefits whereas community ones are community clubs, church, hobbies, a change of school (Adams et al., 2010; Fuch, 2021). In the expatriation space, embeddedness sacrifice refers to the perceived cost or loss that expatriates would incur if they leave their work and non-work domains in the host country. It includes the material and psychological benefits, opportunities, and investments that expatriates would have to give up or forfeit if they repatriate. Expatriates with high sacrifice are likely to feel more committed and loyal to their work and non-work domains in the host country.

- ***Embeddedness Link***

Links describes formal or informal connection or relationship between a person and institutions or other people (Mitchell et al., 2001). It describes the degree at which the individual has links or connections with others (Allen, 2006). Embeddedness links are also formal or informal

connections between a person and their organisation or individuals who are not a part of the organisation (Fuch, 2021). On-the-job embeddedness links include colleagues and clients whereas off- the -job- embeddedness links are family, friends and community (Adams et al., 2010; Fuch, 2021). In the expatriation setting, embeddedness link captures the formal or informal connections that expatriates have with other people or groups in their work and non-work domains in the host country. It includes the relationships, networks, and bonds that expatriates form with their colleagues, supervisors, customers, friends, family, and community members. Expatriates with high link are likely to feel more supported and involved in the host country.

2.1.5 Intercultural Self-Efficacy

Expatriate self-efficacy, a fundamental concept rooted in Bandura's social cognitive theory, represents an expatriate's belief in their ability to successfully navigate the challenges and tasks encountered while living and working in a foreign country (Bandura, 2002). It encompasses an individual's confidence in their skills, competencies, and adaptability to effectively perform in the expatriate role (Hoppe & Fujishiro, 2015). Expatriate self-efficacy plays a crucial role in shaping expatriate outcomes, influencing job performance, cross-cultural adaptation, and overall well-being (Chang et al., 2023). Understanding and cultivating expatriate self-efficacy is essential for organizations and individuals involved in international assignments, as it contributes to successful expatriation experiences and enhances intercultural effectiveness. The concept of self-efficacy has been defined by various authors. Osman-Gani and Rockstuhl (2009) describe self-efficacy as “the level of confidence that individuals have in their ability to accomplish tasks” (p.279). Similarly, MacNab and Worthley (2012) define it as “a judgment of one’s capability to accomplish a certain level of performance” (p.64). Nguyen et al. (2018) state that self-efficacy “is the belief in one’s own agency and competence” (p.120). A review of these definitions reveals central themes such as *confidence, judgment of one’s capability,*

and *belief in one's own agency*. Drawing from these authors, the study operationalises intercultural self-efficacy as the individual's conviction to handle any tasks assignments in a intercultural setting. The table below provides a summary of the definitions of Intercultural Self-Efficacy.

Table 2. 3: A Summary of Intercultural Self-Efficacy Definitions

Authors	Definition	Key Issues
Osman-Gani & Rockstuhl, (2009).	"is defined as the level of confidence that individuals have in their ability to accomplish tasks" (p.279)	the level of confidence
MacNab & Worthley, (2012)	"is defined as judgement of one's capability to accomplish a certain level of performance"(p.64)	judgement of one's capability
Nguyen et al (2018)	"the belief in one's own agency and competence"(p.120)	belief in one's own agency

Source: Author's own construct, (2023)

Expatriate self-efficacy is the belief that one can successfully perform and adjust to the demands of an overseas assignment (Osman-Gani & Rockstuhl, 2009). It influences expatriates' psychological and behavioural outcomes, such as work performance, satisfaction, commitment, and retention (Almazrouei & Zacca. 2020). Expatriates face various challenges and uncertainties that require them to cope with different cultural, social, and professional environments (McNulty et al., 2019). Therefore, they need to have a high level of self-efficacy to overcome these difficulties and achieve their goals.

Prior research has documented that self-efficacy can be general, or task-specific and social self-efficacy. General self-efficacy refers to self-efficacy with no relation to any specific behavioural domain. Social self-efficacy deals with expectations in social interaction. Task-specific self-efficacy captures efficacy on one's assigned task (Hu et al., 2018; MacNab & Worthley, 2012; Nguyen et al., 2018; Osani et al., 2009). Research suggests that expatriate's intercultural self-efficacy can be influenced through the expatriate's personality traits, which

refer to the stable patterns of thoughts, feelings, and behaviours that characterize an individual (Osman-Gani & Rockstuhl, 2009; Chang et al., 2023). Expatriates' personality traits can affect their motivation, coping strategies, and learning styles in cross-cultural contexts. For example, some studies have suggested that expatriates who are more open to experience, conscientious, agreeable, extraverted, and emotionally stable tend to have higher levels of intercultural self-efficacy and cross-cultural adjustment than expatriates who are less so (Ang Van et al., 2006; Wang et al., 2022).

One of the ways to enhance expatriate intercultural self-efficacy is through cross-cultural training (CCT) (Okpara & Kabongo, 2011; Selmer, 2009), which is a systematic intervention that aims to prepare expatriates for their overseas assignments by providing them with relevant knowledge, skills, and attitudes (Bhawuk & Brislin, 2000). Cross-cultural training can increase expatriates' intercultural self-efficacy by providing them with realistic expectations, feedback, modeling, and opportunities for practice and mastery (Agrawal, 2022). Cross-cultural training can also reduce expatriates' anxiety and stress by increasing their confidence and competence in dealing with cross-cultural situations (Osman-Gani & Rockstuhl, 2009). Hoppe and Fujishiro, (2015) suggest that "self-efficacious people are generally more willing to expose themselves to unfamiliar and new situations and given that migration is a new and uncertain experience, they are more likely to expose themselves to this situation than less self- efficacious people because they are confident in their own abilities to master it" (p.15). Cooper, (2021) also adds that expatriates with high self-efficacy are more open to new friendships and ask pertinent questions that help them to navigate the new culture, which enables them to ingrate successfully.

2.1.6 Inclusive Climate

In today's globalized world, organizations are increasingly diverse, comprising individuals from various cultural backgrounds. This diversity brings forth the challenge of creating inclusive work environments that embrace and value the contributions of all employees. In the context of expatriation, the concept of inclusive climate refers to creating an environment that embraces and values diversity, promotes equal opportunities, and ensures the inclusion of all individuals regardless of their background, nationality, or culture (Brimhall, 2019). Inclusive climate is essential for expatriates as they navigate foreign work environments, cultures, and societies (Davies et al., 2019; Fan et al., 2020). This concept fosters a sense of belonging, psychological safety, and overall well-being among expatriates, ultimately contributing to their successful integration and performance. Inclusiveness has been defined by various authors.

According to Mor Barak (2014), inclusion is defined as “the individual’s sense of being a part of the organizational system in both formal processes, such as access to information and decision-making channels, and informal processes, such as ‘water cooler’ and lunch meetings where information exchange and decisions informally take place” (p.155). Brimhall et al. (2017) describe an inclusive climate as the extent to which all employees are accepted as valued members of the organization, recognized for their unique characteristics, and encouraged to participate in the workplace (p.233). Similarly, Davies et al. (2019) refer to inclusive climate as employees’ perceptions of how strongly their organization values diversity and promotes the integration of minorities, such as ethnic minorities or women, in the workplace (p.3). Analyzing these definitions highlights key themes: Mor Barak (2014) emphasizes an individual’s “sense of being a part of” the organizational system, Brimhall et al. (2017) focus on respect and participation in the workplace, while Davies et al. (2019) underscore the integration of minorities into the organization. Drawing from these definitions the study conceptualises inclusive climate as employees’ perception of respect, participation and

integration as well as their sense of being a part of both formal and informal processes of the organisation. Table 2.4 below summarises the definitions discussed.

Table 2. 4: Summary of Inclusive Climate Definitions

Authors	Definition	Key Issues
Mor Barak, (2014,)	“Refers to the individual’s sense of being a part of the organisational system in both the formal processes, such as access to information and decision-making channels, and informal processes, such as “water cooler” and lunch meetings where information exchange and decisions informally take place” (p. 155)	Sense of being a part
Brimhall et. al., (2017)	“Refers to the extent to which all employees are accepted as valued members of the organisation, recognised for their unique characteristics, and encouraged to participate in the workplace (p.233).”	Respect and participation
Davies et. al., (2019)	Relates to employees’ perceptions’ of how strongly their organisation values diversity and fosters integration of minorities in the workplace, for example, ethnic minorities or women, among others.” (p.3)	integration of minorities

Source: Author’s Own Construct, (2023)

Organizations that prioritize inclusivity tend to experience numerous benefits, including increased employees job satisfaction (Brimhall 2019; Robotham et al., 2022) enhanced innovation (Qi et al., 2019), higher employee commitment (Liggans et al., 2019), increased creativity (Li et al., 2017), and improved overall organizational performance (Mitchell et al., 2015; Sabharwal, 2014). For example, previous research reports that when employees are esteemed for their unique distinctiveness and included as important members of the organisation, this will create employee trust, engagement, commitment, satisfaction and retention (Brimhall, 2014; Shore et al., 2011). Similarly, other studies have noted that employees’ perception of the value organisations place on them as principal components of the organisation who share some “commonality” with others, triggers, trust and acceptance among individuals leading to inclusion (Shore et al., 2011, Brimhall et al., 2017).

Brimhall (2019) posits that organisational managers are beginning to appreciate the usefulness of embedding inclusiveness in their organisations; where individuals feel appreciated and valued. An inclusive climate fosters an atmosphere where everyone, particularly those from the marginalized group are fairly treated and are involved in organisational decisions (Nishii, 2013). Inclusive climate can facilitate the adaptation and integration of expatriates and their families in their host country and organization, by providing them with social support, participation opportunities, recognition of their contributions, feedback on their performance, and development of their potentials (Wan, 2020; Jonasson et al., 2018). Inclusive climate can also enhance the diversity and inclusion of the host country and organization, by valuing the different perspectives, experiences, and skills that expatriates bring, and by creating a culture of mutual learning and respect among different groups of people (Farndale et al., 2015; Alexandra et al., 2021).

In the field of expatriation inclusive climate involves these dimensions: cultural awareness, social support, participation, recognition, feedback, and development. Cultural awareness is the extent to which expatriates and host nationals are aware of and respect each other's cultural values, norms, beliefs, and practices. Social support is the extent to which expatriates and their families receive emotional, informational, instrumental, and network support from various sources in their host country and organization (van der Laken, et al., 2019; Khedher & Asadullah, 2019). Participation is the extent to which expatriates are involved in decision making, problem solving, teamwork, and communication in their host organization (Zhou, 2021). Recognition is the extent to which expatriates are acknowledged and rewarded for their achievements, efforts, and competencies in their host organization (McNulty et al., 2019). Feedback is the extent to which expatriates receive constructive and timely feedback on their performance, strengths, weaknesses, and areas for improvement in their host organization (Peltokorpi & Zhang, 2022). Development is the extent to which expatriates are provided with

learning opportunities, career guidance, mentoring relationship (Presbitero & Teng-Calleja, 2021; Ocampo et al., 2022).

2.1.6 Communication Effectiveness

As the world becomes increasingly interconnected, the success of international assignments somewhat depends on effective communication of expatriates. Communication effectiveness (CE) in an organisational setting is the process of exchanging ideas, thoughts, opinions, knowledge, and data so that the message is received and understood with clarity and purpose (Froese et al., 2012). In an expatriation context, communication effectiveness generally refers to their ability to communicate efficiently and successfully in a foreign cultural context. It encompasses various aspects of communication, including verbal and non-verbal communication, language proficiency, intercultural understanding, and adaptability (Darawong & Igel, 2017).

Communication effectiveness has been defined in various ways. According to Gudykunst and Nishida (2001), "Communication is effective to the extent that the person interpreting the message attaches a meaning to the message that is relatively similar to what was intended by the person transmitting it" (p.60). Bucker et al. (2014) define communication effectiveness as the ability to successfully interact with others both verbally and non-verbally to achieve mutual understanding. Presbitero and Attar (2018) viewed communication effectiveness as the interaction between people for information and knowledge sharing to reduce anxiety and uncertainty. Considering these definitions, the authors emphasize the following themes: *attaching meaning to the message, mutual understanding and reducing anxiety and uncertainty*. Based on these definitions, the study conceptualizes communication effectiveness as the exchange of information and ideas between two individuals to foster mutual

understanding and alleviate anxiety and uncertainty in cross-cultural contexts. Table 2.5 summarises the definitions of communication effectiveness.

Table 2. 5: Summary of Communication Effectiveness Definitions

Authors	Definition	key issues
Gudykunst & Nishida, 2001	“Communication is effective to the extent that the person interpreting the message attaches a meaning to the message that is relatively similar to what was intended by the person transmitting it”. (p.60)	attaches a meaning to the message
Bucker et al., (2014)	The ability to successfully interact with other verbally and non-verbally for mutual understandings.	Mutual understandings.
Presbitero & Attar, (2018)	The interaction between people for information and knowledge sharing to reduce anxiety and uncertainty.	reduce anxiety and uncertainty

Source: Author’s Own Construct (2023)

Prior research discusses the positive outcomes of communication effectiveness to organization. According to Limaye and Victor (1991), communication is a critical activity particularly in international business and the ability to communicate effectively is a prerequisite to successful management, especially between people with different cultures (Limaye & Victor, 1991 as cited in Bucker et al., 2014). For Presbitero and Attar (2018), intercultural communication effectiveness influences knowledge sharing which is “critical for intercultural groups organisation because of cultural difference” (p.40). Barret (2006) pointed that communication is one of the most important skills which business leaders need to possess. Neufeld et al. (2010) also assert that managers who engage in effectiveness communication behaviours also exhibit strong performance. Khalid (2011) supports the idea that effective communication generates positive emotions, which inevitably enhance employees' job involvement.

2.2 Theoretical Review

The section discusses the theoretical framework of the study. A theory represents an effort to make sense of observations that when taken alone, lack any clear logic. It is important to note

that relying solely on empirical research findings to make predictions about expatriate phenomena is unreliable. Therefore, the study provides solid theoretical support for the hypothesised associations among the study construct to ensure theoretical justification for the hypothesised relationship. In line with this, the study employs three theories: Social Learning Theory, Social Cognitive Theory and Organisational Support Theory to explain the study variables.

2.2.1 Social Learning Theory (Bandura, 1977, 1985)

Albert Bandura advanced the Social Learning Theory (SLT). The SLT is a behavioural theory encompassing how people's behaviour is determined (Harvey et al., 2010). According to the SLT (Bandura, 1977), people over time learn to adapt to a target culture by imbibing the right behaviours and cultural norms through interaction with host country nationals and other actors in the new cultural environment. The SLT shows how individuals learn new behaviours through attention, retention and reproduction, which are influenced by motivation and consequences (Iskhakova & Ott, 2020). In the context of this study, expatriates in Ghana over time will learn to adapt to the Ghanaian culture by assimilating the right behaviours and cultural norms through interaction with their host country nationals (Ghanaians), other nationals as well as actors in the new cultural environment (Ghana). Expatriates in Ghana who are culturally intelligent, would pay attention and learn the behaviours of the host country nationals (Ghanaians) to gain the needed cultural capability for a successful international assignment.

The SLT is relevant for this study because Ott and Michailova (2018) explained that the social learning theory could offer an illuminating lens for examining CQ development. Autio et al., (2013) posit that for individuals to learn the right behaviours in a country other than their own, they must observe local nationals' behaviours and replicate them. In the expatriate assignment setting, the social learning theory helps to offer explanation to how expatriates acquire and

develop personal skills in a new cultural context that help them to achieve successful international assignment (Wang et al., 2017). The significance of SLT in the expatriation landscape cannot be overstated, as research highlights its value in both pre-departure training and cross-cultural training in the host country. (Shah & Barker, 2017; Caligiuri, 2000). In the case of pre-departure cross-cultural training for expatriates, Black & Mendenhall (1990) used the SLT to illustrate the positive impact of pre-departure cross-cultural training on the interactional relationship of expatriates on host country nationals (as cited in Caligiuri, 2000). Lee et al. (2019) describe SLT as the information and knowledge people gain meaning how individuals learn from those within their sphere of contact through communication and interaction with others.

It is established in literature that there exists some linkage between CQ and Social Learning Theory in the expatriation literature (Rehg et al., 2012). From the Social Learning perspective and in the context of this study, expatriates in Ghana over the period will learn to adapt to the target culture (Ghana) by learning appropriate behaviours and cultural norms through interaction with the Ghanaian nationals and other actors in the new Ghanaian cultural setting. The SLT can provide insights into the relationship between cultural intelligence and expatriates' job embeddedness and communication effectiveness. According to this theory, individuals learn behaviours and attitudes through observation, imitation, and modelling of others in their social environment. In the context of expatriates, who are individuals working in a foreign country, social learning theory suggests that cultural intelligence can positively influence their job embeddedness through the following mechanisms.

2.2.1.1 Fundamental Assumption of the Social Learning Theory

The assumptions of Bandura's Social Learning Theory, as discussed in the literature, can be summarised below. These assumptions form the foundation of Bandura's social learning

theory, which has had a significant impact on the field of psychology and has been influential in understanding various aspects of human behaviour in the acquisition of new skills in a cross cultural setting.

Learning through observation: Bandura's theory posits that individuals can learn by observing the behaviour of others. This process is known as observational learning or modeling. People acquire new behaviours, attitudes, and emotional reactions by observing and imitating others, particularly role models or influential individuals in their environment (Pratt et al., 2010; Caligiuri, 2017).

Reciprocal determinism: Bandura emphasized that behaviour is influenced by a continuous interaction between personal factors (such as thoughts, beliefs, and attitudes), the individual's behaviour, and the environmental stimuli. This concept is known as reciprocal determinism. In other words, individuals both shape and are shaped by their environment, and their behaviour can influence and be influenced by cognitive and environmental factors (Gibson, 2004; Bai, Lin, & Liu, 2019).

Cognitive processes: Bandura's theory highlights the role of cognitive processes in learning and behaviour. Individuals engage in internal mental processes, such as attention, perception, memory, and thinking, which mediate the learning and behaviour change process. Cognitive factors, such as beliefs, expectations, and self-efficacy, play a crucial role in determining the likelihood of observational learning and behaviour enactment (Kraimer et al 2016; Yarberry & Sims, 2021).

Vicarious reinforcement: Bandura proposed that individuals do not necessarily need to experience direct reinforcement or punishment for learning to occur. Instead, they can learn from the consequences (rewards or punishments) that others receive for their behaviour. This

vicarious reinforcement strengthens or weakens the likelihood of individuals imitating observed behaviour based on the outcomes others experience (Ott and Michailova, 2018; Wang et al., 2017).

Self-regulation and self-control: Bandura's theory emphasizes that individuals possess the capacity for self-regulation and self-control. They can set goals, monitor their own behaviour, evaluate their performance, and adjust their actions accordingly. Self-regulation involves processes like self-observation, self-judgment, and self-reaction, allowing individuals to modify their behaviour and make adjustments based on personal standards and external feedback (Bai et al., 2019; Rehg et al., 2012).

2.2.1.2 Application of Social Learning Theory

The Social Learning Theory can be applied to the development of cultural intelligence (CQ) among expatriates on international assignments. The Social Learning Theory is relevant for this study because according to Ott and Michailova (2018), it “may provide illuminating lenses for examining CQ development” (p.112). Wang et al. (2017) also corroborate that in the expatriate assignment setting, the Social Learning Theory helps to offer explanation to how expatriates acquire and develop personal skills in a new cultural context that help them to achieve successful international assignments.

Metacognitive Dimension: The metacognitive dimension of CQ involves being aware of and understanding one's own cultural assumptions and biases. Social Learning Theory emphasizes that individuals acquire knowledge and skills through observation and imitation of others. In the context of developing metacognitive CQ, expatriates can observe and learn from culturally competent individuals who effectively navigate diverse cultural settings. By observing and reflecting on the behaviours, attitudes, and strategies of successful intercultural communicators, expatriates can enhance their own metacognitive awareness of cultural

differences and develop a deeper understanding of their own cultural lens (Selmer 2006; Selmer et al., 2015).

Cognitive Dimension: The cognitive dimension of CQ refers to an individual's knowledge and understanding of different cultures, including their values, norms, customs, and communication styles. Social Learning Theory suggests that individuals acquire cognitive knowledge through observation, modeling, and information processing. Expatriates can engage in social learning by seeking out cultural information and resources, such as books, articles, cultural training programmes, and cross-cultural mentors. By actively acquiring and processing cultural knowledge, expatriates can enhance their cognitive understanding of different cultures, which is crucial for effective intercultural interactions (Lee et al., 2019; Van Dyn et al., 2012).

Motivational Dimension: The motivational dimension of CQ involves the willingness and confidence to engage with people from different cultures. Social Learning Theory highlights the importance of motivation and self-efficacy in the learning process. Expatriates can increase their motivational CQ through social learning experiences that provide positive reinforcement and build confidence in cross-cultural interactions. This can be achieved through exposure to successful intercultural communicators, cultural immersion experiences, and participation in intercultural training programs that emphasize role-playing and practice. Such experiences can enhance expatriates' motivation to engage with diverse cultures and develop their cultural intelligence (Le et al., 2023; Ott and Michailova, 2018).

Behavioural Dimension: The behavioural dimension of CQ focuses on the ability to adapt one's behaviour to effectively interact with individuals from different cultures. Social Learning Theory emphasizes that individuals acquire behavioural skills through observation, practice, and reinforcement. Expatriates can enhance their behavioural CQ through social learning experiences that involve observing and imitating culturally competent individuals, practicing

new behaviours in intercultural settings, and receiving feedback and reinforcement. This can include participating in cross-cultural team projects, seeking opportunities for cultural immersion, and engaging in intercultural mentoring relationships. By actively engaging in social learning experiences, expatriates can develop and refine their behavioural repertoire for successful cross-cultural interactions (Lee et al., 2019; Prat et al., 2010).

In conclusion, the application of the Social Learning Theory to the development of cultural intelligence among expatriates involves utilizing social learning experiences to enhance the metacognitive, cognitive, motivational, and behavioural dimensions of CQ. By observing, imitating, and learning from culturally competent individuals, seeking cultural knowledge, engaging in cross-cultural experiences, and receiving feedback and reinforcement, expatriates can effectively enhance their cultural intelligence and navigate international assignments more successfully.

2.2.2 Social Cognitive Theory (Bandura, 1986, 1988)

The Social Cognitive Theory is a psychological perspective developed by Bandura that explains how people learn from observing others and how they regulate their own behaviour based on their beliefs and goals (Bandura, 1986, 1988). The Social Cognitive Theory (SCT) and Social Learning Theory (SLT) both developed by Albert Bandura, differ in focus and scope. SLT emphasises learning through observation and imitation of others, with a focus on behaviours and the influence of vicarious reinforcement in social contexts. In contrast, SCT expands on SLT by incorporating cognitive processes, highlighting the interaction between personal factors, behaviours, and the environment (reciprocal determinism). It emphasises self-efficacy, self-regulation, and the role of mental processes in learning and behaviour. While SLT primarily focuses on observable behaviours, SCT offers a broader framework for understanding motivation, learning, and personal development.

According to the Social Cognitive Theory, people are active agents who can both influence and be influenced by their environment. They learn new behaviours by observing the behaviour of others and the consequences of their behaviour. If the behaviour is rewarded (positive or negative reinforcement) they are likely to imitate it; however, if the behaviour is punished, imitation is less likely (Lin & Zhao., 2011; Chen & Lin, 2013). Bandura posits that the environment and behaviour are in a “reciprocal determinism process” (Miles 2012, p.257) where the environment causes behaviour and behaviour causes the environment.

Social Cognitive Theory also emphasizes the role of cognitive processes — such as conceptions, judgment, and motivation — on an individual’s behaviour and on the environment that influences them. People actively interpret the outcomes of their actions, which affect their environments and personal factors, informing and altering subsequent behaviour (Bandura, 2014; Schnk & Usher, 2012). One of the key concepts in Social Cognitive Theory is self-efficacy, which refers to the belief in one’s ability to perform a task or achieve a goal (Agawal 2022; Cooper 2021; Osman-Gani & Rockstul, 2009). Self-efficacy influences how much effort people put into their actions, how long they persist in the face of obstacles, and how they cope with challenges (Bandura, 2012). Prior research indicate that the Social Cognitive Theory has proven helpful in understanding elements of cultural environment (Lin & Zhao., 2011; Chen & Lin, 2013). Evidence also shows that self-efficacy and cultural intelligence influence each (Bandura, 2001). According to social cognitive theory, human behaviour is shaped by a combination of personal factors, environmental factors, and behaviour itself (Miles, 2012). Previous research has demonstrated that social cognitive theory is valuable for understanding factors within the cultural environment (Lin & Zhao., 2011; Luring & Selmer, 2015). Chen and Lin (2013) posit that a relevant theory that adequately illuminates the impact of CQ on other behavioural outcome like knowledge sharing is the social cognitive theory. Social cognitive theory has been used to explain a wide range of human behaviour, ranging from

positive to negative social behaviours such as aggression, substance abuse, and mental health problems. It has also been applied to various domains such as education, health promotion, organizational training, advertising, and media (Schnk & Usher, 2012).

2.2.2.1 Fundamental Assumption of the Social Cognitive Theory

The Social Cognitive Theory, formulated by Albert Bandura, is based on the key assumption that people's actions, thoughts, and feelings are influenced by observing others. This theory emphasizes the active role individuals play in their own learning and development, underscoring the importance of factors like self-efficacy, modeling, and reinforcement in shaping behaviour. It highlights the interplay between cognitive processes, social interactions, and the environment in influencing human behaviour. The assumptions of Bandura's social cognitive theory, as discussed in literature, can be summarised as follows:

Triadic Reciprocal Causation: Triadic reciprocal causation refers to the concept that human behaviour is influenced by a continuous interaction between personal factors (cognition, beliefs, attitudes), behaviour and the environment. As discussed earlier, these three factors are not viewed as independent or isolated, but rather as interconnected and mutually influencing each other. Personal factors shape behaviour, behaviour modifies personal factors, and both personal factors and behaviour are influenced by the environment. This dynamic interplay emphasizes that behaviour is not solely determined by any one of these factors but results from their ongoing reciprocal interactions (Hsu et al., 2007; Lin & Zhao, 2016).

Observational Learning: Observational learning, also known as vicarious learning or modeling, is a central concept in Social Cognitive Theory. It highlights the idea that individuals can acquire new behaviours by observing others and imitating their actions. Through observation, people can learn from the experiences and outcomes of others, without directly experiencing them themselves. This process involves attention (paying attention to the model),

retention (remembering the observed behaviour), reproduction (reproducing the behaviour), and motivation (being motivated to imitate the behaviour based on the observed outcomes). Observational learning expands the possibilities of learning beyond direct experience, allowing individuals to acquire new skills, knowledge, attitudes, and behaviours by observing and modeling others (Lauring & Selmer, 2015; Ramalu et al., 2010). *Self-Efficacy*: Self-efficacy is a central construct in Social Cognitive Theory, referring to an individual's belief in their own capability to successfully perform a specific behaviour or achieve a desired outcome (Charoensukmongkol & Pandey 2020; AlMazrouei & Zacca, 2020). It represents the confidence a person has in their ability to execute and control their actions effectively. Self-efficacy influences motivation, effort, persistence, and goal-setting. Higher self-efficacy leads to greater motivation to engage in a behaviour, increased effort in pursuing goals, and a higher likelihood of successful behaviour change (Hu et al., 2018; Nguyen et al., 2018). Conversely, low self-efficacy may result in reduced motivation, self-doubt, and avoidance of challenging tasks. Self-efficacy is shaped by personal experiences, social persuasion, vicarious experiences, and physiological and emotional states (MacNab & worthley, 2012). *Cognitive Processes*: Cognitive processes in Social Cognitive Theory refer to the mental activities involved in acquiring, processing, storing, and using information. This includes perception, attention, memory, thinking, problem-solving, and decision-making (Bussey & Bandura, 1999; Bandura 2001). Cognitive processes play a crucial role in how individuals perceive and interpret their environment, how they learn and acquire new knowledge, and how they plan and regulate their behaviour (Bandura, 2012). Cognitive processes also influence the selection, retention, and retrieval of information from memory, which shapes individuals' thoughts, beliefs, and expectations. Social Cognitive Theory recognizes the significance of cognitive processes in mediating the relationship between personal factors, behaviour, and the environment (Chiu et al., 2006).

Outcome Expectations: Outcome expectations refer to an individual's anticipations or beliefs about the outcomes or consequences of a behaviour (Hsu et al., 2007). These expectations are a significant factor in motivating and guiding behaviour. Individuals evaluate the potential rewards and punishments associated with a behaviour and form expectations about its likely outcomes (Bandura 2012). Positive outcome expectations, such as rewards or positive consequences, can enhance motivation and increase the likelihood of engaging in a behaviour. Conversely, negative outcome expectations, such as punishments or negative consequences, can decrease motivation and deter behaviour. Outcome expectations are influenced by personal experiences, vicarious learning, social influences, and cultural norms (Chiu, et al., 2006). Overall, these terms represent fundamental assumptions of Social Cognitive Theory and highlight the dynamic nature of human behaviour. They underscore the importance of understanding the reciprocal relationships between personal factors, behaviour, and the environment, as well as the role of observational learning, self-efficacy, cognitive processes, and outcome expectations in shaping behaviour and guiding human actions.

2.2.2.2 Application of Social Cognitive Theory

The Social Cognitive Theory (SCT) is a framework that explains how people learn and perform behaviours by observing and interacting with others (Bandura, 1986). One of the key concepts of SCT is self-efficacy, which refers to a person's belief in their ability to achieve a desired outcome (Bandura, 1997). Self-efficacy influences how people think, feel, and act in various situations, including cross-cultural ones. Expatriates are employees who work in a foreign country for a certain period of time. They face many challenges and opportunities in adapting to a new cultural environment and performing their tasks effectively. Self-efficacy plays an important role in developing cultural intelligence, which is the ability to manage cross-cultural situations effectively (Earley & Ang, 2003).

According to the SCT, self-efficacy is derived from four sources: mastery experience, vicarious experience, verbal or social persuasion, and physiological state (Bandura, 2001). Mastery experience refers to the successful experiences that expatriates have personally acquired in the host country. Vicarious experience relates to the successful experiences of others that expatriates have observed or learned from. Verbal or social persuasion captures to the social encouragement or feedback that expatriates receive from others to confirm their ability to cope with the cross-cultural challenges. Physiological state touches on the ideal psychological and physical status of expatriates that enhances their confidence and motivation. Research has shown that self-efficacy can positively affect expatriates' cross-cultural adjustment, performance, and intention to stay in the foreign position (Liao et al., 2010; Chang et al., 2023). Expatriates with high self-efficacy are more likely to seek information, learn new skills, communicate effectively, cope with stress, and overcome difficulties in the host country. They are also more likely to perceive the cross-cultural experience as an opportunity rather than a threat, and to develop a positive attitude toward the host culture and people (Sahin & Gurbuz, 2014; Rehman et al., 2011).

Therefore, the application of SCT to self-efficacy of expatriates on international assignments can help explain how expatriates can enhance their cultural intelligence and achieve success in their overseas careers. It can also provide practical implications for expatriates themselves and their organizations on how to foster self-efficacy through various interventions and supports (Hu et al., 2017; Hu et al., 2018; Kang et al., 2019). Through vicarious learning, expatriates can benefit from exposure to role models who have successfully completed international assignments. By sharing stories, experiences, and best practices of successful expatriates, organizations can provide vicarious learning opportunities. This can include case studies, mentorship programs, or networking events where expatriates can interact with and learn from those who have excelled in similar contexts. Vicarious learning can enhance self-efficacy by

demonstrating that successful adaptation and performance in international assignments are attainable (Huang et al., 2022, Luring & Selmer, 2015; Lin & Zhou, 2016).

Mastery Experiences: Actively providing expatriates with opportunities to achieve success and demonstrate their skills is crucial for developing self-efficacy. Organizations can offer pre-departure training, cultural sensitivity workshops, language classes, and cross-cultural communication programs to equip expatriates with the necessary knowledge and skills (Okpara & Kabongo, 2011; Selmer, 2009; Agrawal 2022). By gradually increasing the complexity of assignments and providing support and resources, expatriates can gain confidence and a sense of mastery, leading to increased self-efficacy (Xu et al., 2017; Canhila et al., 2022).

Social Persuasion and Support: Positive feedback, encouragement, and support from managers, colleagues, and mentors can significantly impact expatriates' self-efficacy. Regular communication and performance feedback sessions can help identify strengths and areas for improvement, while constructive feedback and recognition of achievements can boost confidence. Building a supportive network of colleagues and mentors who provide guidance, advice, and reassurance can further enhance self-efficacy (Caligiuri & Lazarova, 2002; Mehta & Sharma, 2021; Khedher & Asadullah, 2020). *Cognitive Restructuring:* Cognitive processes play a vital role in shaping self-efficacy. Organizations can provide training in cognitive restructuring techniques, such as self-reflection and positive self-talk, to help expatriates reframe negative thoughts and beliefs. By encouraging expatriates to focus on their strengths, visualize successful outcomes, and manage stress and anxiety, cognitive restructuring techniques can promote self-efficacy (Osman-Gani & Rockstuhl, 2009; Chang et al., 2023; Hoppe & Fujishiro, 2015).

Goal Setting and Planning: Setting clear and achievable goals is essential for enhancing self-efficacy. Organizations can assist expatriates in defining specific and realistic goals for their

international assignments (Cooper, 2021; Nguyen et al., 2018). This can involve jointly developing an action plan, breaking down tasks into manageable steps, and providing resources and support to facilitate goal attainment. Regular progress monitoring and adjustment of goals can reinforce self-efficacy by demonstrating incremental progress and adaptability (Ang et al., 2006; Wang, et al., 2022).

Positive Outcome Expectations: Fostering positive outcome expectations is crucial for expatriates' self-efficacy (Zhou 2020; AlMaztoui & Zacca, 2021)). Organizations can provide information about the potential benefits and rewards of successful international assignments, such as career advancement, skill development, and increased cultural competence (Mello & Tomei, 2021; Peltokorpi & Zhang, 2022). By highlighting success stories and showcasing the positive outcomes achieved by expatriates, organizations can shape expatriates' expectations, leading to increased self-efficacy. By applying these strategies rooted in social cognitive theory, organizations can support expatriates in developing and maintaining high levels of self-efficacy. This, in turn, can enhance their adaptability, performance, and overall success in international assignments.

2.2.3 Organisational Support Theory (Eisenberger et al., 1986)

The Organisational Support Theory (OST) is a concept that describes how employees perceive the degree of support they receive from their organization. According to the Organisational Support Theory (Eisenberger et al., 2020), employees form a general perception of how much the organisation values their contributions and cares about their well-being, which is called perceived organisational support (POS) (Varma & Russell, 2016). This perception influences employees' attitudes, behaviours and outcomes, such as commitment, performance, satisfaction and well-being (van der Laken et al., 2016; Fee & Gray, 2020). The theory also suggests that employees reciprocate the organisation's support by increasing their work effort,

loyalty and citizenship behaviours (Eisenberger et al., 2020). The theory identifies various factors that affect POS, such as leadership, human resource practices, working conditions and organisational culture (Eisenberger et al., 2020).

According to the Organizational Support Theory, expatriates' adjustment and success in their host country are greatly influenced by the level of support they receive from their organization. This theory suggests that when organizations provide various forms of support to their expatriate employees, such as social, informational, and instrumental support, it enhances their overall well-being, job satisfaction, and performance (Haak-Saheem, et al., 2021). When employees perceive that their organization values and supports them (organisational support) they are more likely to feel a sense of attachment to their job and organisation (job embeddedness). Baran et al. (2012) share that the organisational support theory is an application of the social exchange theory to the employer-employee relationship. Central to the organisational support theory is the principle of reciprocity, where employees exchange their efforts and dedication to their organisation for tangible rewards such as pay and fringe benefits (Eisenberger et al., 1986).

Furthermore, the theory is anchored on the general belief that the organisation values the contribution of the employees and cares about their well-being (Eisenberger et al., 1986). It indicates employees' perception about amount of support, concern and appreciation they receive from their employer (Lamm et al., 2015). Arasanmi and Krishna (2019), found that when employees are given organisational support to meet their socioemotional needs, it can significantly contribute to employee retention. Overall, the Organizational Support Theory highlights the importance of organizational support in facilitating the adjustment and success of expatriate employees. By recognizing and addressing the unique challenges faced by

expatriates, an organization can enhance their expatriate management practices and improve the overall effectiveness of international assignments.

2.2.3.1 Fundamental Assumptions of the Organisational Support Theory

The Organizational Support Theory (OST) is a framework that explores the relationship between employees and their organization. It suggests that employees form perceptions about the extent to which their organization values their contributions and cares about their well-being. Based on these perceptions, employees develop expectations about the support they will receive from the organization. Here are the basic assumptions underlying Organizational Support Theory:

Social Exchange: OST is grounded in the concept of social exchange theory, which posits that social interactions involve an exchange of resources and that individuals seek to maximize rewards and minimize costs in their relationships. According to OST, employees engage in a social exchange relationship with their organization, where they contribute their efforts, skills, and loyalty in exchange for various forms of support (Shore et al., 2011; Liggans et al., 2019).

Perceived Organizational Support: The central assumption of OST is that employees develop perceptions of the organization's supportiveness. These perceptions are influenced by the organization's policies, practices, and actions that demonstrate concern for employee well-being, fair treatment, and appreciation of their contributions. Perceived Organizational Support (POS) represents employees' subjective beliefs about the level of support they receive (Fee & Gray 2020; Varma & Russell, 2016).

Reciprocity Norm: OST assumes that employees have a psychological inclination to reciprocate the support they perceive from their organization. When employees feel valued and supported, they are more likely to respond positively by demonstrating higher levels of

commitment, engagement, job satisfaction, and organizational citizenship behaviours (Dutt, et al., 2023; Takeuchi et al., 2009).

Employee Outcomes: OST proposes that perceived organizational support has significant implications for various employee outcomes. When employees perceive high levels of support, they are more likely to experience increased job satisfaction, higher levels of organizational commitment, lower intentions to quit, and greater psychological well-being (Liu, 2009; Marques et al., 2021, Wang & Varma, 2019). In contrast, lower levels of perceived support can lead to negative outcomes such as reduced job satisfaction, increased turnover intentions, and decreased organizational commitment (Min et al., 2023).

Support as a Multidimensional Construct: OST recognizes that support can be provided in various forms. It encompasses both instrumental support, such as resources, training, and opportunities for growth, as well as socioemotional support, such as respect, recognition, and consideration of employee well-being. OST suggests that both types of support contribute to employees' perceptions of supportiveness and their subsequent reactions (van der Laken, 2016).

Overall, the Organizational Support Theory assumes that employees develop perceptions about the level of support they receive from their organization, and these perceptions influence their attitudes, behaviours, and well-being. By understanding and fostering perceived organisational support, organisations can enhance employee outcomes and build a positive work environment. These assumptions provide a foundation for understanding how perceived organisational support influences employee experiences and organisational outcomes.

2.2.3.2 Application of Organisational Support Theory

According to the Organisational Support Theory (Eisenberger et al., 2020), expatriates' performance and well-being depend on how much they perceive their organisation as caring and supportive. An inclusive climate for expatriates can enhance this perception by providing them with emotional, informational and instrumental support from various sources, such as supervisors, colleagues, host organisations and volunteer agencies (van der Laken et al., 2019). This can help expatriates cope with the challenges and uncertainties of international assignments and achieve their personal and professional goals. The application of the Organisational Support Theory (OST) to the inclusive climate of expatriates on international assignments can be beneficial in fostering their integration, satisfaction, and overall success within the host organisation (Mor Barak, 2015; Mitchell et al., 2015). OST posits that employees' perceptions of the support provided by their organisation significantly influence their attitudes, behaviours, and performance (Eisenberger et al., 1986). In the context of expatriates, creating an inclusive climate that supports their needs and enhances their sense of belonging is crucial.

Perceived Organisational Support (POS): Expatriates who perceive high levels of support from their organisation are more likely to feel valued and appreciated, leading to increased job satisfaction and commitment. Organisations can demonstrate support by providing adequate resources, clear communication, and regular feedback to expatriates (Fee & Gray 2020; Varma & Russell, 2016).

Social Support Networks: Building social support networks within the organisation help expatriates cope with the challenges of living and working in a foreign environment. Organisations can facilitate social integration by encouraging interactions with colleagues,

establishing mentorship programs, or creating employee resource groups that promote diversity and inclusion (van der Laken et al., 2016; van der Laken et al., 2019).

Cultural Training and Sensitization: Pre-departure training programs that focus on cultural awareness and sensitivity can enhance expatriates' ability to adapt and work effectively in diverse environments. Such training helps to reduce potential misunderstandings, improve cross-cultural communication, and foster a more inclusive work environment (Waxin & Panaccio, 2005; Qin & Baruch, 2010).

Career Development Opportunities: Organisations can provide career development opportunities for expatriates, such as training programs, skill-building initiatives, and mentoring, to support their professional growth and demonstrate a long-term commitment to their success (Cao et al., 2012; Shortland, 2011).

Work-Life Balance: Organisations should strive to maintain a healthy work-life balance for expatriates, recognizing the unique challenges they may face in balancing personal and professional responsibilities in a foreign country. This can include flexible work arrangements, family support programs, and access to resources that facilitate their well-being (Makela, et al., 2011; Bader et al., 2018). By applying the principles of the Organisational Support Theory, organisations can create an inclusive climate that supports expatriates throughout their international assignments. This, in turn, leads to improved job satisfaction, commitment, and performance, ultimately benefiting both the expatriates and the organisation as a whole.

2.2.4 Contributions and Complementary Roles of the Three Theories to the Study

The application of Social Learning Theory, Social Cognitive Theory, and Organisational Support Theory provides a robust theoretical framework that enriches the understanding of expatriate adjustment and effectiveness in cross-cultural environments. Each of these theories

contributes uniquely to the study, offering distinct but interrelated perspectives that together create a comprehensive explanation of how expatriates develop the necessary capabilities to thrive in international assignments.

Social Learning Theory contributes to the study by emphasizing the role of observation, modeling, and imitation in the development of cultural intelligence among expatriates. It highlights that expatriates learn appropriate cultural behaviors, norms, and communication patterns by watching others, especially culturally competent peers or mentors. This theory is particularly instrumental in explaining how expatriates acquire metacognitive, cognitive, motivational, and behavioral dimensions of cultural intelligence through vicarious learning. It frames cultural learning as a social process and underscores the importance of role models, cross-cultural training, and immersive experiences in shaping effective intercultural conduct.

In contrast, Social Cognitive Theory offers a more internalized and individual-centric explanation of learning and adaptation. Its distinguishing feature lies in the concept of self-efficacy, which focuses on an expatriate's belief in their own capability to manage cross-cultural challenges successfully. This theory explains the psychological processes underlying motivation, behavior, and adaptation by identifying four key sources of self-efficacy: mastery experiences, vicarious experiences, social persuasion, and physiological states. It expands the discussion beyond observational learning by incorporating cognitive mechanisms such as goal setting, cognitive restructuring, and positive outcome expectations. In this study, SCT is essential for understanding how intercultural self-efficacy mediates the relationship between cultural intelligence and job embeddedness or communication effectiveness.

Organisational Support Theory complements the individual-focused orientations of SLT and SCT by focusing on the contextual and environmental factors that influence expatriate adjustment and performance. It emphasizes that expatriates' perceptions of organizational

support, manifested through inclusive climates, social integration, emotional support, and career development opportunities, play a crucial role in shaping their engagement, satisfaction, and effectiveness in the host country. The theory is particularly relevant for examining how inclusive climates influence the expatriate experience by creating a sense of belonging and psychological safety. It helps explain the structural and institutional factors that enhance or hinder the expatriate's ability to translate cultural intelligence and self-efficacy into practical job outcomes.

Together, these three theories provide complementary roles in the research. Social Learning Theory explains *how* expatriates acquire cultural intelligence through social mechanisms. Social Cognitive Theory explains *why* expatriates behave in certain ways based on their perceived capabilities and cognitive processes. Organisational Support Theory explains *under what conditions* expatriates thrive, focusing on the support systems and inclusive practices provided by their organizations. While SLT and SCT both highlight learning and adaptation, SLT does so from a social interactional standpoint, and SCT provides a deeper psychological understanding of motivation and confidence. OST, meanwhile, adds a necessary organizational lens to account for the structural enablers of expatriate success. The integration of these theories offers a multi-dimensional view that captures the dynamic interplay between learning, belief, and support in shaping expatriate outcomes.



2.2.5 Summary of Theories

Table 2.6 provides a detailed summary of three foundational theories, Social Learning Theory, Social Cognitive Theory, and Organisational Support Theory, highlighting their core assumptions and key elements. Together, these theories provide a comprehensive framework for understanding individual and organisational behavior across different contexts, integrating psychological, social, and structural dimensions.

Table 2. 6: Summary of Theories

Theories	Assumptions	Reference
Social Learning Theory	Learning through observation – individuals learn through observing the behaviour of others.	Bandura, 1977; 1985
	Reciprocal determinism - Behaviour is influenced by an ongoing interaction between personal factors, individual behaviour, and environmental stimuli.	
	Cognitive processes - Cognitive processes such as attention, perception, memory, and thinking mediate the learning and behaviour change process.	
	Vicarious reinforcement: Learning can occur through observing the consequences (rewards or punishments) that others receive for their behaviour.	
	Self-regulation and self-control: Individuals have the capacity for self-regulation and can set goals, monitor their behaviour, evaluate performance, and make adjustments based on personal standards and external feedback.	
Social Cognitive Theory	Triadic Reciprocal Causation - human behaviour is influenced by a continuous interaction between personal factors (cognition, beliefs, and attitudes), behaviour, and the environment.	Bandura 1988
	Observational Learning - Individuals can learn new behaviours, attitudes, and emotional responses by observing and imitating others.	
	Self-Efficacy - individual's belief in their own ability to successfully perform a specific behaviour or task.	
	Cognitive Processes - attention, perception, memory, and thinking. Individuals actively process information, make judgments, and use cognitive strategies to interpret and respond to their environment.	
	Outcome Expectations: individuals are motivated to engage in behaviours that they believe will lead to positive outcomes and avoid behaviours that they anticipate will result in negative outcomes.	
	Self-Regulation: individuals have the ability to regulate their own behaviour.	
Organisational	Social Exchange: There is a reciprocal relationship between employees and organisations,	

Support Theory	Mutual Obligation: Both employees and organisations have obligations toward each other,	Eisenberger et al., 1986
	Perceived Organisational Support (POS): Employees form beliefs about how much their organisation values their contributions and cares about their well-being.	
	Psychological Contract: There is an unwritten agreement between employees and organisations regarding expectations and obligations beyond formal contracts.	
	Employee Outcomes: Perceived organisational support affects employee attitudes.	

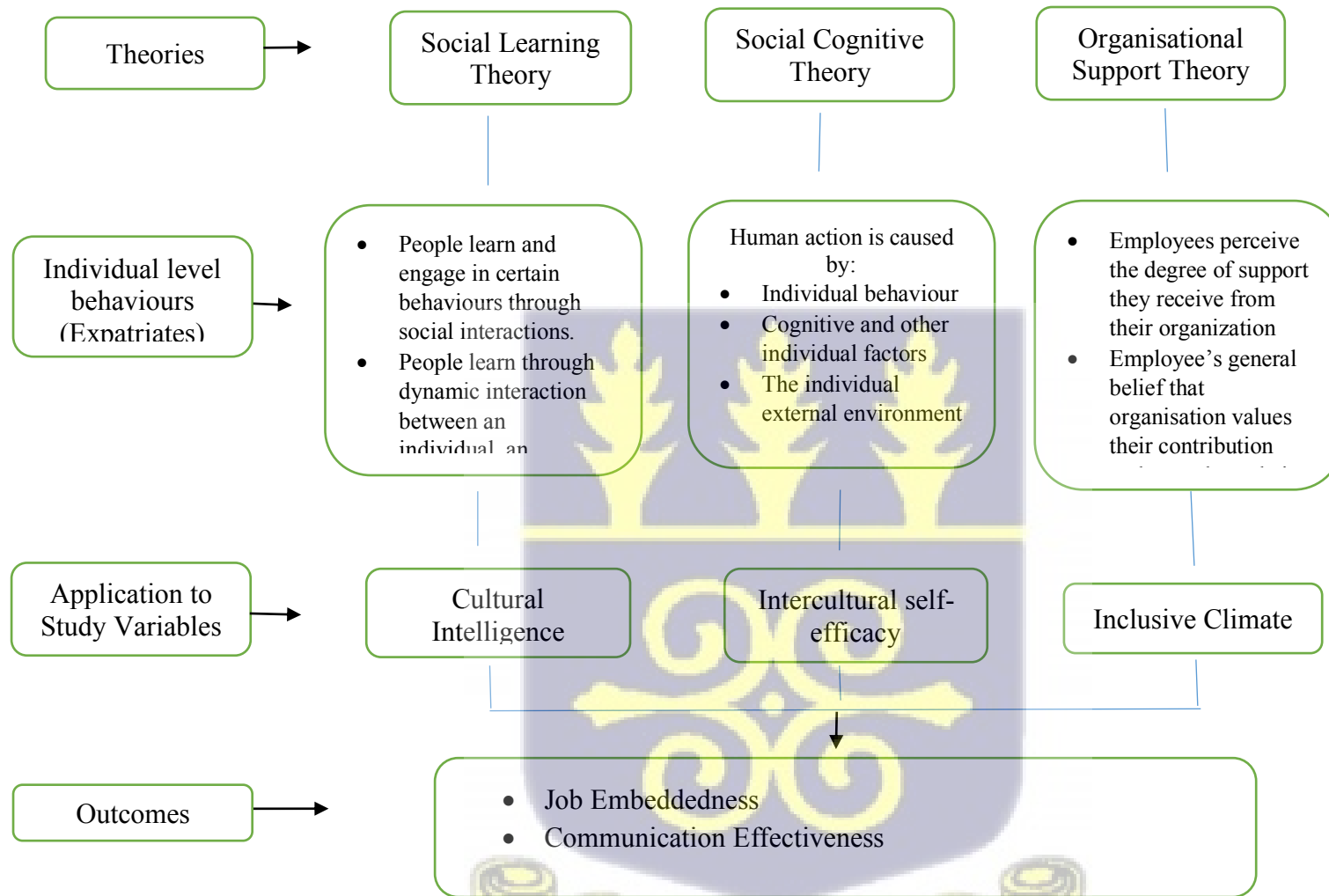
Source: Modified from Literature, (2024)

2.2.6 Theoretical Framework

The theoretical framework (Figure 2.1 below) explains the theories used in the study as in Social Learning, Social Cognitive and Organisational Support Theory. The framework also demonstrates how the various theories underpin the variables of the study such as cultural intelligence, inclusive climate, intercultural self-efficacy, job embeddedness, and communication effectiveness.



Figure 2. 1: Theoretical Framework



Source: Summarised from literature, 2023

2.3 Empirical Review and Hypotheses Development

Research hypotheses are developed based on evidence from empirical research from previous studies and shaped by relevant theories. Empirical review and hypotheses development are critical stages in the research process, playing a pivotal role in shaping the direction and focus of a study. The empirical review involves a thorough examination of existing literature, enabling researchers to identify gaps, trends, and contradictions in the field. Hypotheses development, on the other hand, entails formulating testable statements based on the insights gained from the empirical review. This discussion explores the significance of empirical review and hypotheses development in guiding research and advancing knowledge in the field of expatriation in international human resource management.

2.3.1 Cultural Intelligence and Job embeddedness

International organisations are more likely to succeed when they have employees whose cultural intelligence enables them to work effectively with other people from different cultural backgrounds. Such employees would aptly exhibit a sense of fitness and connection to their jobs, organisation. The relationship between cultural intelligence and job embeddedness is less explored in literature, especially in the field of expatriation. Stoermer, et al. (2021), empirically examined the importance of expatriates' cultural intelligence in establishing organisational embeddedness of 1,327 expatriates from 100 different nations residing in 30 host countries. The findings revealed that cultural intelligence have a positive effect on organisational embeddedness. Specifically, the study found that expatriates' cultural intelligence has positive effect on their organisational embeddedness. In recent study by Chen et al. (2024), cultural intelligence was found to positively affect job embeddedness of Asian self- initiated expatriates.

The Social Learning Theory explains the positive relationship between expatriates' cultural intelligence and their job embeddedness. According to this theory, individuals learn and acquire behaviours through observation and social interactions (Kraimer et al., 2016).

Expatriates with high cultural intelligence serve as role models, demonstrating effective cross-cultural adaptation (Caligiuri, 2000). This influences other employees who observe and imitate their behaviours, leading to increased cultural intelligence and job embeddedness. Additionally, expatriates with high cultural intelligence build positive social connections (van der Laken et al., 2016), share knowledge (Stoermer et al., 2021), and contribute to a supportive organisational climate (Kour & Jyoti, 2021), all of which enhance job embeddedness. Overall, the social learning theory highlights how cultural intelligence positively influences job embeddedness through role modeling, social support, and organisational climate. The study hypothesizes that:

H1a: Cultural intelligence will have a positive influence on job embeddedness.

2.3.2 Cultural Intelligence and Communication Effectiveness

Cultural intelligence enhances expatriates' communication effectiveness by providing them with the knowledge, adaptability, flexibility, and openness needed to navigate cross-cultural interactions successfully. It helps them overcome cultural barriers, build rapport, and establish effective communication channels, leading to improved professional relationships and better outcomes in international assignments. CQ plays a significant role in reducing anxiety and influencing expatriates' intercultural communication effectiveness positively. Bucker et al. (2014), assert that individual's knowledge in cultural difference positions them for effective verbal and non-verbal communication in international interactions. Mukherji et al. (2016) collected data from 406 managers working in multicultural teams in India and concluded that managers engaging in multicultural team interactions exhibit higher cultural intelligence (CQ) and communication effectiveness compared to those who do not.

In another study that examined the relationship between cultural intelligence and adaptive selling behaviours (a form of communication) of salespeople assigned to work at international trade shows in foreign countries, it was revealed that there was a significant positive relationship between CQ and adaptive selling behaviours. Salespeople with high level of CQ exhibited high adaptive selling behaviours when interacting with foreign customers. Similarly, in another study that measured a sample of 225 Chinese managers, CQ was found to be critical for effective intercultural communication as the latter deals with expatriate's ability to communicate with colleagues from different cultural backgrounds (Bucker et al., 2014). Again, call center agents with higher CQ were found to have demonstrated higher levels of interaction involvement in cross cultural communication (Puyod & Charoensukmongkol, 2019).

In the study of the relevance of CQ and communication effectiveness for global leadership preparedness, Mukherjia (2016) found that managers in India interacting with multicultural teams have higher communication effectiveness than those not interacting. From the perspective of Social Learning Theory, expatriates with high cultural intelligence learn and adapt their communication behaviours through observation, imitation, and social interactions. They serve as role models for others, who observe and imitate their successful cross-cultural communication. Social support and positive relationships with culturally diverse individuals further enhance communication effectiveness (Sunitiyoso & Matsumoto, 2009; Iskhakova & Ott, 2020). In summary, expatriates' cultural intelligence positively influences communication effectiveness through observational learning, role modeling, and social support mechanisms. The study therefore hypothesizes that:

H1b: Cultural intelligence is positively associated with communication effectiveness.

2.3.3 Cultural Intelligence and Inclusive Climate

Cultural Intelligence and Inclusive Climate are interconnected concepts that influence and reinforce each other within global organisational settings. Understanding the connection between cultural intelligence and inclusive climate is crucial for international organisations seeking to create a work environment that embraces diversity and promotes inclusivity. Previous studies have explored the impact of cultural intelligence on various organisational outcomes, establishing positive findings. Fewer studies have specifically examined its relationship with inclusive climate. For example, Alexandra et al. (2021) examined the relationship between individual-level CQ and perceived inclusion among a sample of 925 individuals working in a culturally diverse group. The result shows that individual CQ predicts their perceived inclusion in work groups. Again, cultural intelligence also fosters an environment where team members are comfortable sharing ideas, being creative, and respecting one another (Kamryn et al., 2025)

Drawing from the Social Learning Theory, cultural intelligence plays a pivotal role in fostering an inclusive climate within organizations. Individuals with high Cultural Intelligence possess the knowledge, skills, and attitudes necessary to sail and bridge cultural differences effectively. By understanding diverse perspectives, adapting communication styles, and appreciating cultural nuances, individuals with high cultural intelligence can foster a climate of inclusivity. Their ability to interact respectfully and effectively with individuals from different cultural backgrounds helps to build trust (Lee et al., 2019). The social learning theory suggests that cultural intelligence plays a vital role in shaping the inclusive climate experienced by expatriate employees. By observing and imitating behaviors, expatriates acquire the cultural knowledge and skills necessary to navigate culturally diverse environments. Their high Cultural Intelligence enables them to exhibit inclusive behaviours, which contributes to the creation of

an inclusive climate within the organisation (Ott & Michailova, 2018). The study hypothesises that: *H1c: Cultural intelligence positively correlates inclusive climate*

2.3.4 Cultural Intelligence and Intercultural Self-Efficacy

Cultural intelligence and intercultural self-efficacy are two important constructs that contribute to effective intercultural interactions. The positive relationship between CQ and ISE suggests that they reinforce and complement each other. Again, previous studies have shown that CQ has a positive effect on intercultural self-efficacy (MacNab & Worthley, 2012; Rehg et al., 2012; Lam & Liaw 2017; Hu et al., 2018; Wawwrosz & Jurasek, 2021; AlMaztoui & Zacca, 2021). MacNab and Worthley (2012) employed a multicultural sample of over 370 managers and management students in USA and Australia to test the relationship between CQ and intercultural self-efficacy. They found that self-efficacy holds a key relation to predicting successful development of CQ capabilities. Similarly, Hu et al. (2018) used a longitudinal survey to explore the relationship among social media usage, self-efficacy and CQ. The result confirmed individual CQ exerting a positive effect on self-efficacy of 316 international students from 3 public Universities in China. Again, CQ was found to predict intercultural self-efficacy in a study that sampled 190 university students from two Universities in Czech Republic. Again in a recent study, Abbaspour Esfeden et al. (2025) found cultural intelligence to impact self- efficacy of university students in Iran.

From the lenses of the Social Learning Theory, expatriates with high CQ serve as role models for effective intercultural behaviour. They demonstrate cultural understanding, adaptability, and successful navigation of different cultural contexts. Other expatriates observe and learn from these behaviours, leading to the development of their own intercultural self- efficacy. Through the social learning process, expatriates witness the successful intercultural interactions of their cultural intelligent-competent peers (Rehg et al., 2012; Selmer, 2006).

They observe how these individuals effectively engage with diverse cultures and overcome intercultural challenges. This observation instills confidence and belief in their own intercultural capabilities, fostering the development of ISE (Nguyen et al., 2018). By observing and imitating the behaviours and strategies of CQ-competent expatriates, individuals enhance their intercultural skills and develop a sense of self-efficacy in intercultural contexts. They become more confident in their ability to adapt, communicate, and thrive in diverse cultural environments (Karatas et al., 2022; MacNab & Worthley, 2012). The Social Learning Theory demonstrates that expatriates with high CQ act as models for successful intercultural behaviour, positively influencing the development of ISE among their peers. Through observation and imitation, expatriates enhance their intercultural skills and confidence, enabling them to navigate intercultural interactions more effectively. Therefore in line with previous research, the study postulates that:

H1d: Cultural intelligence will have a positive relationship with intercultural self-efficacy.

2.3.5 Inclusive Climate and Job Embeddedness

The positive connection between inclusive climate and job embeddedness is crucial for organisations aiming to cultivate a supportive and inclusive workplace culture. By fostering an inclusive climate, organisations can enhance employee job embeddedness, leading to increased organisational performance (Wan, 2020, Jonasson et al., 2018). Inclusive organisational climate alleviates exclusion-related stressors expatriates face and clears a passageway that strengthens their positive effects (Davis et al., 2019), leading to expatriates' embeddedness (Meuer et al., 2019). Research has shown that an inclusive climate predicts job embeddedness and related variables. In a recent study, Elsaied (2020), found a positive relationship between inclusive leadership and job embeddedness when a data collected from employees working in a 25 five-star hotel was tested using hierarchical regression, correlation analysis and bootstrapping. The Organizational Support Theory explains how an inclusive climate is related

to expatriates' job embeddedness. An inclusive climate, which values diversity and fosters a sense of belonging, provides support and resources to expatriates (Cho & Mor Barak, 2008; Mor Barak, 2015). This perception of organisational support enhances expatriates' job satisfaction, commitment, and overall job embeddedness (Eisenberger et al., 2020). In an inclusive climate, expatriates develop strong social connections, feel valued for their unique skills, and experience a sense of integration and attachment to their job and organisation. This leads to greater job embeddedness among expatriates (Mitchell et al., 2015; Brimhall et al., 2017). The study hypothesizes that:

H2a: Inclusive climate will have a direct relationship on job embeddedness.

2.3.6 Inclusive Climate and Communication Effectiveness

According to Davis et al. (2019), inclusive organisational climate shows employees' perception of how strongly their organisation values diversity and fosters the integration of minorities in the workplace. On the other hand, communication effectiveness reflects the communication between people from diverse cultural backgrounds (Darawong & Igel, 2017). This study proposes that, based on the organisational support theory, an inclusive climate enables organisations to offer resources and support to expatriates, thereby fostering positive social exchange (Hon & Lu, 2010; Chen, 2010). Expatriates who feel supported are motivated to contribute their best communication efforts, leading to improved communication effectiveness. The positive communication outcomes reinforce the social exchange, creating a cycle of enhanced communication effectiveness (Hon et al., 2013; Marley et al., 2020). An inclusive climate also encourages open communication, diversity of perspectives, and collaboration, further promoting effective communication among expatriates. It is therefore proposed that:

H2b: Inclusive climate is positively related to communication effectiveness.

2.3.7 Intercultural Self-Efficacy and Job Embeddedness

Recognising the positive connection between intercultural self-efficacy and job embeddedness is crucial for organisations operating in diverse and multicultural environments. By promoting and enhancing intercultural self-efficacy, organisations can foster higher levels of employee job embeddedness, resulting in increased job satisfaction, commitment, and overall organisational success. In a study by Abd-Elrhman et al. (2020), they found that self-efficacy correlated positively with job embeddedness of hospital staff and nursing students in Egypt. Other studies, (Alola, et al., 2019; Kim & Kim, 2019) examined self-efficacy, job embeddedness and other variables. These studies predicted self-efficacy to positively relate to job embeddedness which were not supported. However, other studies have found positive relationship between self-efficacy and job/work engagement which is closely similar to job embeddedness (Yu et al., 2020).

Drawing from the lenses of the Social Cognitive Theory, individuals with high intercultural self-efficacy beliefs perceive themselves as capable of effectively navigating intercultural situations. Observing competent role models and experiencing a supportive organisational climate further enhance their intercultural self-efficacy (Bandura, 2001; Chen & Lin, 2013). As individuals with high intercultural self-efficacy engage in successful intercultural interactions and experience job satisfaction, they develop a stronger sense of job embeddedness (Lauring & Selmer, 2015). By fostering a supportive environment and enhancing intercultural self-efficacy, organisations can promote higher levels of job embeddedness among employees (Abd-Elrhman et al., 2020). Therefore, in line with previous research, the study postulates that:

H3a: There is a positive relationship between intercultural self-efficacy and job embeddedness.

2.3.8 Intercultural Self-efficacy and Communication Effectiveness

Intercultural self-efficacy could have positive influence on expatriates' communication effectiveness. Organisations can develop intercultural competence and provide support, which can enhance expatriates' communication skills, leading to improved intercultural interactions, relationship-building, and overall performance in global business contexts. In the study of Chan and Sy, (2016), Self-efficacy of transcultural post graduate nursing students in China correlated positively with intercultural communication effectiveness. The study explained that “students with higher cultural self-efficacy may communicate better with patients because of their confidence in cultural knowledge and better transcultural nursing skills” (p.288).

From the Social Cognitive Theory, expatriates with high intercultural self-efficacy exhibit confidence in their ability to communicate across cultures, leading to proactive communication strategies (Gibson, 2004; Renee Barnett & Bradley, 2007). Observational learning and the social environment play key roles in developing effective communication skills. By observing successful communicators and being supported by an inclusive climate, expatriates enhance their communication effectiveness, build rapport and adapt their communication style appropriately in cross-cultural contexts (Chiu, 2008; Huang et al., 2022). Therefore in line with previous research, the study postulates that:

H3b: There is a positive relationship between intercultural self-efficacy and communication effectiveness

2.3.9 Mediating Role of Inclusive Climate

The mediating role of inclusive climate will investigate how inclusive climate impacts the relationship between cultural intelligence, job embeddedness and communication effectiveness. The study proposes that inclusive climate acts as a mediator between cultural intelligence, job embeddedness and communication effectiveness. Research suggesting

inclusive climate as a mediator includes (Sarich et al., 2023; Jiang et al., 2023; Ma et al., 2024). Studies relating cultural intelligence to inclusive climate include (Alexandra et al. 2021; Fujimoto & Presbitero, 2021) and inclusive climate to job embeddedness (Elsaied 2020; Zhou 2018, Choi et al. (2015). Therefore, the study asserts that inclusive climate may likely explain cultural intelligence and job embeddedness relationship. When individuals have high cultural intelligence and their organisations put structures in place to include them (Brimhall, 2019), they are more likely to feel embedded in their jobs (Ren et al., 2021).

Similarly, on the mediating role of Inclusive Climate on the link between cultural intelligence and communication effectiveness, Inclusive Climate and communication effectiveness have been examined (C). Therefore, the study advances that Inclusive Climate may likely explain cultural intelligence-communication effectiveness relationship. Therefore, this study proposes that: from the social exchange theory, in an inclusive climate, organisations provide resources and support to expatriates, fostering a positive social exchange (Hon & Lu 2010; Chen, 2010). Expatriates who feel supported are motivated to contribute their best communication efforts, leading to improved communication effectiveness. The positive communication outcomes reinforce the social exchange, creating a cycle of enhanced communication effectiveness (Hon et al., 2013; Marley et al., 2020). An inclusive climate also encourages open communication, diversity of perspectives, and collaboration, further promoting effective communication among expatriates. It is therefore proposed that:

H_{4a}: Inclusive climate significantly mediates the relationship between cultural intelligence and job embeddedness.

H_{4b}: Inclusive climate significantly mediates the relationship between cultural intelligence and communication effectiveness.

2.3.10 Mediating Effect of Intercultural Self-Efficacy

The mediating effect of intercultural self-efficacy examines how intercultural self-efficacy influences the relationship between cultural intelligence, job embeddedness and communication effectiveness. The study argues that intercultural self-efficacy acts as a mediator between cultural intelligence, job embeddedness and communication effectiveness. Self-efficacy has been investigated as a mediator in literature (Kiti et al., 2025; Chang et al., 2023; Agrawal, 2023). Other studies showing a positive relationship between cultural intelligence and self-efficacy include: (Jurasek & Wawrosz, 2023; Lam & Liaw, 2017; Hu et al., 2018;), self-efficacy to job embeddedness (Abd-Elrhman, et al., 2020). Therefore, the study asserts that self-efficacy may likely explain cultural intelligence-job embeddedness relationship. When individuals have high cultural intelligence and a strong belief in their ability to engage, they are more likely to feel embedded in their jobs.

Similarly, on the mediating role of intercultural self-efficacy on the link between cultural intelligence and communication effectiveness, self-efficacy and communication effectiveness have been examined (Chan & Sy, 2016). Therefore, the study advances that self-efficacy may likely explain cultural intelligence-communication effectiveness relationship. When individuals have high cultural intelligence and a strong belief in their ability to overcome all forms of communication barriers, they are more likely to communicate effectively on their jobs (Bucker et al., 2014; Presbitero & Attar, 2018; Ward & Southwell, 202). Drawing from the Social Cognitive Theory, in the context of multicultural work environments, individuals with high cultural intelligence possess the necessary knowledge and skills to understand and adapt to cultural differences. However, their integration into the job and work environment depends on their self-efficacy beliefs. Intercultural self-efficacy acts as a mediator, influencing how cultural intelligence translates into job embeddedness and communication effectiveness. Higher levels of intercultural self-efficacy lead individuals to apply their cultural intelligence

effectively, resulting in a stronger sense of connection, engagement, and integration within their job and work context which ultimately enhance job embeddedness and communication effectiveness. Hence, developing cultural intelligence and fostering intercultural self-efficacy can enhance job embeddedness and communication effectiveness in multicultural work environments. The study therefore hypothesises that:

H5a: There is a mediating role of intercultural self-efficacy on the relationship between cultural intelligence and organisational embeddedness.

H5b: There is a mediating role of intercultural self-efficacy on the relationship between cultural intelligence and communication effectiveness.

2.3.11 Moderating Role of Inclusive Climate

This study predicts that inclusive climate could potentially play a role in the relationship between cultural intelligence, job embeddedness and communication effectiveness. Cultural intelligence and communication effectiveness have boundary conditions, and the strength of these relationships are likely to vary according to expatriates' level of inclusive climate. In extant research, inclusive climate has been found to moderate in studies in the IHRM field (Alghofeli et al., 2024; Ashikali et al., 2021; Bodla et al., 2018; Davies et al. 2019; Fan et al., 2020; Li et al., 2017). In the work of Ashikali et al. (2021), the study found that inclusive leadership positively moderates the negative relationship between team ethnic-cultural diversity and inclusive climate; that highly ethnic-culturally diverse teams experience a more inclusive climate when inclusive leadership is high than when it is low. Similarly, in Davies et al. (2019), perceived organisational inclusion climate moderated the relationship between resilience and work adjustment. Again, in the work of Fan et al. (2020), the study revealed that, climate for inclusion moderated the indirect relationship between cultural intelligence and innovative behaviour via knowledge sharing.

This study argues that an inclusive climate can moderate the relationship between cultural intelligence and job embeddedness. Specifically, when employees perceive an inclusive climate, their cultural intelligence may be more strongly related to their job embeddedness. This may be because an inclusive climate provides a supportive and accepting environment for individuals to utilise their cultural intelligence and feel more connected to their job and organisation. From the lenses of the organisational support theory, an inclusive climate enhances the positive relationship between cultural intelligence and job embeddedness by providing a supportive environment (Kawai & Strange, 2014; Chang et al., 2023). An inclusive climate reinforces the benefits of cultural intelligence and fosters a sense of belonging and commitment to the organisation and international assignment (Alexandra et al., 2020; Fan et al., 2020). Inclusive climate acts as a buffer (Bodla et al., 2018; Lin et al., 2017) when the relationship between cultural intelligence and job embeddedness weakens. In challenging situations or less inclusive environments, an inclusive climate provides resources and support (Farndale et al., 2015; Jonasson et al., 2018) to help expatriates overcome obstacles, thereby maintaining higher levels of job embeddedness.

On the moderating role of inclusive climate on the relationship between cultural intelligence and communication effectiveness of expatriates, the study suggests that an inclusive climate can moderate the relationship between cultural intelligence and communication effectiveness of expatriate employees. Precisely, when expatriate employees feel a sense of an inclusiveness, their cultural intelligence may be more strongly related to their communication effectiveness, as climate for inclusion offers a supportive and welcoming environment for expatriate employees to utilise their cultural intelligence and effectively communicate with colleagues from different cultural backgrounds. Prior expatriation literature fairly documents the relationship between cultural intelligence and job embeddedness (Stoermer et al., 2021). For example, Stoermer et al. (2021) found CQ to positively relate to organisational job

embeddedness. Similarly, the relationship between CQ and inclusiveness is fairly treated in literature (Alexandra, Ehrhart, Randel, 2021; Fujimoto & Presbitero, 2021). For example, Alexandra et al. (2021) examined the relationship between individual-level CQ and perceived inclusion among a sample of 925 individuals working in a culturally diverse group. The result shows that individual CQ predicts their perceived inclusion. Also, the relationship between cultural intelligence and communication effectiveness is established in literature (Bucker et al., 2014; Presbitero & Attar, 2018). For example, in their study of communication effectiveness and cultural intelligence, the findings highlight the critical role of CQ in achieving high levels of effective communication in an intercultural context (Presbitero & Attar, 2018).

From the lenses of the Organisational Support Theory, when an organisation promotes an inclusive climate, it creates an environment where individuals with high cultural intelligence feel valued and respected (Fujimoto & Presbitero, 2021). This inclusive environment provides opportunities for open dialogue, collaboration, and understanding, which enhance expatriates' communication effectiveness in multicultural settings (Brimhall, 2019). Inclusiveness would mitigate any weakness in the link between cultural intelligence and communication effectiveness (Ashikali et al., 2021; Lin et al., 2017). This mitigative effect of inclusiveness helps expatriates overcome barriers and maintain higher levels of communication effectiveness. In situations where expatriates with high cultural intelligence face challenges or encounter cultural differences, an inclusive climate provides a supportive environment to seek help, clarify misunderstandings, and learn from others (Brimhall et al., 2014; Linggans et al., 2019). By encouraging an inclusive climate, organisations can facilitate the positive impact of cultural intelligence on expatriates' communication effectiveness. Inclusive environments provide a sense of psychological safety, reduce communication barriers, encourage knowledge sharing, and enhance intercultural understanding, all of which contribute to effective

communication among expatriates in diverse settings (Bucker et al., 2014; Presbitero & Attar, 2018; Ward & Southwell, 2021). Therefore, this study hypothesises that:

H6a: There is a moderating role of inclusive climate on the relationship between cultural intelligence and organisational embeddedness.

H6b: There will be a moderating role of inclusive climate on the relationship between cultural intelligence and communication effectiveness.

2.3.12 Summary of Empirical Review for Hypotheses

Table 2.7 depicts the summarise of various empirical literature reviewed in this study.

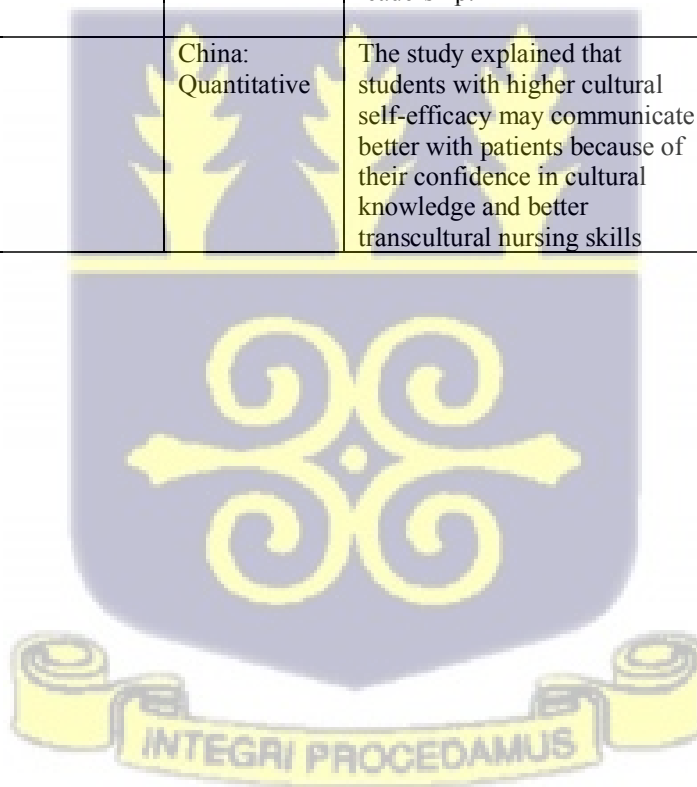


Table 2. 7: Summary of Empirical Review for Hypotheses

Authors & Year	Title	Theory Used	Research Context & Design	Findings	Recommendation
Stoermer et al., (2021)	The influence of expatriate cultural intelligence on organizational embeddedness and knowledge sharing: The moderating effects of host country context	Trait activation theory and institutional theory	Cross country: Quantitative	Expatriate CQ relates positively to organizational embeddedness.	Recommend that in the recruiting and pre-assignment stages, internationally operating organizations should include measures capturing CQ to assess (future) expatriates' CQ.
Chen et al., (2024)	Self-initiated expatriates' cultural intelligence, embeddedness and career satisfaction: a whole-life perspective	The conservation of resources	USA: Quantitative	SIEs' CQ positively relates to their organizational embeddedness career satisfaction.	organizations that hire SIEs to consider CQ as an important selection criterion or train their SIEs to improve their CQ.
Bucker et al., (2014).	The impact of cultural intelligence on communication effectiveness, job satisfaction and anxiety for Chinese host country managers working for foreign multinationals	Anxiety and Uncertainty Management theory	China: Quantitative	The results show that CQ plays an important role in reducing anxiety and influencing both communication effectiveness and job satisfaction positively	Not only expatriates can benefit from developing CQ but also host country employees who come into contact with foreign cultures regularly. This large group is often neglected in international research; because they are working in their home country, it is assumed that they do not have any adjustment problems.
Mukherji et al., (2016).	Relevance Of Cultural Intelligence And Communication Effectiveness For Global Leadership Preparedness: Study Of Indian Managers	Anxiety/Uncertainty Management Theory	Indian: Quantitative	managers engaging in multicultural team interactions exhibit higher cultural intelligence (CQ) and communication effectiveness compared to those who do not.	examine how cultural intelligence is impacted when a person moves to another part of the country for studies and thereafter work as there is immense cultural diversity in India from region to region.
Alexandra et al., (2021).	Cultural intelligence, perceived inclusion, and cultural diversity in workgroups		USA: Quantitative	The result shows that individual CQ predicts their perceived inclusion in work groups.	Facilitate inclusion by seeking divergent perspectives from workgroup members such that individual differences are incorporated into a group's work.

Камрун et al., (2025).	Cultural intelligence and inclusive leadership in a diverse IT sector: a framework for effective collaboration		Western Hemisphere: Mixed method	Cultural intelligence also fosters an environment where team members are comfortable sharing ideas, being creative, and respecting one another.	To develop leaders, companies should prioritise enhancing their employees' intercultural literacy and CQ.
MacNab & Worthley, (2012)	Individual characteristics as predictors of cultural intelligence development: The relevance of self-efficacy	Experiential Learning Theory	USA Australia & Quantitative	They found that self-efficacy holds a key relation to predicting successful development of CQ capabilities	Types of self-efficacy could be examined beyond general self-efficacy. Other independent aspects, like the context of the CQ education environment, are expected to also impact outcome indicators.
Hu et al., (2018).	What role does self-efficacy play in developing cultural intelligence from social media usage?	Social cognitive theory	China: Quantitative	The result confirmed individual CQ exerting a positive effect on self-efficacy	That practitioners fully acknowledge the functions of self-efficacy in cross-cultural settings. As proven by the test that self-efficacy mediates the relationship between social media usage and cultural intelligence, those with low self-efficacy may be unable to adapt to new environments.
Elsaied, (2020).	A moderated mediation model for the relationship between inclusive leadership and job embeddedness	social exchange theory	Egypt: Quantitative	Found a positive relationship between inclusive leadership and job embeddedness	as Inclusive Leadership is a critical leadership style for improving employees' JE to improve this inclusive behavior. Hotel managers are advised to adopt a series of inclusive actions, such as people-oriented, listening, patient, understanding,
Elrhaman et al., (2020).	Career Plateau, Self-efficacy and Job Embeddedness as Perceived by Staff Nurses		Egypt: Quantitative	There was a positive highly statistical significant correlation between self-efficacy and job embeddedness among studied staff nurses.	hospital administration should conduct induction courses for new nurses and introducing them to the nature and potential of temporary jobs to align their behavior, rights, and values with the hospital values, goals, and objectives.
Yu et al., (2020).	Sustainable Relationship Development between Hotel Company and Its Employees: Linking Job Embeddedness, Job Satisfaction, Self-Efficacy,	The social cognitive theory	South Korea: Quantitative	Job satisfaction and self-efficacy were found to play an important mediating role.	an acceptable level of materialistic rewards (i.e., incentives, special vacations) should be offered. Thus, providing adequate rewards is the most effective method in increasing proactive attitude towards work and reduces turnover intention

	Job Performance, Work Engagement, and Turnover				
Alola, et al.,(2019)	Linking supervisor incivility with job embeddedness and cynicism: The mediating role of employee self-efficacy	conservation of resource theory self-efficacy theory	Nigeria: Quantitative	Importantly, the investigation establishes that self-efficacy is a mediating variable between supervisor incivility and cynicism	The study adopting a policy that introduces periodic seminars and professional training for both employees and supervisors
Kim & Kim, (2019).	Impact of self-efficacy on the self-leadership of nursing preceptors: The mediating effect of job embeddedness		Korea: Quantitative	Self-efficacy had direct and indirect effects on self-leadership, while job embeddedness had significant direct effects explaining 69.9% of self-leadership.	it will be necessary to provide an environment that can fully cultivate self-leadership in nursing work, particularly through new nursing education curricula and preceptorships that incorporate programmes to promote self-leadership and self-esteem.
Chan and Sy, (2016),	The Relationships Among Personality, Intercultural Communication, and Cultural Self-Efficacy in Nursing Students		China: Quantitative	The study explained that students with higher cultural self-efficacy may communicate better with patients because of their confidence in cultural knowledge and better transcultural nursing skills	Personality assessments should be included in the nursing student recruitment process. nurse educators should focus greater attention on enhancing the cultural self-efficacy and intercultural communication skills of their students



2.4 Effects of Demographic Characteristics

The study controlled for expatriates' age, gender, education and marital status. Age as a controlled variable in this research is essential due to its potential impact on the study's outcomes. Expatriates' age can influence their cultural intelligence, intercultural self-efficacy, and ability to adapt to diverse environments. For instance, older expatriates may have more life and work experience, contributing to stronger cultural intelligence and confidence in navigating intercultural situations (Stoermer et al., 2021; Ren et al., 2021;). Conversely, younger expatriates may exhibit greater adaptability and openness to new cultural climates (Takeuchi & Chen, 2013; Peltokorpi & Froese, 2012). By controlling for age, the research ensures that variations in job embeddedness and communication effectiveness are not inadvertently attributed to age-related differences but are instead analysed in connection to the key variables—cultural intelligence, intercultural self-efficacy, and inclusive climate. This approach enhances the study's internal validity and allows for a clearer understanding of the relationships among the variables.

Gender is crucial to ensure that the results reflect the relationships among the study's primary variables without being influenced by gender-related differences. Gender can play a significant role in intercultural experiences, as men and women may perceive and respond to cultural diversity and workplace challenges differently (Bader et al., 2024; France et al., 2019). Evidence suggests that societal expectations, gender roles, and cultural norms could influence expatriates' communication styles, levels of self-efficacy, and adaptation to inclusive climates (Davies et al., 2019; Jonasson et al., 2018). Controlling for gender helps eliminate these variations, ensuring that the findings regarding cultural intelligence, job embeddedness, and communication effectiveness are not skewed by gender-related biases. By accounting for this variable, the study can more accurately analyse the effects of cultural intelligence, intercultural self-efficacy, and inclusive climate on expatriate outcomes.

The educational level of expatriates, as a controlled variable in this study will be useful due to its potential impact on the study's key variables. Higher levels of education are often linked to increased exposure to diverse cultures, stronger problem-solving skills, and enhanced communication abilities which can foster greater cultural intelligence and intercultural self-efficacy (Crown, 2013; Sethi et al., 2022). Expatriates with advanced education may be more adept at adapting to inclusive climates and navigating cross-cultural interactions, resulting in improved job embeddedness and communication effectiveness (Han et al., 2022). In contrast, expatriates with lower educational attainment may encounter greater difficulties in managing intercultural challenges (Brewster et al., 2014). Controlling for the educational level of expatriates eliminates its confounding effects, ensuring that the observed relationships between cultural intelligence, intercultural self-efficacy, inclusive climate, and expatriate outcomes are more accurately assessed.

The marital status of expatriates is important due to its possible influence on the study's variables. Married expatriates may experience stronger emotional and social support from their spouses, which can enhance their ability to cope with cultural adjustments, build intercultural self-efficacy, and navigate inclusive climates more effectively (Chen & Shaffer, 2017; Luring & Selmer, 2010). This support may also contribute to greater job embeddedness and improved communication effectiveness as they feel more stable and grounded in their new environment (Van der Laken et al., 2019). Conversely, single expatriates may rely more heavily on workplace relationships and personal resilience when adapting to new cultural contexts, which can affect their intercultural experiences differently (France et al., 2019). By controlling for marital status, the study ensures that variations in the outcomes are not influenced by differences in personal support systems, enabling a clearer examination of the relationships among cultural intelligence, intercultural self-efficacy, inclusive climate, and expatriate outcomes.

2.5 Conceptual Framework

The conceptual framework summarises the hypothesised relationships as well the key variables and constructs that are being examined in this study.

CQ- Cultural intelligence

CE- Communication Effectiveness

JE- Job Embeddedness

IC- Inclusive Climate (Moderator; Mediator)

ISE- Intercultural Self-Efficacy (Mediator)

The demographic variables for this study are Age, Gender, Education and Marital Status. The conceptual framework shows the hypothesised relationships between Cultural intelligence (CQ), Job Embeddedness (JE) and Communication Effectiveness (CE), denoting hypotheses *1a-b* (*H1a-H1b*). It also shows the hypothesised relationship (*H1c*) between Cultural intelligence (CQ) and Inclusive Climate (IC). Hypothesis *1d* indicates the association of Cultural Intelligence and Intercultural Self-Efficacy (ISE). Hypotheses *H2a-b* shows the correlation between Inclusive Climate and Job Embeddedness and Communication Effectiveness. Hypotheses *H3a-b* show the correlation of Intercultural Self-Efficacy and Job Embeddedness and Communication Effectiveness. Hypotheses *H4a-b* indicate the mediation effect of Inclusive Climate on the relationship between Cultural Intelligence and Job Embeddedness and Cultural Intelligence and Communication Effectiveness. Hypotheses *H5a-b* show the mediating role of Intercultural Self-Efficacy on the relationship between Cultural Intelligence and Job Embeddedness and Cultural Intelligence and Communication Effectiveness. Hypotheses *H6a-b* indicate the moderating influence between Inclusive Climate and the relationship between Cultural Job Embeddedness and Cultural Intelligence and Communication Effectiveness.

Figure 2. 2: Conceptual Framework

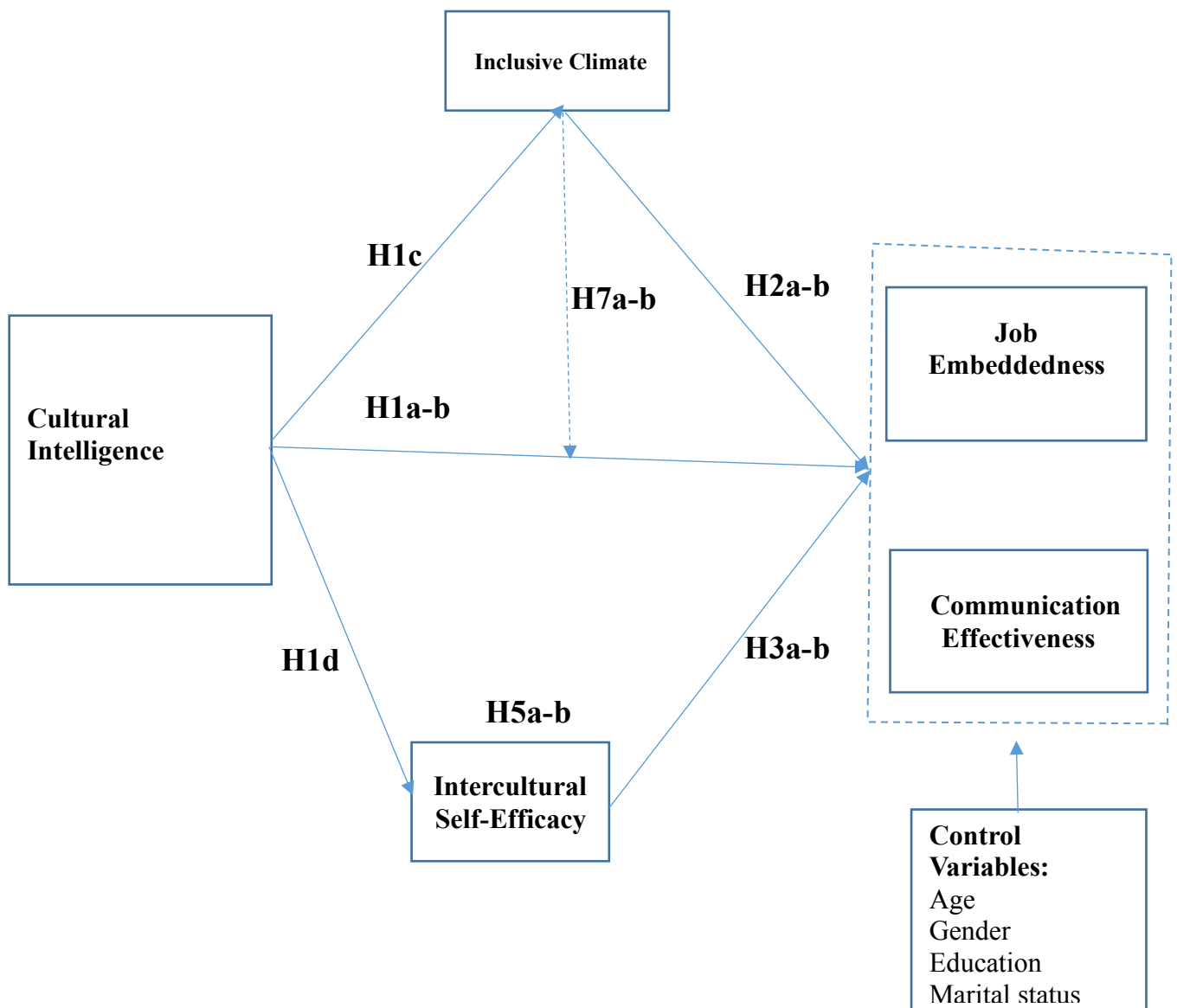


Table 2. 8: Summary of Hypotheses

No.	Hypotheses
1	H1a: Cultural Intelligence will have a positive influence on Job Embeddedness
2	H1b: Cultural Intelligence is positively associated with Communication Effectiveness.
3	H1c: Cultural intelligence positively correlates inclusive climate
4	H1d: Cultural intelligence will have a positive relationship Intercultural Self-Efficacy.
5	H2a: Inclusive Climate will have a direct relationship on Job Embeddedness
6	H2b: Inclusive Climate is positively related to Communication Effectiveness
7	H3a: There is a positive relationship between Intercultural Self-Efficacy and Job Embeddedness.
8	H3b: There is a positive relationship between Intercultural Self-Efficacy and Communication Effectiveness.
9	H4a: Inclusive Climate will mediate the relationship between Cultural Intelligence and Job Embeddedness.
10	H4b: Inclusive Climate will mediate the relationship between Cultural Intelligence and Communication Effectiveness.
11	H5a: There is a mediating role of Intercultural Self-Efficacy on the relationship between Cultural Intelligence and Job Embeddedness
12	H5b: There is a mediating role of Intercultural Self-Efficacy on the relationship between Cultural Intelligence and Communication Effectiveness
13	H6a: There is a moderating role of Inclusive Climate on the relationship between Cultural Intelligence and Job Embeddedness
14	H6b: There will be a moderating role of Inclusive Climate on the relationship between Cultural Intelligence and Communication Effectiveness

Source: Author's Construct, (2023)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Overview of the Chapter

This chapter discusses the research methodology of the study philosophical foundation chosen for the study as well as the research approach, design, setting, population, sampling approach and sample size, data collection procedure, data collection instrument, reliability and validity issues, data processing and analysis and ethical considerations. The chapter discusses justifiable basis for the methodology chosen for the research. In any research activity, the design and path for analysis ought to have a determined focus based on its methodology, objectives and framework for the research. The chapter concludes with facts about the research context: expatriation and expatriates living in Ghana.

3.1 Philosophical Foundation of the Research

The philosophical foundation of research encompasses the fundamental principles and beliefs that guide the research process. It involves understanding the different philosophical perspectives, such as positivism and interpretivism, which shape the researcher's approach to knowledge, truth, and reality (Creswell, 2014). These philosophical paradigms influence the choice of research methods, data interpretation, and the researcher's role throughout the study. Reflecting on and justifying the chosen philosophical stance is essential for transparency, credibility, and the meaningful contribution of research to human understanding (Howell, 2013). According to Saunders et al. (2016) research philosophy refers to a system of beliefs and assumptions about the development of knowledge. Research discusses five major types of research philosophy to include positivism, critical realism, interpretivism, postmodernism and pragmatism (Creswell, 2014; Saunders et al., 2016).

3.1.1 Positivism

Burrell and Morgan (1978) explain that positivism is a research paradigm that seeks to predict what happens in the social world by looking out for regularities and casual relationships between its constituents. Positivists believe that social phenomena can be studied and explained using the same logical and empirical methods used in natural sciences (Howell, 2013). This research paradigm is mainly related to quantitative studies. The goal of research is to discover the laws and principles that govern the social world through systematic observation, measurement, and experimentation (Creswell, 2014). Proponents of this paradigm assert that knowledge should be based on observable facts and scientific principles and not metaphysical speculation and subjective interpretations (Blumberg et al. 2005). Ryan (2018) further elaborates that knowledge and reality are objectively discovered and hence there is no bias because of the fact that the beliefs and the values of the researcher are eliminated from the study. This suggests that at the core of this philosophy is the belief that reality does not change from individual to individual. It remains constant despite the change in persons or time. Researchers that adopt the positivism paradigm are of the view that social phenomenon can be investigated without the interference of the researcher because the social world exists independently of the researcher (Bryman 2008, Howell, 2013).

Researchers who adopt the positivist paradigm approach investigate social phenomena using highly standardized tools such as questionnaires, aiming to ensure objectivity and replicability in their studies (Tuli, 2010). Positivists view social sciences, including fields like human resource management, as fundamentally like the natural sciences, and are therefore primarily focused on uncovering universal laws that govern human behaviour (Schulze, 2003; Krauss, 2005). This paradigm is rooted in the belief that researchers should remain detached from the research process, minimizing the influence of their personal experiences, values, and biases,

and emphasizing the validity of findings derived from rigorous analysis (Broadbent & Unerman, 2011).

However, positivism has faced substantial criticism for its limitations. Critics argue that it oversimplifies the inherently complex and dynamic nature of social phenomena, failing to account for the richness of human experiences and the contextual factors that influence behaviour. It tends to reduce the richness and diversity of social reality by focusing solely on measurable and observable aspects (Alharahsheh & Pius, 2020). Moreover, Clarke (2009) opines that no research is entirely free from subjective values and biases because researchers' choices, such as the selection of research questions or variables, can be influenced by their personal beliefs and perspectives. Another objection researchers raise is that positivism often neglects the influence of social, cultural, and historical contexts on social phenomena. Critics argue that these factors are crucial for a comprehensive understanding of the social world and cannot be reduced to simple cause-and-effect relationships. Lastly, Ryan (2018) surmises that positivism primarily relies on quantitative methods and tends to exclude qualitative approaches, such as in-depth interviews or ethnography.

3.1.2 Interpretivism

Interpretive paradigm is opposed to the traditional positivism and therefore is sometimes regarded as anti-positivism (Flick, 2014). It emerged as a response to the limitations of positivism in the social sciences. This paradigm primarily focuses on understanding the subjective meanings and interpretations that individuals and groups give to their experiences and the social world (Creswell, 2014). Pham (2018) emphasizes the importance of context, culture, and historical specificity in shaping human behavior and social phenomena and the need to pay close attention to the meanings and symbols attached to social actions and phenomena. According to Nickerson (2022), interpretivists believe that social reality is complex and cannot be reduced to simple cause-and-effect relationships, as positivists often

attempt to do. Rivas (2010) cites that interpretivists also employ qualitative research methods, such as interviews, focus groups, participant observation, and content analysis of texts and artifacts. These methods allow researchers to gain in-depth insights into the lived experiences of individuals and groups. Researchers who adopt this philosophical perspective are of the opinion that truth, reality and knowledge are subjective as they are derived from the experience and interactions of individuals as they are historically and culturally positioned. Bevir and Rhodes (2012) argue that the researcher cannot be completely alienated from the beliefs and values that they hold and therefore it will certainly inform the way they conduct their research or investigation into a particular phenomenon in terms of the data collection and data analysis or interpretation (Ryan, 2018). This is usually related with the interpretation and comprehensive and detailed meaning derived from texts or documents.

The interpretive paradigm has a 'relativist' ontological assumption. Thus, researchers that adopt this paradigm argue that reality is subjective and socially constructed and therefore oppose the idea that reality is singular (Krauss, 2005). Thus, the subjective meanings that individuals ascribe to social phenomenon is crucial in the interpretive paradigm (Goldkuhl, 2012). This paradigm supports the argument that the meaning ascribed to social phenomenon is based on the individual participants varied perspectives which reflect their norms, culture etc. (Krauss 2005). According to the interpretive paradigm, this kind of inquiry is interpretive, and the objective of the inquiry is to provide a detailed insight into a given social phenomenon (Farzanfar, 2005). According to Goldkuhl (2012), interpretive paradigm is based on the constructivist ontology. Thus, researchers whose orientation are geared towards the interpretive paradigm argue that the social world is not 'given' as purported by the positivist researchers but instead the social world is formed through individual interactions. Moreover, Myers (2009) indicated that the basis for studies that adopt the interpretive paradigm is that the only means through which researchers obtain reality is only through social constructions.

Interpretivist researchers posit that the subjective experiences and interactions people provide insight into reality. Therefore, for interpretive researchers, data collection methods such as interviews or observation of the research participants are commonly employed. However, other studies contend that this paradigm is too subjective, biased, contextual and difficult to replicate (Packard, 2017).

3.1.3 Pragmatism

Pragmatism is a middle ground between positivism and interpretivism, aiming to combine the strengths of both paradigms while mitigating their weaknesses. It places an emphasis on practicality and relevance in research, focusing on the real-world application of knowledge and the resolution of practical problems (Saunders et al., 2009). Furthermore, pragmatism prioritises the practical consequences and applications of research findings because researchers aim to generate knowledge that is useful and applicable in addressing real-world issues. According to Morgan (2007), this research paradigm enables the researcher to adopt the appropriate research techniques and tools to provide comprehensive insight into the social phenomenon. Teddlie and Tashakkori (2009) espouse that researchers who subscribe to the pragmatism school of thought are fundamentally indicating that the discovery of knowledge through the conduct of research is partial knowledge and relative in nature. Goldkuhl (2012) highlights that the pragmatism paradigm focuses on the active participation of researchers in the process of gathering data and developing theories. Researchers who use the pragmatism paradigm also seek to pinpoint the challenging issues they encounter in the research process and innovative ways and techniques they can adopt to improve the entire research process and outcome.

Researchers who ascribe to this philosophical standing according to Rahi, (2017) hold the opinion that true knowledge can only be obtained as a result of applying both qualitative and

quantitative techniques in the conduct of the research. The emphasis of this research paradigm is on the issue that the research seeks to address or provide insight on rather than the method and as a result, the researcher adopts the mixed research method to provide a comprehensive understanding of the problem statement. The key focus of the pragmatism research paradigm is to unearth the procedures that are most suitable and can be employed by the researcher to achieve the objectives of the research and thus provide the needed insight into the phenomenon identified (Kaushik & Walsh, 2019). Researchers who adopt this paradigm formulate the objectives of the research in a way that will demand that both quantitative and qualitative techniques are employed. Consequently, they can develop actionable solutions or strategies to achieve their objectives (Allemang et al., 2022). Usually, Pragmatism values empirical investigation and data-driven analysis. Researchers gather evidence from observations, experiments, surveys, interviews, and other methods to support their claims and recommendations. The proponents of this paradigm also acknowledge that knowledge is subject to change. They emphasize understanding research topics in their specific contexts, recognizing that different situations may call for different approaches and solutions (Kelly & Cordeiro, 2020). Nevertheless, some critics argue that pragmatism's willingness to adopt diverse methods and focus on practical outcomes can lead to a lack of theoretical coherence or lack of consensus on what constitutes valid knowledge or truth.

Table 3. 1: Summary of Paradigm Assumptions

Paradigm	Assumptions	Reference
Positivism	Objectivity: Positivists strive for objectivity in research by distancing themselves from personal biases and emotions. They aim to produce empirical evidence based on observable facts rather than subjective interpretations. Empiricism: Positivists emphasize the importance of empirical evidence gathered through systematic observation and measurement. They rely on quantitative data and statistical analysis to establish causal relationships and test hypotheses. Generalization: Positivists believe that since truth remains the same across people and time, they have the liberty to generalize their findings. Scientific Method: Positivism adopts the scientific method as the preferred approach to research. This involves formulating hypotheses, designing experiments or studies, collecting data, analyzing results, and drawing conclusions.	Burrell and Morgan (1978)
Interpretivism	Subjectivity: Interpretivism recognizes that individuals' perceptions, beliefs, and values influence how they interpret and understand the world. Researchers acknowledge their own subjectivity and how it might impact the research process. Contextual Understanding: It emphasizes the importance of context, culture, and historical specificity in shaping human behavior and social phenomena and the need to pay close attention to the meanings and symbols attached to social actions and phenomena. Qualitative Methods: Interpretivists also employ qualitative research methods, such as interviews, focus groups, participant observation, and content analysis of texts and artifacts. These methods allow researchers to gain in-depth insights into the lived experiences of individuals and groups. Inductive Reasoning: Instead of starting with predefined hypotheses, interpretivists often use inductive reasoning to derive theories and patterns from the data they collect. They allow theories to emerge from the rich descriptions and narratives gathered during the research process.	Nickerson, (2022)
Pragmatism	Practical Orientation: Pragmatism prioritizes the practical consequences and applications of research findings. Researchers aim to generate knowledge that is useful and applicable in addressing real-world issues. Empirical investigation: Pragmatism values empirical investigation and data-driven analysis. Researchers gather evidence from observations, experiments, surveys, interviews, and other methods to support their claims and recommendations. Dynamic and Contextual Understanding: The proponents of this paradigm also acknowledge that knowledge is subject to change and evolution. They emphasize understanding research topics in their specific contexts, recognizing that different situations may call for different approaches and solutions. Pluralistic Approach: Pragmatism is open to multiple research methods, both quantitative and qualitative. Researchers choose methods that best suit the research questions and objectives, rather than adhering strictly to a single approach	Saunders et al. (2009)

Source: Summarised from Literature (2024)

3.1.4 Application of Positivism to the Study

The positivist research paradigm is widely employed in expatriation studies, particularly in analyzing cultural intelligence and its impact on expatriate success. Positivism is characterized by its emphasis on objectivity, measurability, and hypothesis testing through observable

phenomena (Bryman, 2015). Researchers using this paradigm aim to uncover generalizable relationships between variables, such as the link between cultural intelligence and expatriate job embeddedness, performance, or cross-cultural communication. In this context, CQ is conceptualized as a measurable construct with four key dimensions: cognitive, metacognitive, motivational, and behavioral (Earley & Ang, 2003). By adopting positivism, scholars can employ surveys, experiments, and statistical analysis to determine how CQ enhances expatriates' ability to adapt to diverse cultural environments.

The strength of the positivist paradigm in expatriation studies lies in its ability to produce robust, reliable findings that can inform organizational policies. For instance, quantitative studies frequently demonstrate that higher levels of cultural intelligence correlate with improved expatriate job embeddedness and communication effectiveness (Ang et al., 2007). Using methods like structural equation modeling or regression analysis, researchers objectively measure CQ and its outcomes (JE, CE, ISE & IC), allowing for the identification of causal or correlational relationships. These studies provide concrete evidence for MNCs to invest in CQ training programs, highlighting its role in expatriate effectiveness and reducing the likelihood of assignment failure. Positivism ensures the systematic collection of data across multiple expatriate assignments, which enhances the generalisability and applicability of findings in diverse cultural contexts.

However, the application of positivism to expatriation studies focusing on CQ has limitations, particularly in addressing complex cultural dynamics. While CQ can be operationalised and quantified, cultural experiences are inherently multifaceted and context-dependent, challenging the reductionist nature of positivist approaches (Johnson & Onwuegbuzie, 2004). For example, measuring behavioral CQ might fail to capture nuances in an expatriate's situational adaptability or deeper cultural understanding. Despite this, positivist methods

remain valuable for assessing the impact of CQ training programs or identifying consistent patterns in expatriates' cultural adjustments. This approach allows for comparisons across national contexts, providing organisations with standardized tools to evaluate and enhance expatriate performance.

Positivism has also facilitated advancements in cultural intelligence research by supporting the development and validation of psychometric tools. The Cultural Intelligence Scale (CQS) by Ang et al. (2007) is a widely accepted instrument for measuring CQ across diverse expatriate populations. The reliability and validity of the CQS were established through rigorous quantitative methods, aligning with the positivist tradition of hypothesis testing and objective analysis. Subsequent studies have employed the CQS to explore how CQ interacts with variables such as personality traits, leadership style, and intercultural training effectiveness (Rockstuhl et al., 2011). This standardised measurement tool has enabled researchers to replicate studies across different cultural settings, providing consistent evidence for the role of CQ in expatriate adjustment.

The positivist paradigm has significantly contributed to expatriation studies by offering systematic, measurable insights into the role of cultural intelligence. Through quantitative methods, researchers have demonstrated that CQ is a critical determinant of expatriate success, supporting organisational strategies for selecting and developing expatriates. While positivism may oversimplify the complexities of cultural interactions, its emphasis on objectivity and replicability ensures reliable findings. The development of validated instruments like the CQS exemplifies the strengths of positivism, enabling cross-cultural comparisons and evidence-based interventions. Moving forward, a balanced integration of positivist and interpretivist paradigms may further enrich the understanding of expatriates' cultural intelligence in complex global environments.

3.1.5 Logical Reasoning Approach

3.1.5.1 Inductive Reasoning

The inductive reasoning to research enables the researcher to formulate the theory based on the observation made from the data collected and involves the researcher making inferences from the interactions with the research participants with regards to their understanding to the subject matter. Bryman (2008) further indicates that inductive approach to research begins with the researcher observing and experimenting the phenomenon in order to detect patterns from the data gathered; as a result, theory is formulated to investigate the social phenomenon. Moreover, according to Creswell and Plano Clark (2007), inductive research approach employs the “bottom-up” approach because studies that adopt this approach incorporates the research participants’ views and ideas to aid the development of theories as researchers identify patterns and develop themes based on the data gathered. Thus, the qualitative researchers adopt the inductive research approach to understand a particular phenomenon.

In other words, inductive reasoning involves the collection and analysis of data by researchers to identify recurring patterns or themes. These patterns serve as the basis for creating general concepts or theories that explain the observed phenomena. The conclusions drawn from inductive reasoning are probabilistic in nature, meaning they are not definitively true but rather offer a likelihood of being applicable (Saunders et al., 2009). Further, testing and validation are necessary to establish the broader applicability of the conclusions. It must therefore be emphasised that researchers that adopt the inductive approach are not really concerned about whether the research conducted can be generalized but their focus is much more on obtaining a detailed understanding of the phenomenon in the peculiar context that is being investigated (Ulin et al., 2004).

3.1.5.2 Deductive Reasoning

Regarding studies that adopt the deductive reasoning, the researcher begins with theory to data. Deductive approach involves the formulation of a theoretical or conceptual framework that is tested empirically (Gill & Johnson, 2002). Deduction is the predominant research approach employed in physical sciences research as they apply scientific laws as the basis of analysis (Collis & Hussey 2003). Researchers that adopt this approach according to Park et al. (2020) conduct their research by first identifying the most suitable theory that will provide direction to the whole study and help develop the research hypothesis, design the research and then conclude by obtaining the needed data for onward analysis. Bryman (2008) opines that those researchers that adopt this method identify a theory or theories that can underpin the research, develop or formulate hypothesis that are founded on the theory, and then observe and experiment the hypothesis to make conclusions.

The positivism research paradigm is the paradigm associated to this particular research approach. The aim of studies that used this research approach is to deduce facts from the theory employed in the research. Moreover, Park et al. (2020) surmise that the findings from studies that adopted this research approach make further contributions to the theory that ultimately enhances it as the theories are tested empirically. Studies that utilise the deductive approach adopt the “top down” approach in the conduct of the research because such studies begin with the theory that is used to support the study and then, the researcher proceeds to develop hypothesis and finally collect the appropriate data in order to achieve the objectives of the research (Creswell & Plano-Clark, 2011). Additionally, deductive reasoning is a logical process utilized to reach conclusions based on established premises or information. It operates on the principle that if the premises are true, the conclusions must also be true. This method of thinking moves from general principles or statements to derive specific conclusions, ensuring a strong logical connection between the premises and the results.

3.1.5.3 Abductive Reasoning

Abductive reasoning is a logical process that starts with incomplete observations and seeks the most suitable hypothesis or explanation to match them (Walton, 2014). It is a "bottom-up" form of logic, moving from effect to cause. Researchers employ abductive reasoning to put forth a probable explanation for the observed data, acknowledging that it may not be the sole or absolute explanation (Kovács & Spens, 2005). This approach also involves a combination of creativity and critical thinking to discern the most logical and cohesive hypothesis that aligns with the existing evidence (Lipscomb, 2012). It is employed to make educated guesses or estimates based on feelings or suspicions. Simply put, it involves creating the most likely explanations for observed phenomena. Specifically, it is particularly useful in exploratory research when the underlying causes or mechanisms of a phenomenon are not yet fully comprehended. However, it does not guarantee the correctness of the hypothesis and may not account for every observation.

According to Upmeyer zu Belzen et al. (2021), abductive reasoning differs from deductive and inductive reasoning. Deductive reasoning moves from general principles to specific conclusions, while inductive reasoning moves from specific instances to general principles. Abductive reasoning, as a third option, addresses the limitations of both approaches by adopting a pragmatic perspective. In research, abductive reasoning is applied when encountering an empirical phenomenon that existing theories cannot explain. Researchers then attempt to select the best explanation among various alternatives to account for the phenomenon (Shani, 2020). Abductive reasoning combines numerical and cognitive reasoning and integrates first-, second-, and third-person practices in action research (Coglan & Shani, 2021). First-person practice involves individual inquiry into one's own thinking and learning. Second-person practice refers to collaborative inquiry among actors as co-researchers. Third-person practice pertains to contributing knowledge for a broader audience. Abductive

reasoning acts as the integrating mechanism between these practices, linking subjective, intersubjective, and objective dynamics of action and inquiry.

3.2 Research Approach

Research recognises quantitative and qualitative approaches being the two approaches accepted designs in research which complement each other but differ in diverse ways (Neuman, 2003). Qualitative studies are centered around developing an understanding of the meanings and experiences of respondents within their social and cultural context (Lopez, 2013). These research approaches capture detailed narratives of events and adopt various methods, such as interviews and in-depth analysis of historical materials, to explore the subject thoroughly (Aspers & Corte, 2019). Qualitative research aims to interpret and make sense of the data collected. It delves into the subjective nature of human behavior, exploring individuals' attitudes, motivations, and behaviors from their own perspectives (Creswell, 2014).

Quantitative research methods use scientific and statistical techniques to examine facts and causal relationships in a logical and deductive manner (Aspers & Corte, 2019). The researcher's goal is to quantify the responses of the participants and interpret them for decision making (Duffy & Chenail, 2019). Quantitative research does not involve the researcher's subjective influence on the outcome, but rather measures the numerical relationship between variables and analyses them using statistical and graphical methods (Saunders et al., 2016). Quantitative research aims to generalise the findings to a larger population by using sophisticated analytical tools (Goertzen, 2017). It also helps to discover facts about a research question or concept, gather empirical evidence and test the connections between facts to support or reject a theory or hypothesis (Zyphur & Pierides, 2017). Quantitative research adopts a logical and deductive approach, employing scientific and statistical methods to categorise facts and understand causal relationships. It adheres to a systematic and positivist

model, viewing social reality as an objective, external phenomenon (Bryman, 2004). According to Saunders et al. (2009), quantitative research strategies are useful for discovering facts about a question or concept, gathering accurate evidence, and studying the relationships between these facts to test a specific theory or hypothesis. Typically associated with examining behaviours rather than meanings, quantitative approaches align well with investigating expatriate experiences. The primary goal of this research is to explore the relationships between expatriates' CQ, job embeddedness, communication effectiveness, intercultural self-efficacy and inclusive climate in Ghana. This objective is best achieved through quantitative research, which is designed to identify and describe variables to determine the relationships among them (Duckett, 2021).

3.3 Research Design

Research design is a range of advanced decisions that forms the workplan of the research, stating methods and procedures included in the data collection and analysis that aid the researcher to build the needed data for the research activity (Bhattacharyya, 2006). It is the general plan about how the researcher goes about answering the research question (Saunders et al., 2016). Researchers utilise various designs to achieve their objectives. Jogulu and Pansiri (2011) identify four main types of research designs: experimental, correlational, descriptive, and explanatory. Experimental design examines how different factors interact by manipulating one variable (independent variable) to observe its effect on another (dependent variable) (Lewis, 2015). The primary advantage is the ability to infer causal relationships. However, it requires extensive control and can be expensive. Moreover, correlational design explores the relationship between two or more variables without altering the process (Bauma et al., 2002). It provides a realistic reflection of how variables relate in the real world, aiding in understanding their inherent connections.

Descriptive design involves systematically observing and describing participants' behaviours without influencing them (Rahi, 2017). Methods include surveys, conversations, case studies, and observations. It addresses questions of when, what, and where to gain a thorough understanding of a phenomenon, providing unbiased data on behaviors or recurring phenomena. Further, explanatory design aims to explain relationships between variables by identifying causal mechanisms and testing theoretical models (Bauma et al., 2002). It involves collecting and analysing data on multiple variables using techniques like structural equation modeling (SEM) or path analysis. Researchers choose the most appropriate design based on their questions, resources, ethical considerations, and the nature of the phenomenon. The selected design influences data collection methods, sample size, statistical analyses, and interpretation of results.

This current study employs a combination of descriptive, correlational, and explanatory research designs to provide a comprehensive understanding of the relationships between the variables (JE, CE, ISE & IC). The descriptive design is used to outline the characteristics of the variables and provide a clear picture of their distribution within the study population. The correlational design examines the strength and direction of relationships between these variables, enabling the identification of significant associations, such as how cultural intelligence might relate to job embeddedness and communication effectiveness. Meanwhile, the explanatory design delves deeper into these relationships to uncover the underlying mechanisms and causal pathways, offering insights into how intercultural self-efficacy and cultural intelligence might influence job embeddedness and communication effectiveness (Bauma et al., 2002). Together, these designs allow for a systematic and robust analysis, bridging description, correlation, and explanation to answer the study's research questions effectively.

3.4 Population

3.4.1 Expatriates in Ghana

Expatriates in Ghana significantly influence the country's economic and cultural landscape (Asiedu, 2008; Abugre, 2018; Delle & Mensah, 2013). An expatriate, also known as an expat, is an individual who resides in a foreign country for work or personal reasons (O'Byrne, 2018; McNulty et al., 2019; Fee & Michailova, 2020). Ghana has a longstanding history of hosting expatriates from various countries (Yawson, 2011; Tuffor & Martey, 2019), and they contribute in diverse ways to the nation's development and growth (Oppong, 2017; Boadi-Siaw, 2013). Expatriates can be broadly categorised into skilled and non-skilled groups (Holtbrugge, 2021; Berry & Bell, 2012). Skilled expatriates are professionals with specific expertise, such as doctors, engineers, IT specialists, teachers, and corporate executives. They are highly sought after by both multinational corporations and local companies in Ghana to fill positions that require specialized skills and knowledge not readily available among the local workforce. These expatriates often contribute to Ghana's economic growth in sectors like oil and gas, mining, and technology (Oppong & Gold, 2016; Oppong, 2022).

Non-skilled expatriates, on the other hand, often work in manual labor jobs, such as construction workers, domestic helpers, and farm laborers. They play a crucial role in filling labor gaps in sectors facing shortages of local workers. Expatriates working in Ghana are required to obtain work permits and meet specific immigration regulations. The government has established procedures for employers to sponsor and hire foreign workers legally. Work permits are usually issued for specific periods and are subject to renewal (Ablo, 2018, Ghana Immigration Service, 2021). Expatriates in Ghana contribute significantly to the country's economy. Skilled expatriates bring valuable expertise, promote knowledge transfer, and help develop local talent (Oppong, 2016; Kunz, 2016). Their presence often leads to improved

productivity and efficiency in various industries. Non-skilled expatriates may fill labor gaps in sectors facing shortages of local workers (Cranston, 2017).

Expatriates in Ghana bring with them their cultures, traditions, and languages, leading to a rich cultural exchange (Sokro & Pillay, 2020). They interact with locals, sharing experiences, and creating a diverse and vibrant cultural atmosphere (Awumbila et al., 2017). This exchange fosters mutual understanding and appreciation between Ghanaians and expats (Latukha et al., 2019). Moving to a new country can present challenges for expatriates. Adapting to a different culture, climate, and lifestyle can be demanding. Language barriers, although English is widely spoken, may also pose difficulties. Additionally, navigating administrative processes, such as obtaining work permits and visas, can be time-consuming (Fitzpatrick, 2019; Peltokorpi & Zhang, 2020; Templer, 2020). Expatriates often form expat communities within Ghana, creating social networks and support systems. These communities provide a sense of familiarity and comfort for expats who are far from their home countries. They may also engage in charitable activities, contributing positively to local communities (Pustovit, 2020; Gudmundsdottir et al., 2019; Huff et al., 2014).

Despite the benefits expatriates bring, there can be concerns about their impact on the local labor market. Some argue that hiring foreign workers might lead to lower wages for locals or reduce job opportunities. Striking the right balance between utilising foreign expertise and protecting the interests of local workers remains an ongoing challenge (Petison & Johri, 2008; Syed et al., 2014; Widmier et al., 2008). The Ghanaian government has implemented policies aimed at promoting the hiring of local talent and reducing over-reliance on expatriate labor in certain sectors. These policies seek to ensure that local professionals have fair access to job opportunities and that companies invest in training and developing Ghanaian workers. In summary, expatriates in Ghana contribute to the nation's economic growth, cultural diversity,

and knowledge exchange. Their presence brings both opportunities and challenges, and striking a balance between leveraging their expertise and protecting the interests of the local workforce is crucial for sustainable development. The successful integration of expatriates in Ghana's society requires collaborative efforts from both the government and private sectors to ensure a mutually beneficial relationship.

3.4.2 Target Population and Sample

Though there are so many categories, assigned expatriates and self-initiated expatriates are the focus of this study. In research, a population and a sample are two fundamental concepts that help researchers draw meaningful conclusions about a larger group based on a smaller subset. A study's population is the collection of elements from which the sample is selected (Babbie, 2008). The population refers to the entire group of individuals or items that share a common characteristic and are of interest to the researcher (Saunders et al., 2012) It represents the larger group about which the researcher aims to make generalisations (Cohen, Manion & marrison, 2000). The population for the study was all expatriates working in Ghana.

The target population also referred to as the sampling frame, consists of the record of population members that the researcher can access. For this study, the accessible population included all international organisations that agreed to allow data collection from their expatriates. Two primary approaches were used to obtain the sampling frame for the study. The first approach involved obtaining an introductory letter from the lead supervisor of the is study. This letter was then sent to the randomly selected international organisations within Accra. Some of the organisations declined to participate in the study. Others were interested in the objective of the study and asked their expats to participate by filling out fill out the questionnaire. Some of the organisations allowed the researcher to enter their premises to engage with the expats. Through the interaction, they were asked to recommend their friends for responses. I later visited these individuals who filled the questionnaire for retrieval. Other

respondents wanted the questionnaires to be left with them and picked later while others also opted for the Google Form link.

The study's sample refers to the final participants in the study taken from the target population (Creswell, 2012). In selecting the sample for this study, the researcher considered certain limiting factors that could hinder drawing valid inferences from the sample to the population. Consequently, the researcher followed Hoffmann et al.'s (2019) guidelines for ensuring a good sample. Therefore, in order to ensure a good sample was obtained for the study, the following were upheld:

Coverage error- The study targeted all international organisations in Accra to reduce coverage error. Most of the international organisations or MNCs are located in Accra where these expats are believed to be working. Samples of organisations were selected from the following sectors, mining, telecom, banking, educational institutions, manufacturing, E-Commerce, automobile, construction and real estate, agriculture, international development and the embassies. For ethical reasons, participation in the study could not be mandatory; it was a voluntary decision that the researcher could not influence.

Sampling error- The study reduced the sampling error by administering the questionnaires to as many respondents as possible. Questionnaires were distributed to expats staff available in each MNCs visited. Thus expats were expected to complete the questionnaire, however, they were not under compulsion to participate in the survey. Those interested participated in the survey. A hundred per cent response rate was not guaranteed from each organisation visited.

Measurement Error- In an effort to minimise measurement error, the questions and statements in the questionnaire were reviewed to ensure they were clear and not confusing. This was to ensure that all respondents understood the questions to ensure consistency of response (reliability).

Non response error- To minimize nonresponse error, the questionnaire was designed to make it easy for respondents to provide answers. In 95% of the questionnaire, respondents only had to tick a response option instead of typing out a full response. Even in the sections where respondents had to write responses, the required input was very brief and only pertained to demographic details. Additionally, respondents were assured of their anonymity and were not required to provide personal identification on the questionnaire.

3.5 Sample Size

The sample size plays a crucial role in research, particularly in studies involving Structural Equation Modeling (SEM) like AMOS. It is essential to select an appropriate sample size that allows for reliable statistical analysis and generalization of findings to the larger population. Different researchers have proposed various guidelines for determining the sample size in SEM studies, leading to some disagreement in the literature. According to Kline (2011), a sample size below 100 is considered small, between 100 and 200 is medium and acceptable, while a sample size over 200 is considered large and preferable. Hair et al. (2006) suggest that a sample size of 200 or more is more appropriate for SEM analysis. Consequently, a sample of above 300 was targeted for data collected to ensure sampling adequacy. Therefore, a sample of 294 responses was gathered from the field and that was considered adequate according to Kline (2011).

Other sample size determination procedures guided the researcher in determining the sample size for this current study. First, to calculate the appropriate sample size for AMOS, power analysis is recommended (Hair et al., 2017). It involves considering factors like the model's constructs with the highest number of predictors, statistical power (at least 80%), minimum R^2 value, significance level, and the complexity of the path model, following Cohen's rule of thumb (1992 cited in Anwar et al., 2020) for power analysis in multiple regression models. Second, another approach suggested by Chou et al. (1991), involves having a minimum of

seven cases per predictor in the model. To achieve this, the total number of questionnaire questions can be multiplied by 5, 7, or 15. Having at least seven cases per predictor helps reduce the risk of overfitting the model and enhances the statistical power to detect meaningful relationships between variables. By adhering to these guidelines, researchers aim to ensure an adequate sample size that allows for robust and reliable parameter estimation in the SEM analysis, considering the complexity and dimensionality of the model being studied (Hair et al., 2017). However, it is crucial to weigh the advantages of a larger sample size against the practical constraints of time, resources, and access to participants.

Finally, the Miller and Brewer (2003) sampling size determination formula was also used to estimate the sample size for data collection. The sample size was 396 based on the sample size proportion formula by Miller and Brewer (2003) given as;

$$n = \frac{N}{1+N(\alpha^2)} ; \text{ thus, } \frac{44070}{1+44070(0.05^2)} = 396.40; \text{ hence expatriates in Ghana were sampled for the study.}$$
Where n=sample size, N= Target population, and α =error term. Although this sample size was constituted as a guide for data collection, the data collection period witnessed a retrieval of 294 responses and later reduced to 276 due to cleaning, sorting and coding of responses in questionnaire forms. This sample was considered adequate and robust based on the arguments advanced by Kline (2011), Hair et al. (2017) and Chou et al. (1991) for SEM analysis.

3.6 Sampling Techniques

A sampling technique is a method used by researchers to select a subset of individuals or cases from a larger population for the purpose of data collection and analysis. It is not always feasible or practical to study an entire population, so researchers use sampling techniques to gather representative data that can be used to draw conclusions about the entire group. The study employed purposive sampling technique for collecting quantitative data. Purposive sampling was helpful in this research because according to Saunder et. al (2016), when the sample is

homogenous (selected expatriates in Ghana), it allows researchers to explore greater depth and minor difference become more apparent (Rubin & Babbie, 2016). Purposive sampling, also known as judgmental or selective sampling, is a non-probability sampling technique commonly used in research. Unlike probability sampling methods, where every member of the population has a known chance of being selected, purposive sampling involves selecting specific individuals or cases based on the researcher's judgment and specific criteria (Hox & Boeijs, 2005). In other words, participants are chosen deliberately because they possess certain characteristics or qualities that are relevant to the research objectives. In this case, expatriates were purposively chosen due to their experience in terms of cultural intelligence and work outcomes.

Researchers use purposive sampling when the goal is to target a particular subgroup of the population that can provide unique and valuable insights into the research topic (Cohen et al., 2000). Purposive sampling offers some advantages in research, such as efficiency in targeting specific information, suitability for studying unique populations, and the potential to yield rich and detailed data (Saunders et al., 2012). However, it also has limitations, primarily related to potential biases introduced by the researcher's judgment, making it difficult to generalise findings to the broader population. Further, Swanson and Holton (2005) advise researchers to carefully justify the use of purposive sampling and be transparent about their selection criteria and the potential implications of this sampling method on the study's results. Additionally, combining purposive sampling with other sampling techniques or employing triangulation (using multiple methods or data sources) can enhance the credibility and validity of the research findings (Saunders et al., 2009).

The study also adopted convenience sampling to select respondents for the questionnaires, ensuring accessibility and practicality in the data collection process (Creswell, 2014). Convenience sampling involves choosing participants based on their availability and

willingness to participate, making it an efficient method for gathering data within a limited timeframe and resource constraints. This approach is particularly useful for obtaining a sufficient sample size quickly, especially in research contexts where specific populations, such as expatriates or culturally diverse employees, may be challenging to access (Saunders et al., 2012). While convenience sampling may limit the generalisability of findings, it provides a practical means of exploring the relationships between the study variables within the context of the research objectives.

Another sampling approach used in this study was snowball sampling, which served as a technique for identifying additional expatriates during the data collection process. Snowball sampling involves initial participants referring the researcher to other potential respondents, creating a chain-referral system that is particularly effective in reaching hard-to-access or specialised populations such as expatriates (Biernacki & Waldorf, 1981). This method was advantageous in ensuring a broader reach and increased participation by leveraging the social and professional networks of the initial respondents. By facilitating access to participants who might otherwise be difficult to identify, snowball sampling complemented the convenience sampling approach and enhanced the diversity and representativeness of the sample. However, the reliance on referrals may introduce potential biases, such as overrepresentation of closely connected individuals or similar demographics, which researchers should carefully consider when interpreting findings.

3.7 Data Collection Procedure

First, the study established the data collection design as cross-sectional in the data collection procedure. According to Creswell (2014), research surveys can be categorized into two main types: cross-sectional and longitudinal. Cross-sectional surveys are designed to gather data on current attitudes, beliefs, and opinions at a single point in time. In contrast, longitudinal surveys focus on studying individuals or groups over an extended period. This study employed a cross-

sectional survey design to collect data at a single point in time, allowing researchers to analyze variables and relationships within a specific timeframe. By capturing data simultaneously from participants, this method provides a snapshot of the population, making it efficient for identifying patterns, trends, and associations. The cross-sectional approach is particularly useful for exploring correlations between variables, such as cultural intelligence and expatriate work outcomes (JE, CE, ISE & IC), without the need for long-term data collection.

Second, introductory letters were obtained from the Department of Organisation and Human Resource Management of the University of Ghana Business School and signed by the lead supervisor. The targeted international organisations were based in Accra. Another set of introductory letters were addressed as “TO WHOM IT MAY CONCERN” as it was uncertain which officers were in charge of such requests. For some of the organisations, the introductory letters were scanned and emailed to request for participation. In both cases, a sample of the questionnaire was added. The following were the responses: Among those who were emailed, some did not respond to the mail, others responded to decline the request to allow their expatriates to participate in the survey, except one Embassy.

Moreover, some organisations invited me to come to their premises to engage with management before permission was granted. With their permission, copies of the questionnaires with envelopes were given to the human resource office to be distributed to expatriates for their responses. The returned questionnaires were sealed in the envelopes to the HR office later for my retrieval. This procedure was necessary as it ensured confidentiality and anonymity in the data collection process. Further, the expatriates who responded to the questionnaires were asked to recommend other expatriates for inclusion the study. Further engagements and follow ups were done with those individuals to elicit their voluntary participation in the survey.

Outside the capital city, one mining firm in Obuasi (a mining hub in Ghana) allowed me to go through the task to complete some documentation to assure them that the work would remain purely academic, as stated in the introductory letter which I did, but after going through the process, the expats still refused to fill the questionnaires. A couple of attempts were made to get some expats in Kumasi, the 2nd largest city in Ghana to participate in the data collection. I sent a questionnaire to my contact in Kumasi to distribute; my contact distributed it, however, I did not receive a single filled questionnaire from Kumasi. Therefore, anticipating the back-and-forth of this process given the time and funding constraints, attention was focused on the Greater Accra Region. Again, considering the fact, most of the international organisations, MNCs and embassies are concentrated in the Greater Accra Region (mostly Accra & Tema), most of the efforts were centered in these areas. In addition, the data collection started in the first week of February, 2024 and ended in the first week of June, 2024. This gave the researcher a little over four months for data collection. This was due to the difficult nature of accessing these expatriates.

3.8 Data Collection Instruments

Data collection instruments are crucial tools used in research to gather information and empirical evidence. They serve as the means by which researchers systematically collect data from participants or sources to answer research questions, test hypotheses, or explore phenomena (Creswell, 2014). These instruments come in various forms, ranging from structured questionnaires and surveys to interviews, observations, and existing records or documents. The selection and design of an appropriate data collection instrument are paramount to the success and validity of the research study. It is essential to carefully consider the research objectives, the nature of the data required, the target population, and the research methodology when deciding on the most suitable instrument.

3.8.1 Questionnaire Development

The data collection instrument for the study was in the form of structured questionnaire involving various questions on each variable (CQ, JE, CE, ISE & IC). The questionnaire used in this study consisted of a concise introduction about the researcher, the study's title, and a brief explanation that outlines the data collection. It also included an anonymity clause to ensure confidentiality. In addition to this, respondents were requested to provide their demographic details as required by the researcher. Moreover, the questionnaire provided the contact information of the researcher, such as phone number and email addresses, in the event participants had any further questions or concerns. The questionnaire comprised of five main parts, each aimed at gathering specific information from the respondents. In the first part of the questionnaire, respondents were asked to provide their demographic information, which included the following details: gender, age, number of years worked, marital status, level of education, whether individuals independently chose to work in Ghana or were sent to work there by their companies, current job position, how long one has been working in their current organisation as an expatriate, one's sector/industry, name of the company and nationality. The second part captured questions on cultural intelligence with its four dimensions as cognitive, metacognitive, motivational and behavioural cultural intelligence. Part three of the questionnaire looked at questions on job embeddedness, part four focused on questions on communication effectiveness, part five concentrated on questions on inclusive climate and part six was on questions that sought to measure intercultural self-efficacy.

3.8.1.1 Cultural Intelligence

Cultural intelligence was measured using Ang et al.'s (2007) scale which has been widely used to assess it. The scale captures the four dimensions of cultural intelligence thus metacognitive, cognitive, motivational and behavioral CQ. The scale consists of 20 items and employs a seven-point Likert scale (ranging from 1=strongly disagree to 7=strongly agree) to assess respondents'

perceptions and self-assessment of their cultural intelligence. The 20-item scale by Ang et al. (2007) has 4 items measuring metacognitive CQ, 6 items measuring cognitive CQ, 5 items assessing motivational CQ and 5 items for behavioral CQ. Some of the items on the scale include: “I am conscious of the cultural knowledge I apply to cross-cultural interactions”; “I know the legal and economic systems of other cultures.”; “I am confident that I can socialize with locals in a culture that is unfamiliar to me.”; “I change my verbal behaviour (e.g. accent facial expression, tone) when a cross- cultural interaction requires it.”

Ang et al.'s (2007) scale for measuring cultural intelligence is a widely recognized and extensively used tool in the field of cross-cultural research (Afsar et al, 2020). Thomas et al (2015) reveals that other tools of measuring CQ have developed but their complication has limited their acceptance and use hence the acceptance of Ang et al.'s (2007). Ang et al., (2007) reported a composite reliability of 0.86 for cognitive CQ, 0.72 for metacognitive CQ, 0.76 composite reliability motivational CQ, and 0.83 composite reliability for Behavioural CQ. Other users of Ang et al. (2007) include Asfar et al. (2021) with a composite reliability value of 0.87 Charoensukmongkol (2021) with aggregate CQ alpha value of .909, Ren et al. (2021) with a consolidated CQ alpha value of 0.88, and Iskhakova (2018) with alpha value for the 4 dimensions of CQ ranged between 0.71 and 0.84.

Cognitive cultural questions seek to measure the respondents’ cognitive capabilities and skills related to their understanding and effective functioning in cross-cultural situations. It specifically focuses on the cognitive processes involved in their perceiving, interpreting, and making sense of cultural differences and similarities (Ang et al., 2007; Van Dyne et al., 2012). Cognitive CQ is essential for effective cross-cultural communication, collaboration, and decision-making. It enables individuals to engage with people from diverse backgrounds with empathy, understanding, and respect. High cognitive CQ allows individuals to avoid misunderstandings, stereotyping, and misinterpretations, leading to more successful

intercultural relationships and positive outcomes in multicultural settings (Ang et al., 2007). Metacognitive cultural intelligence questions attempt to measure an individual's awareness and understanding of their own thinking processes and strategies in cross-cultural situations. By assessing respondent metacognitive CQ, the researchers gain insights into their ability to think about their own thinking, and how they approach and process cross-cultural encounters. High metacognitive CQ enables individuals to adapt and improve their cognitive strategies to navigate intercultural challenges more effectively (Ang et al., 2007).

Motivational Cultural Intelligence (CQ) questions investigate a respondent's level of interest, enthusiasm, and willingness to engage in cross-cultural interactions and experiences. Motivational CQ focuses on the intrinsic motivation and mindset that one brings to their intercultural encounters, shaping their attitudes and behaviors in diverse cultural settings. Furthermore, motivational CQ complements cognitive and metacognitive CQ dimensions to form a comprehensive assessment of an individual's overall cultural intelligence (Ang et al., 2007). In addition, behavioral CQ questions also examine an individual's actual behaviors and actions when engaging with people from different cultural backgrounds., behavioral CQ focuses on observable behaviors that demonstrate an individual's ability to adapt and interact effectively in cross-cultural situations. Individuals with high behavioral CQ are more likely to be perceived as respectful, flexible, and culturally competent, leading to positive outcomes in diverse cultural settings (Ang et al., 2007).

3.8.1.2 Job Embeddedness

Job Embeddedness was measured using 12-item scale developed by Clinton et al., (2012). The scale is comprehensive and represents the three facets of the job embeddedness construct (links, fit and sacrifice both on and off). According to Clinton et al. (2012), while other measures of job embeddedness have been developed, they tend to be lengthier compared to their 12-item scale. For instance, Mitchell et al.'s (2001) scale consists of 24 items, making it too lengthy for

respondents to answer effectively. On the other hand, Crossley et al.'s (2007) 7-item global job embeddedness measure primarily concentrates on the organizational aspect, neglecting the community and off-the-job dimension of job embeddedness. Clinton et al., (2012) 12-item scale has 6 items each measuring organisational/on-the-job embeddedness and community/off-the-job. Each of the 6 items for organisation and community has 2 items each for links, fit and sacrifice. Example of the items are: "The area where I am based right now is suitable for my family and friends."; "Overall I fit very well in the organization."; "There is plenty to keep me happy off duty around here."; "My closest friends are in the organisation."; "Even if I decide to leave the organisation I would still live in area where I am based at the moment."; and "There would be many things about organisation life I would be sad to lose if I left." Clinton et al. (2012) reported Cronbach's alpha value of 0.90 and 0.82 respectively for organisation and community embeddedness. Singh (2019) utilised six items from Clinton et al.'s (2012) to measure only organisational embeddedness and produced a Cronbach's alpha value 0.90. Gostautaitė et al. (2020) also adapted the Clinton et al. (2012) with an alpha value of 0.78.

The links questions in a job embeddedness scale seek to measure the degree of connections and attachments that respondents have to their organisation, and community. These questions are designed to understand the level of integration that individuals feel within these two domains. Measuring the link dimension of community and organisational embeddedness affords the researchers deeper insights into the reasons why individuals feel committed and engaged in their job, organization, and community (Clinton et al., 2012). Similarly, the fit items on embeddedness scale measure the degree of alignment or congruence between respondents' personal values, skills, and goals, and the requirements and culture of the organization or job they are currently in. The fit job embeddedness helps us appreciate how the individual perceives the compatibility between themselves and their work/community environment (Clinton et al., 2012). The sacrifice questions assess the level of investment or personal costs

that respondents have made in their current job or organisation. These questions are designed to assess the extent to which individuals have put effort, time, and resources into their work and whether they would face significant losses or disruptions if they were to leave their current position (Clinton et al., 2012).

3.8.1.3 Communication Effectiveness

Communication Effectiveness was measured using a subset of a 6-item drawn a 24-item scale developed by Hammer et al., (1978). Hammer et al. (1978) developed the scale to measure the overall intercultural effectiveness of foreigners in cross-cultural setting. The scale has an alpha value of 0.86 and has been adapted by Bucker et al. (2014) with construct reliability value of 0.86. Example of the items on the scale are: “To effectively communicate in the language of the host culture”; “to enter into meaningful dialogue with other people”; “to effectively deal with communication misunderstandings between myself and others”; “to effectively deal with different communication styles”; “to accurately understand another person’s point of view”; and “to effectively deal with anxiety”. The communication effectiveness questions are seeking to assess how well communication functions between individuals from different cultural backgrounds. These questions explore mutual understanding, perceptions of communication style, interpretation of non-verbal cues, adaptability, conflict resolution, trust building, and barriers to effective communication.

3.8.1.4 Intercultural Self-Efficacy

Intercultural Self-Efficacy was measured by adapting the General Perceived Self-Efficacy scale (GPSE) developed by Scholz et al. (2002). The 10-item scale assesses the level of self-efficacy of respondents. Examples of items in the scale include: “I can always manage to solve difficult intercultural problems if I try hard enough.”; “If someone opposes me, I can find the means and ways to get what I want.”; “It is easy for me to stick to my aims and accomplish my

goals.”; “I am confident that I could deal effectively with unexpected intercultural events.”; and “I know how to handle unforeseen intercultural situations.” According to Scholz et al. (2002) GPSE has an alpha value of 0.91. While MacNab and Worthley (2012) demonstrated acceptable reliability with a Cronbach’s alpha of 0.85, Hu et al. (2018) Cronbach’s alpha was 0.93 as other users of the GPSE scale. The questions measure individual's perceived confidence and belief in their ability to effectively navigate and interact in intercultural situations. Measuring intercultural self-efficacy unearths individuals' perceptions of their own abilities to interact effectively in multicultural settings (Scholz et al. 2002).

3.8.1.5 Inclusive Climate

Inclusion climate was measured by Mor et al. (1998) inclusion-exclusion scale. The scale has 14-item with three dimensions including Work Group Involvement (WGI), 6-item for Influence in Decision Making (IDM), 4-item and Access to Communications and Resources (ACR) with 4-item. Mor et al. (1998) inclusion exclusion scale produced a Cronbach’s alpha of 0.84. Examples of items listed on the scale include: “I feel part of informal discussions in my work group.”; “People in my work group listen to what I say.”; “I am able to influence organizational decisions.”; and “I am consulted about important project decisions.” Other users of the scale include Davies et al. (2019) with a Cronbach alpha value of 0.80, Brimhall et al (2014), Hwang and Hopkins, 2012 and Brimhall et al. (2017).

Examining what each set of questions seeks to achieve with scale, work group involvement questions of inclusive climate seek to measure the extent to which individuals feel included and engaged within their work group or team. These questions assess the level of participation, collaboration, and sense of belonging that employees experience in their immediate work environment (Mor et al., 1998; Fan et al., 2020). Influence in decision-making questions measures the degree to which individuals feel empowered and included in the decision-making processes within their organization or work environment. These questions assess the level of

involvement and influence that employees perceive they have in shaping decisions that impact their work and the overall functioning of the organization (Mor et al., 1998; Davies et al., 2019; Brimhall et al., 2014). Access to communications and resources questions investigate the extent to which individuals have equitable access to information, communication channels, and essential resources within their organisation or work environment. By measuring access to communications and resources in an inclusive climate, organizations can gain insights into whether all employees have an equal opportunity to participate, grow, and succeed within the workplace (Mor et al., 1998; Brimhall et al., 2014).

3.8.2 Summary of Instrument and Sources of Questionnaires

Table 3.2 provides a detailed overview of the various constructs used in the study, along with their corresponding sub-dimensions, the number of items included in each scale, and their internal consistency values, typically represented by Cronbach's alpha and composite reliability. This comprehensive representation ensures clarity on the reliability of the measurement tools utilized in the research. Additionally, the Table highlights the original sources of these scales, ensuring proper acknowledgment of their development, while also referencing other studies or researchers who have used these scales, demonstrating their validity and widespread application. To offer further insight, Table 3.2 includes example items from each scale, giving readers a clear understanding of the nature of the questions posed and how they align with the study's constructs. This detailed presentation underscores the rigor and transparency of the measurement process adopted in the research.

Table 3. 2: Details of Study Variables and Sources of Questionnaires

Variables	Sub-dimension	No. of Items	Alpha Value (α)/(CR)	Sources	Other Users of the scale	Examples of Items
Cultural Intelligence	Cognitive Metacognitive Motivational Behavioural	6 4 5 5	CR=0.86 CR =0.72 CR=0.76 CR=0.83	Ang et al. (2007) Wiley	Asfar et al. (2021); Charoensukmongkol, (2021); Ren et al, (2021); Iskhakova, (2018)	I enjoy living in cultures that are unfamiliar to me I know the legal and economic systems of other cultures
Job Embeddedness	Organisational Community	6 6	α =0.9 α =0.82	Clinton et al. (2012) Wiley	Gostautaitė et al (2020); Singh, (2019); Singh, (2016); Heritage et al. (2016)	Overall, I fit very well in the organization.
Communication Effectiveness		6	CR=0.86	Hammer et al. (1978) Elsevier	Bucker et al. (2014)	I am able to effectively communicate in the language of the host culture
Inclusive Climate	Work Group Involvement (WGI) Influence in Decision Making (IDM) Access to Information and Resource(AIR)	6 4 4	α = 0.83 α = 0.72 α = 0.62	Mor Barak & Cherin (1998) Taylor and Francis	Davies et al. (2019); Brimhall et al. (2014); Hwang & Hopkins, (2012); Brimhall et al. (2017);	I feel part of informal discussions in my work group
Intercultural Self-Efficacy	-	10	α = 0.91	Perceived General Self-Efficacy Scale Scholz et al. (2002) Psycnet	MacNab & Worthley, (2012); Hu et al, (2018), Nguyen et al (2018)	I can usually handle whatever comes my way

Source: Modified from Literature, (2023)

3.9 Data Analysis

Data analysis is the process of examining, cleaning, transforming, and interpreting data to uncover patterns, trends, and relationships. Data analysis encompasses a wide range of techniques and methods, and there are numerous tools available to help perform various aspects of data analysis. The choice of tools often depends on the nature of the data, the complexity of the analysis, and the specific tasks you need to accomplish. This study used Structural Equation Modeling in data analysis:

3.9.1 Structural Equation Modeling

Structural Equation Modeling (SEM) is a statistical technique used to analyze complex relationships among variables (Mueller & Hancock, 2018; Schumacker & Lomax, 2010). It is particularly valuable when studying theoretical models with multiple interconnected constructs or when investigating causal relationships between variables (Schreiber et al., 2006). According to Ullman and Bentler (2012), SEM is a robust method in multivariate analysis that simultaneously specifies relationships between independent and dependent variables through two main sets of models: measurement models and structural models. In the context of sustainable HRM practices, SEM can be employed to explore the relationships between various factors and outcomes related to sustainability within an organisation (Mueller & Hancock, 2018). It allows researchers to examine both direct and indirect effects, as well as mediating and moderating relationships among variables (Mueller & Hancock, 2018). SEM consists of two main components: the measurement model and the structural model. The measurement model focuses on establishing the validity and reliability of the measurement instruments used to assess the latent variables (constructs) in the model (Byrne, 2013 Kahn, 2006). Confirmatory Factor Analysis (CFA) is often used in this step to assess how well the observed variables (indicators) represent their corresponding latent variables.

Once the measurement model is validated, the structural model is analyzed. It explores the relationships and paths among the latent variables, allowing researchers to test hypotheses and assess the strength and significance of these relationships (Mueller & Hancock, 2018). Path analysis is used to estimate the structural relationships based on the covariance structure of the observed variables. Additionally, SEM enables the evaluation of model fit, which assesses how well the proposed model aligns with the observed data. The data were analyzed using SEM in AMOS. Goodness-of-fit indices such as CFI and RMSEA were then reported to assess model adequacy (Ahmad et al., 2016). By utilizing SEM, researchers can gain a comprehensive

understanding of the intricate relationships among sustainable HRM practices, organizational factors, and desired outcomes. It provides a powerful tool for hypothesis testing, model validation, and theory development, helping to uncover the underlying mechanisms and dynamics of sustainable HRM within organizations (Mardani et al., 2017).

In the field of HRM research, there are several SEM software tools available for analysis, including AMOS, SmartPLS, and LISREL (Mardani et al., 2017). AMOS is a popular software package that offers comprehensive capabilities for conducting SEM analysis. SmartPLS is widely used, especially in situations where research designs involve complex models or small sample sizes. LISREL (Linear Structural Relations) is another popular software package used for SEM analysis, providing a comprehensive set of tools for specifying, estimating, and evaluating complex structural equation models (Byrne, 2001). The choice of software depends on the researcher's familiarity, research objectives, model complexity, and data characteristics (Rajput et al., 2022). Researchers can select the most appropriate tool based on their specific needs and preferences.

3.9.2 Analysis of Movement Structures Version

AMOS (Analysis of Moment Structures) is a well-known software tool used for conducting structural equation modeling (SEM) (Byrne, 2016). The most recent version of AMOS available is AMOS 26, which was released in 2017. Developed by IBM, AMOS is highly regarded for its ability to analyse complex relationships among variables in research studies. Researchers often rely on AMOS due to its user-friendly graphical interface, which allows for the specification and estimation of SEM models, model fit assessment, and hypothesis testing (Blunch, 2012). AMOS supports both CFA and path analysis, enabling researchers to examine the measurement properties of latent variables and the causal relationships among them. With AMOS, researchers can easily create path diagrams that represent their theoretical models and

define the relationships between variables. The software then estimates the model parameters using various estimation methods, such as maximum likelihood estimation (Blunch, 2012).

To evaluate the fit of their models, researchers can employ various fit indices provided by AMOS, including chi-square, comparative fit index (CFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR) (Byrne, 2016). These fit indices help researchers assess how well their models align with the observed data. Moreover, AMOS offers features that allow researchers to test model modifications, such as adding or removing paths, and comparing nested models to determine which one provides a better fit to the data (Blunch, 2012). Additionally, researchers can use AMOS to conduct mediation and moderation analyses, exploring indirect and interactive effects among variables. AMOS is a powerful and widely used tool for conducting SEM analyses across various fields of research, including social sciences, management, psychology, and marketing. Its capabilities and user-friendly interface make it a popular choice for researchers seeking to analyse and understand the complex relationships among variables in their studies.

3.9.3 Andrew Hayes' Process Model of Mediation Analysis

Andrew Hayes' Process Model is a widely used approach for conducting mediation analysis in statistical modeling (Hayes & Rockwood, 2020). It offers a framework for exploring the indirect effect of an independent variable on a dependent variable through one or more mediators. Mediation analysis aims to uncover the underlying mechanisms or pathways through which an independent variable influences a dependent variable (Hayes, 2009). By employing the Process Model, researchers can determine if the relationship between the independent and dependent variables is mediated by intermediate variables. The Process Model extends traditional mediation analysis by incorporating multiple mediators and allowing for the assessment of both direct and indirect effects (Hayes & Rockwood, 2020). Specialised

software, like the PROCESS macro for SPSS, is commonly used to implement this approach.

The key steps in Andrew Hayes' Process Model for mediation analysis are as follows:

Specification of the Model: Researchers identify the independent variable, dependent variable, and mediators in their research hypothesis, specifying the direction and nature of the relationships among these variables (Igartua & Hayes, 2021).

Assess Direct Effects: Researchers evaluate the direct effects of the independent variable on the dependent variable without considering any mediating variables. This step helps establish the total effect of the independent variable on the dependent variable.

Estimate Indirect Effects: The Process Model involves estimating indirect effects by examining the pathways through which the independent variable influences the dependent variable via the mediators (Hayes & Rockwood, 2020). This entails calculating the mediated effects and testing their significance.

Assess Total Effects: Researchers calculate the total effect of the independent variable on the dependent variable by combining the direct and indirect effects. This provides a comprehensive understanding of the overall relationship.

Test Mediation: Statistical tests, such as bootstrapping, are used to determine the significance of the indirect effects. Bootstrapping involves resampling the data to generate confidence intervals and p-values for the indirect effects, as recommended by Hayes and Rockwood (2020).

Interpretation of Results: Researchers analyze the findings to understand the strength and significance of the direct and indirect effects. They assess the extent to which the mediators explain the relationship between the independent and dependent variables, enhancing our understanding of complex relationships in statistical modeling (Igartua & Hayes, 2021).

Andrew Hayes' Process Model provides researchers with a rigorous and comprehensive approach to mediation analysis, allowing for a detailed examination of the underlying

mechanisms in a research hypothesis. It helps uncover the specific indirect pathways through which variables operate, thereby enhancing our understanding of complex relationships in statistical modeling.

3.9.4 Andrew Hayes' Process Model of Moderation Analysis

Andrew Hayes' Process Model also extends to moderation analysis, which is used to examine how the relationship between an independent variable and a dependent variable changes based on the levels of a moderator variable (Igartua & Hayes, 2021). Moderation analysis helps to identify conditions under which the relationship between the independent and dependent variables varies. The key steps involved in using Andrew Hayes' Process Model for moderation analysis include the specification of the model for analysis. Identify the independent variable, dependent variable, and moderator variable in your research hypothesis. Determine the nature of the relationship between the independent and dependent variables and how it may be moderated by the moderator variable. Moreover, the estimation of the main effects is necessary in assessing the individual effects of the independent and moderator variables on the dependent variable without considering their interaction (Hayes & Rockwood, 2020). This step helps establish the baseline relationship between the variables.

Furthermore, estimation of the interaction effect is also relevant in determining the interaction effect by examining the combined effect of the independent and moderator variables on the dependent variable (Igartua & Hayes, 2021). This involves multiplying the values of the independent and moderator variables and including the interaction term in the model. Besides, assessing the moderation effect by testing the significance of the interaction effect to determine if the relationship between the independent and dependent variables is moderated by the moderator variable is an important aspect of the moderation analysis (Hayes & Rockwood, 2020). Finally, analysing the findings to understand the nature and significance of the moderation effect is crucial part of the exercise. Assess how the relationship between the

independent and dependent variables changes at different levels of the moderator variable. Overall, Andrew Hayes' Process Model provides researchers with a systematic approach to moderation analysis, allowing for a comprehensive examination of the conditional relationships between variables (Igartua & Hayes, 2021). It helps identify boundary conditions under which the relationship between the independent and dependent variables may be stronger, weaker, or even reversed. By incorporating moderation analysis into statistical models, researchers can gain deeper insights into the complexities of relationships and understand the contextual factors that influence those relationships.

3.9.5 Validity of Measuring Instrument

In a quantitative research design, data validity refers to the degree to which the collected data accurately and meaningfully represents the specific construct or concept being measured (Hair et al., 2006). It is crucial to ensure that the measurement instruments used in quantitative research are valid, meaning they effectively measure what they intend to measure. Different types of validity assessments, including content validity, face validity, and construct validity, among others, are typically conducted to establish the accuracy and appropriateness of the measurement instruments. Content validity evaluates whether the items or questions in a measurement instrument adequately cover the content domain of the construct being measured (Goetz et al., 2001). On the other hand, face validity involves a subjective assessment of whether the measurement instrument appears to measure the intended construct. This is done by reviewing the items to determine their relevance and appropriateness. Experts in the field review the instrument and assess whether the items adequately reflect the relevant aspects of the construct. In this study, content and face validities are ensured with the help of expert opinions. The questionnaire is carefully examined by the thesis supervisors and other scholars in the field, utilising their expert knowledge to assess the suitability of the questions and the comprehensiveness of construct coverage.

Construct validity, on the other hand, examines whether the measurement instrument accurately measures the theoretical construct it is intended to represent (Byrne, 2001). Techniques like factor analysis are used to explore the underlying structure of the items and their relationship to the construct. Additionally, convergent validity examines the extent to which multiple measures of the same construct are correlated with each other. Conversely, discriminant validity evaluates whether measures of different constructs show lower correlations with each other (Goetz et al., 2009). These assessments help ensure that the measurement instrument captures the unique aspects of the construct being measured. To establish construct validity in this research, Exploratory Factor Analysis (EFA) and CFA were employed, following standard scale development and cleansing procedures (Malhotra et al., 2012). EFA was used to identify items that shared significant variance with their main variables, and CFA was then used to confirm them. Additionally, an Average Variance Extracted (AVE) value of at least 0.5 indicates sufficient convergent validity, indicating that a latent variable explains more than half of the variance of its indicators on average (Goetz et al., 2009). By utilizing these strategies, researchers can rigorously assess and enhance the validity of the data collected in a quantitative research design, ensuring that the measurement instruments accurately capture the intended constructs (Delmotte et al., 2012).

3.9.5 Reliability of Measuring Instrument

In a quantitative research design, data reliability refers to the consistency and stability of the measurements obtained from a measurement instrument (Scholtes et al., 2011). It is crucial to assess the reliability of the instrument to ensure that the data it produces are consistent and dependable across different situations, administrations, or researchers. To measure the reliability of measurement variables in a quantitative design, researchers can use various techniques, such as internal consistency reliability (Cronbach's alpha) and composite reliability (CR). Internal consistency reliability evaluates the degree of consistency among the items

within a measurement instrument, indicating how well the items are interrelated or measure the same construct. Cronbach's alpha is a commonly used measure for internal consistency reliability. A value of 0.70 or higher is often considered acceptable, indicating greater internal consistency. In addition, the composite reliability, another measure of reliability, is calculated based on factor loadings and measurement errors from confirmatory factor analysis. Like Cronbach's alpha, CR values range from 0 to 1, and higher values indicate greater reliability. A CR value of 0.70 or higher is typically considered acceptable.

In this study, both Cronbach's alpha and composite reliability with a threshold of 0.70 are used to assess the reliability of the scales. These reliability measures provide valuable information about the consistency and stability of the measurement variables in the study. By ensuring high reliability, researchers can have greater confidence in the accuracy and consistency of their results. Further, reliable data are essential for enhancing the validity and credibility of research findings. Researchers use these techniques to evaluate the reliability of their data in a quantitative design, ensuring that the measurement instrument consistently produces dependable results. By employing these reliability measures, researchers can improve the overall quality of their research and make more robust conclusions based on the data collected.

3.10 Ethical Clearance

The University of Ghana's College of Humanities authorizes the Ethics Committee to scrutinise data collection instruments and research proposals of students before they sent for data collection exercise. To fulfil this requirement, the study's proposal, data collection instruments and other relevant documents (CV of the researcher, introductory letter from the researcher's Head of Department and application request) were submitted for assessment and feedback. A few issues were pointed out to be addressed and resubmitted, after which approval was given for data collection to commence. Prior to the commencement, the researcher first obtained respondents' consent for participation before their participation in the study. Thus,

participation was entirely optional and under no compulsion since the researcher was under obligation to respect the rights, dignity, and beliefs of individual respondents. The Respondents were provided with comprehensive information on the study to position them to freely offer the needed information. The integrity of secrecy and discretion were maintained; hence, respondents are not being identified by names. Respondents' right to privacy, voluntary participation and respect for dignity were upheld. Finally, the ethics of beneficence required the research to be beneficial and useful to both participants and the larger society were ensured as the research sought to improve the management of expatriates in Ghana and beyond.

Table 3. 3: Schedule of the ethical clearance process for the study

Date	Activity
November 28, 2023.	Submission of documents to Ethics Committee. Documents include: • Cover letter from the research • Cover letter from head of Department • PhD research proposal • Data collection instruments (questionnaire) • Work plan • Budget • New Protocol Submission Form • Researcher's CV
December 22, 2023.	Feedback from the Ethics Committee with minor corrections
January 9, 2024.	Submission of corrections to the Ethics Committee
January 30th 2024.	Approval letter received from the Ethics Committee to proceed with data collection

Source: Author's Construct, (2023)

3.11 Profile of the Research Context-Ghana

Ghana, officially known as the Republic of Ghana, is a West African country located along the Gulf of Guinea. It shares borders with Cote d'Ivoire to the west, Burkina Faso to the north, Togo to the east, and the Atlantic Ocean to the south. Ghana's capital is Accra and the country area size of approximately 238,533 square kilometers. In 2021, The Ghana statistical service

estimated Ghana population to 32,830,000 (Ghana statistical service, 2021). English is the official language, while various indigenous languages, such as Akan, Mole-Dagbon, Ewe, and Ga-Dangme, are also spoken across the nation. Ghana's religious landscape is diverse, with Christianity, Islam, and traditional African religions being the main faiths practiced. The country operates as a presidential republic with a multi-party democratic system. The President serves as both the head of state and government. The currency used is the Ghanaian Cedi (GHS).

Ghana's economy is considered one of the most vibrant and diversified in West Africa (Abugre, 2018). It heavily relies on agriculture, particularly cocoa, gold, oil, and timber exports. Efforts have been made to expand the economy by investing in industries such as manufacturing, technology, and services. Aside from agriculture, Ghana has significant natural resources such as gold, oil, and natural gas, which contribute to its economic growth. The country also has a growing tourism sector due to its rich cultural heritage, historical sites, and beautiful landscapes. Ghana has a rich history that dates back to ancient times, it became a home to powerful empires like the Ashanti Empire and the Kingdom of Dagbon. It was the first African country to gain independence from colonial rule on March 6, 1957. In the 15th century, European explorers arrived in the region, leading to the establishment of various trade relationships.

Ghana's cultural heritage is rich and diverse, with over 100 ethnic groups contributing unique traditions, music, dance, and art. Traditional festivals are an integral part of the country's culture, celebrated with enthusiasm across the nation. Ghana places significant importance on education and has made strides in increasing access to education at various levels. Basic education is free and compulsory, and there are several universities and institutions of higher learning across the country. Ghana is an attractive destination for tourists due to its historical

sites, such as Cape Coast Castle and Elmina Castle, both UNESCO World Heritage sites. The country's national parks and wildlife reserves offer opportunities for eco-tourism and safaris. Moreover, the warm hospitality of the Ghanaian people makes it a welcoming place for visitors.

3.12 Expatriates in Ghana

Expatriates in Ghana significantly influence the country's economic and cultural landscape (Asiedu, 2008; Abugre, 2018; Delle & Mensah, 2013). An expatriate, also known as an expat, is an individual who resides in a foreign country for work or personal reasons (O'Byrne, 2018; McNulty et al., 2019; Fee & Michailova, 2020). Ghana has a longstanding history of hosting expatriates from various countries (Yawson, 2011; Tuffor & Martey, 2019), and they contribute in diverse ways to the nation's development and growth (Opong, 2017; Boadi- Siaw, 2013). Expatriates can be broadly categorised into skilled and non-skilled groups (Holtbrugge, 2021; Berry & Bell, 2012). Skilled expatriates are professionals with specific expertise, such as doctors, engineers, IT specialists, teachers, and corporate executives. They are highly sought after by both multinational corporations and local companies in Ghana to fill positions that require specialised skills and knowledge not readily available among the local workforce. These expatriates often contribute to Ghana's economic growth in sectors like oil and gas, mining, and technology (Oppong & Gold, 2016; Oppong, 2023).

Non-skilled expatriates, on the other hand, often work in manual labor jobs, such as construction workers, domestic helpers, and farm laborers. They play a crucial role in filling labor gaps in sectors facing shortages of local workers. Expatriates working in Ghana are required to obtain work permits and meet specific immigration regulations. The government has established procedures for employers to sponsor and hire foreign workers legally. Work permits are usually issued for specific periods and are subject to renewal (Ablo, 2018, Ghana Immigration Service, 2021). Expatriates in Ghana contribute significantly to the country's

economy. Skilled expatriates bring valuable expertise, promote knowledge transfer, and help develop local talent (Oppong 2016; Kunz, 2016). Their presence often leads to improved productivity and efficiency in various industries. Non-skilled expatriates may fill labor gaps in sectors facing shortages of local workers (Cranston, 2017).

Expatriates in Ghana bring with them their cultures, traditions, and languages, leading to a rich cultural exchange (Sokro & Pillay, 2020). They interact with locals, sharing experiences, and creating a diverse and vibrant cultural atmosphere (Awumbila et al., 2017). This exchange fosters mutual understanding and appreciation between Ghanaians and expats (Latukha et al., 2019). Moving to a new country can present challenges for expatriates. Adapting to a different culture, climate, and lifestyle can be demanding. Language barriers, although English is widely spoken, may also pose difficulties. Additionally, navigating administrative processes, such as obtaining work permits and visas, can be time-consuming (Fitzpatrick, 2019; Peltokorpi & Zhang, 2020; Templer, 2020). Expatriates often form expat communities within Ghana, creating social networks and support systems. These communities provide a sense of familiarity and comfort for expats who are far from their home countries. They may also engage in charitable activities, contributing positively to local communities (Pustovit, 2020; Gudmundsdottir et al., 2019; Huff et al., 2014).

Despite the benefits expatriates bring, there can be concerns about their impact on the local labor market. Some argue that hiring foreign workers might lead to lower wages for locals or reduce job opportunities. Striking the right balance between utilizing foreign expertise and protecting the interests of local workers remains an ongoing challenge (Petison & Johri, 2008; Syed et al., 2014; Widmier et al., 2008). The Ghanaian government has implemented policies aimed at promoting the hiring of local talent and reducing over-reliance on expatriate labor in certain sectors. These policies seek to ensure that local professionals have fair access to job

opportunities and that companies invest in training and developing Ghanaian workers. In sum, expatriates in Ghana contribute to the nation's economic growth, cultural diversity, and knowledge exchange. Their presence brings both opportunities and challenges, and striking a balance between leveraging their expertise and protecting the interests of the local workforce is crucial for sustainable development. The successful integration of expatriates in Ghana's society requires collaborative efforts from both the government and private sectors to ensure a mutually beneficial relationship.

Table 3.4 Categories of Expatriates inflow into Ghana

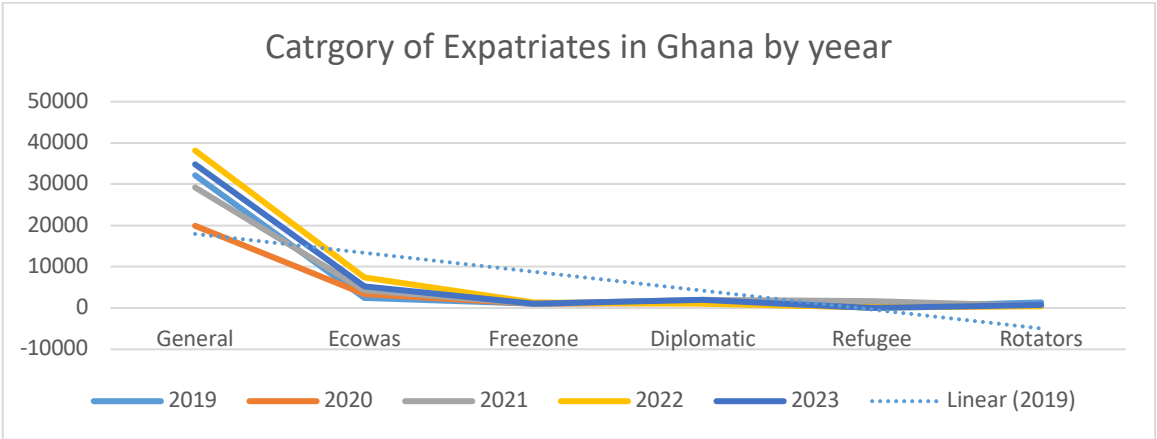


Figure 3. 1: Categories of Expatriates inflow into Ghana

3.13 Chapter Conclusion

This chapter provided a comprehensive outline of the research methodology, detailing the various methods and approaches employed in the data collection and analysis processes. The chapter highlighted the adoption of descriptive, correlational, and explanatory research designs to effectively describe, correlate, and explain the relationships between the key variables of the study. Sampling techniques, including convenience and snowball sampling, were explained as pragmatic strategies for selecting respondents, particularly in targeting expatriates for the study. Additionally, the chapter presented the constructs, sub-dimensions, and scales used in the study, emphasizing their reliability, sources, and examples to ensure transparency and methodological rigor. Overall, this methodological framework lays a solid foundation for the

subsequent analysis and interpretation of findings, ensuring that the research objectives are addressed systematically and accurately.

CHAPTER FOUR

REPORTING OF FINDINGS

4.0 Introduction

The study investigated the influence of cultural intelligence on job embeddedness and communication effectiveness among expatriates working in various multinational organisations in Ghana. Additionally, the study examined inclusive work climate and intercultural self-efficacy as mediating mechanisms in the relationships. Moreover, inclusive climate played a moderating role in the relationship between cultural intelligence and job embeddedness as well as communication effectiveness. In this chapter, the researcher presents the preliminary analysis such as validity analysis, reliability analysis, and bivariate correlation between variables. Furthermore, the chapter presents the results of the hypothesised relationships.

4.1 Background of Data

The purpose of the study was to examine the link between cultural intelligence, job embeddedness and communication effectiveness of expatriates in Ghana with the mediating role of inclusive climate and intercultural self-efficacy. The moderating role of inclusive climate was examined in the same relationship. The study targeted expatriates working in Ghana as the main source of obtaining responses to the standardised questionnaires. These expatriates included those who are in the formal sector either self-initiated or company assigned. A total of 294 respondents participated in the collection process and reduced to 276 after data sorting and cleaning to remove uncompleted questionnaire. Therefore, 276 responses represented a response rate of 93.8%. Following data cleaning, the demographic traits of the respondents were scrutinised, and the data's reliability was assessed. The study examined the connections among the primary variables using Structural Equation Modeling (SEM) through

the Amos version 29 software. The bootstrapping method in SEM was applied to verify and validate both the mediation and moderation analyses.

4.2 Data Cleaning

Data cleaning or screening is a critical step in the data analysis process, involving several key tasks to ensure the integrity and reliability of the dataset. Ensuring data normality is another essential aspect, often requiring the use of statistical tests and transformations to verify that the data conforms to a normal distribution, which is a common assumption for many analytical techniques. Additionally, handling outliers is crucial, as these extreme values can significantly skew the results and lead to misleading conclusions.

4.2.1 Missing Values Computation

Handling missing data is crucial in ensuring the accuracy and reliability of research findings. Missing data can introduce bias, reduce statistical power, and ultimately compromise the validity of the results. Effective techniques for managing missing data include imputation methods, such as mean substitution or multiple imputation, and the use of advanced statistical models that can accommodate missing values (Little & Rubin, 2019). Additionally, understanding the pattern and mechanism of the missing data is essential; for instance, distinguishing whether the data is missing completely at random (MCAR), missing at random (MAR), or missing not at random (MNAR) can guide the selection of the appropriate method to address it (Rubin, 1976). This study data witnessed MCAR and the total missing values accounted for less than 10% (See Appendix C). Carefully addressing missing data can ensure that researchers maintain the integrity of their datasets, leading to more robust and dependable conclusions (Enders, 2010).

When missing values are less than 10% of the data, various methods exist to handle missing data, such as listwise deletion, pairwise deletion, mean imputation, multiple imputation, and

the expectation maximization (EM) method, among others (Nooraee et al., 2018). The EM was used in this study to estimate for missing values. The EM method, introduced by Dempster et al. (1977), is particularly effective for addressing missing data concerns. It is distinguished by its capability to provide estimators that account for missing data irrespective of sample size, the proportion of missing data, or the data's distributional characteristics (Allison, 2009). This study utilised the EM method to calculate estimated values for the missing data. By using imputed data for maximum likelihood estimation, the EM method delivers robust estimations, making it a highly favorable approach for managing missing values (see: Appendix C).

4.2.2 Test of Normality

Ensuring data normality is another essential aspect of data preparation, as many analytical techniques assume that the data conforms to a normal distribution. This process often involves the use of statistical tests such as the Shapiro-Wilk test, the Kolmogorov-Smirnov test, or the Anderson-Darling test and to assess the normality of the data (Ghasemi & Zahediasl, 2012). When these tests indicate deviations from normality, various data transformation methods can be applied to achieve a normal distribution. Common transformations include logarithmic, square root, or Box-Cox transformations, which can help to stabilise variance and make the data more closely approximate a normal distribution (Osborne, 2010). Addressing normality is crucial because it impacts the validity of many statistical analyses, including parametric tests, regression analyses, and structural equation modeling (Tabachnick & Fidell, 2013).

Univariate normality is assessed by examining the absolute values of skewness and kurtosis. Skewness and kurtosis values within the range of -2 to +2 are generally considered indicative of a normally distributed dataset (Muthén & Kaplan, 1985). However, achieving univariate normality does not guarantee multivariate normality, as data can still exhibit multivariate non-normality (Kline, 2016). Bentler (2005; 1990) proposed using the critical ratio (CR), analogous

to the z-statistic, in conjunction with mahalanobis multivariate. If the maximum mahalanobis value is less than the critical chi square value (<12.59) then it signifies multivariate normal distribution. The analysis initially revealed a maximum mahalanobis values of 21.87 as shown in Table 4.1 below, suggesting that the data not normally distributed and indicating the presence of outliers (five responses).

Table 4. 1: Testing Normality of Data

Variable	CQ	JE	CE	IC	ISE
N	276	276	276	276	276
Minimum	2.75	1.42	1.00	2.93	1.10
Maximum	7.00	6.42	7.00	6.57	7.00
Skewness	-.356	-.340	-.659	-.435	-.679
Kurtosis	.173	-.106	.550	.048	1.184
Mahal. Distance					21.87

Source: Field Data (2024) Note: N= number of respondents, Mahal. =Mahalanobis CQ=Cultural Intelligence, JE=Job Embeddedness, CE=Communication Effectiveness, IC=Inclusive Climate, ISE= Intercultural Self-Efficacy, N=Number

Therefore, these outliers were identified through the process of mahalanobis distance in SPSS and deleted to ensure that the data was free from outliers. From the analysis (Table 4.1) skewness values ranged from -.340 to -.679, and kurtosis values ranged from .048 to 1.184. The analysis indicated that the data met the assumptions of both univariate and multivariate normality. These thresholds are particularly important in the context of SEM and other multivariate statistical analyses, where the assumption of multivariate normality is crucial for obtaining accurate and reliable results. By ensuring data normality, researchers can improve the reliability and accuracy of their results, leading to more robust and generalisable conclusions.

4.2.3 Test of Outliers

During data analysis, outliers emerge as extreme values that can significantly distort results and indicate non-normality within the dataset. These outliers can appear as unusually large or small values in a single variable (univariate outliers) or as a combination of such values across multiple variables (multivariate outliers) (Tabachnick & Fidell, 2013). Detecting univariate outliers involves methods such as stem-and-leaf plots, boxplots, histograms, or assessing z-scores for variables (Mertler & Vannatta, 2017). In contrast, multivariate outliers are identified using the Mahalanobis distance statistic, which measures the distance of an observation from the centroid of the remaining data. Observations with higher Mahalanobis D-squared values typically indicate outliers and require closer scrutiny. In this study, a thorough analysis using SPSS identified a few outliers within the dataset. Following the guidance provided by Tabachnick and Fidell (2013) on how to use mahalanobis checks to identify outliers, these outliers were deleted from the dataset to maintain the integrity and accuracy of the subsequent analysis.

4.3 Reliability of Data Instruments/Scales

Data reliability is fundamental in ensuring the consistency and accuracy of measurements or responses obtained from research tools or instruments. Reliable data ensures that the results are repeatable and consistent across different instances of the measurement process. This consistency is critical because it determines the dependability of the constructs being measured and influences the overall credibility of the research findings (Van Dyne et al., 2015). In this study, the constructs were drawn from standardised measurement instruments, each with previously established internal consistency values. Using well-validated instruments helps in maintaining the integrity of the data, as these instruments have been rigorously tested and proven to produce stable and consistent measurements over time.

To further ensure the reliability of the data collected in this study, the internal consistencies of the various constructs, cultural intelligence, job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy, were evaluated using Cronbach's alpha. This statistical measure assesses the degree to which items within a construct are correlated, providing an indication of the construct's internal consistency. After data collection, each construct was tested for its Cronbach's alpha value to confirm that the measurements were reliable and could be confidently used in subsequent analyses. High Cronbach's alpha values (generally above 0.70) indicated strong internal consistency, confirming that the data was reliable and that the measurement instruments were appropriate for capturing the intended constructs accurately. This rigorous assessment of data reliability enhances the robustness of the study's findings, ensuring that they are based on solid and dependable measurements.

The Cronbach's alpha scores depicted in Table 4.2 for the data highlight the consistent and notably reliable nature of the responses obtained. A reliability threshold of at least 0.7 is generally considered acceptable for scales (Shemwell et al., 2015), a criterion all alpha scores surpass ($\alpha = .818$ to $.913$) except for inclusive climate, which attained a value of $.679$. Despite falling slightly below the 0.7 mark, this score remains acceptable by the standards outlined by Cuiford (1965) and Hales et al., (1986).

Table 4. 2: Reliability of Data Instruments

Scale	Initial No. of Items	Original Alpha value (α)	Current Alpha value (α)
CQ	20	.79	.911
JE	6	.90	.818
CE	6	.86	.808
IC	14	.72	.679
ISE	10	.91	.913

Source: Field Data (2024); Note: CQ=Cultural Intelligence, JE=Job Embeddedness, CE=Communication Effectiveness, IC=Inclusive Climate, ISE= Intercultural Self-Efficacy

4.4 Demographic Profile of Respondents

The study acknowledged the crucial role of demographic variables such as gender, age, educational level, marital status, and work experience, particularly in the context of examining cultural intelligence among expatriates and its impact on various workplace outcomes. These demographic factors are essential for understanding how cultural intelligence influences job embeddedness, communication effectiveness, inclusive climate, and intercultural interactions. For instance, age and work experience might affect an expatriate's ability to adapt and integrate into new cultural environments, thereby impacting their job embeddedness (Okpara, 2016). Similarly, educational level and gender could influence communication styles and effectiveness, shaping how expatriates interact with colleagues and navigate cultural differences (Okpara, 2016). Marital status may also play a role, as expatriates with families might experience different levels of support and challenges in their host countries (Sterle et al., 2018).

Table 4.3 below reveals a gender disparity among expatriates, with males comprising 58% of the sample and females 40.2%. The age distribution analysis highlights that a significant proportion of respondents are relatively young, with just over 50% being under 40 years old. Additionally, the data indicates that 44% of the respondents fall within the 40 to 59-year age range. This age distribution underscores the diversity in the expatriate demographic, combining the energy and adaptability of younger expatriates with the experience and stability of older professionals.

The analysis of educational levels among expatriates in Ghana reveals that 44% hold a bachelor's degree, making it the most common level of education within this group. Additionally, 24% have obtained a master's degree, while only 7% possess doctorate degrees. The lowest educational categories include those with pre-tertiary qualifications, representing

19% of respondents, and those with professional certificates, making up 5%. Marital status data shows that the majority of expatriates are married, accounting for 59% of the respondents. In contrast, 33% are single; with the remaining respondents either separated (4%), divorced (2.2%), or widowed (0.7%). This demographic breakdown highlights a well-educated expatriate population with a predominant marital status of being married. The study reveals that a significant portion of expatriates, accounting for 44%, were in-patriated through their company initiatives. On the other hand, 21% of expatriates came into the country through their own initiatives, suggesting a smaller but notable segment of expatriates sampled for the study independently chose to work in Ghana. When examining work experience, the data shows that 34% of respondents had 3 years or less experience working as expatriates, indicating a considerable number of relatively new expatriates in the workforce. Notably, those with more than 5 years of experience made up almost 40% of the respondents, demonstrating that a significant proportion of expatriates in Ghana sampled for the study possess extensive experience in expatriate roles.

Table 4. 3: Summary of Demographic Profile of Respondents

Variable	Sub-Category	Frequency	%
Gender	Female	111	40.2
	Male	160	58
	Other	5	1.8
Age	20 – 29yrs	52	18.8
	30 – 39yrs	90	32.6
	40 – 49yrs	77	27.9
	50 – 59yrs	43	15.6
	60+ yrs	14	5.1
Level of Education	Pre-Tertiary	52	18.9
	Bachelor's Degree	122	44.4
	Master's Degree	67	24.3
	Doctorate Degree	19	6.9
	Professional Certificate	15	5.4
Marital Status	Married	164	59.4
	Single	93	33.3
	Separated	12	4.3
	Divorce	6	2.2
	Widowed	2	.7

Means of expatriation	Own Initiative	57	20.7
	Company Initiative	120	43.5
	Not Indicated	99	35.9
Work Experience	0 – 2yrs	70	25.4
	2 – 5yrs	88	31.9
	6 – 9yrs	41	14.9
	10yrs and above	77	27.9
Experience as Expatriate	0 – 3yrs	95	34.4
	3 – 5yrs	70	25.4
	6 – 9yrs	44	15.9
	10yrs and above	67	24.3

Source: Field Data (2024)

4.5 Structural Equation Model Analyses (Measurement and Structural Models)

The preliminary analyses consisted of validity assessment, reliability analysis, descriptive statistics, and bivariate correlation.

4.5.1 Exploratory Factor Analysis

Factor Analysis, both exploratory and confirmatory, are employed to examine the interrelationships among variables without distinguishing between dependent and independent variables. Exploratory Factor Analysis (EFA), often referred to as Principal Component Analysis, was conducted on the dataset to ensure the reliability and validity of the study variables for subsequent SEM analysis (Fabrigar & Wegener, 2012). Moreover, this aspect of the analysis was necessary because it served as a preliminary condition for further analyses on SEM. To assess construct relationships and minimise redundancy, the Kaiser-Meyer-Olkin (KMO) Sampling Adequacy test, Cumulative Variance Explained (CVE), and Bartlett's test of Sphericity (p-value) were utilized. Conventional thresholds for adequacy entail a KMO value exceeding 0.5, CVE surpassing 50%, and Bartlett's test showing significance at a 5% confidence level (Williams et al., 2010).

Table 4. 4: Summary of Results of Exploratory Factor Analysis of Variables

Variable	CVE(%)	KMO	Bartlet's Test (P-value)
CQ	65.597	.896	.000
JE	54.699	.783	.000
CE	55.132	.843	.000
IC	66.888	.834	.000
ISE	57.748	.930	.000

Source: Field Data (2024); Note: CQ=Cultural Intelligence, JE=Job Embeddedness, CE=Communication Effectiveness, IC=Inclusive Climate, ISE= Intercultural Self-Efficacy

In this study, the results displayed in Table 4.4 above indicate the adequacy of the sample for factor analysis based on the KMO, CVE, and Bartlett's test values. The KMO values ranged from .783 to .930, indicating that the sample size was adequate for the factor analysis, as values above 0.7 are considered good and values above 0.8 are excellent (Field, 2013). The CVE values ranged from 55% to 67%, exceeding the 50% threshold, suggesting that a significant amount of the total variance was explained by the factors extracted (Hair et al., 2014). Bartlett's test of Sphericity showed significant values ($.000 < .05$), confirming that the correlations between the variables were sufficiently large for EFA (Tabachnick & Fidell, 2013). The EFA was crucial in identifying the underlying factor structure and ensuring that the retained items were highly correlated with the respective factors. This step is essential for the subsequent SEM analysis, where these factors are used to test the hypothesised relationships among variables (Byrne, 2016). The rigorous factor assessment using KMO, CVE, and Bartlett's test ensured that the study variables (CQ, JE, CE, IC & ISE from Table 4.4 above) were reliable and valid for further analysis, providing a robust foundation for the SEM analysis.

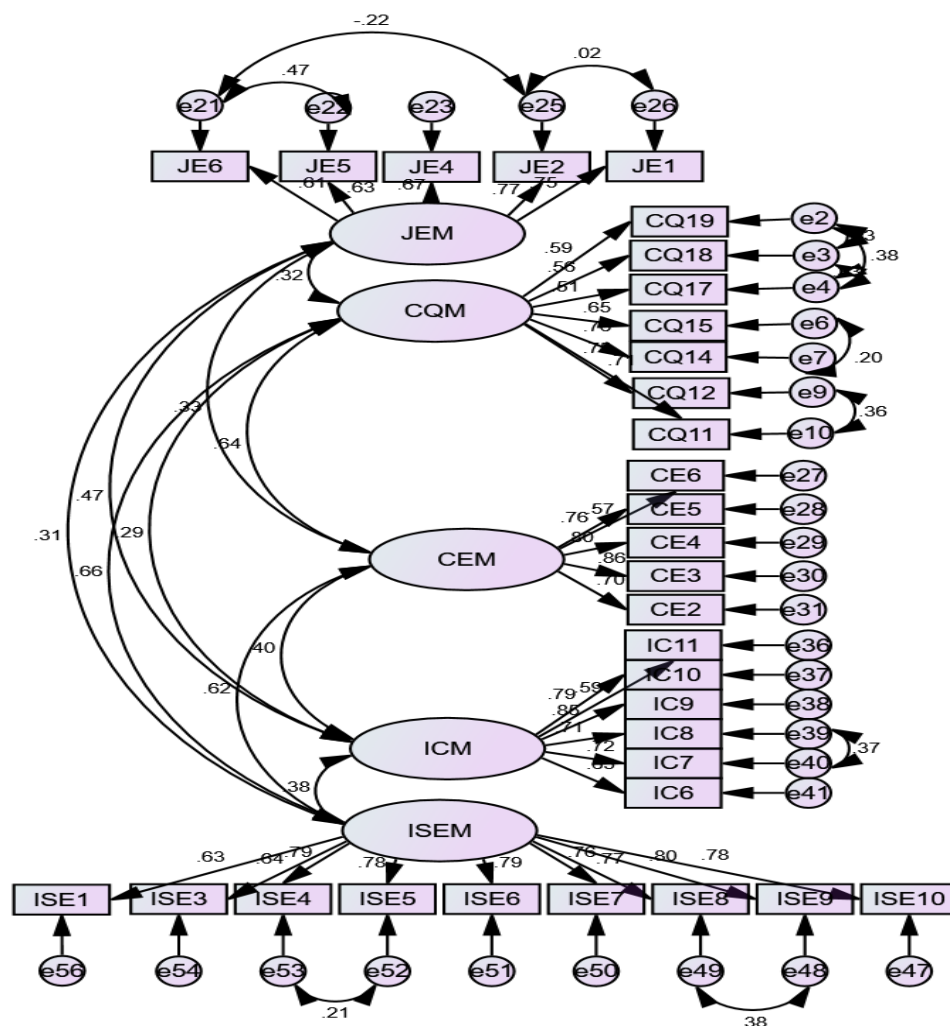
4.5.2 Confirmatory Factor Analysis

The SPSS AMOS version 29 for IBM was used for analysis in this study. The validity analysis was conducted to assess the construct distinctiveness for all the five constructs in the study, namely, cultural intelligence, inclusive work climate, job embeddedness, inter-cultural self-efficacy, and communication effectiveness. A confirmatory factor analysis (CFA) approach was adopted in which all the factors/items measuring a construct mapped onto their respective latent construct. Specifically, the CFA test was employed to examine a measurement model involving all the five latent constructs: cultural intelligence (20-items), inclusive work climate (15-items), inter-cultural self-efficacy (10-items), job embeddedness (6-items), and communication effectiveness (6-items) simultaneously. For example, all 20 items measuring cultural intelligence loaded onto the latent construct cultural intelligence.

The CFA was employed to assess the convergent and discriminant validity of the five constructs. The convergent validity of each construct was assessed using values for Average Variance Extracted (AVE) while discriminant validity was assessed using values of the inter-correlation between any two pair of constructs (Fornell & Larcker, 1981). Items that did not contribute meaningfulness to the validity of each construct were deleted. The CFA results showed that out of the 20 items that were used to measure cultural intelligence, only 7 were found to meaningfully measure the construct. Also, for job embeddedness 5 items out of the 6 on the original scale were found to meaningfully measure the construct. Furthermore, an item was removed from the communication effectiveness scale, reducing the total number of items to 5. The item deleted from the scale was “I communicate effectively with people from different cultural backgrounds”. In addition, inclusive climate was measured by 14-items. Six (6) items out of the 14 items were used to measure inclusive work climate in the study, as 8 items were deleted for loading poorly. However, only one was deleted out of the 10 items used to measure intercultural self-efficacy, as together, all the 9-items meaningfully measure the construct.

The standardised loadings of all the retained items (See Table 4.5 below) were significant (factor loading, $p < .001$). According to Hair et al. (2010) the model fit and integrity or construct validity are the bases which can be used to delete some items that do not perform well with regard to the model. These items were deleted using their residual values or factor loadings. The final and standardised CFA measurement loadings are shown in the Figure 4.1 below. In this figure, it can be seen that the minimum item for each main construct was three and nine being the maximum. This is consistent with Kenney's (2016) recommendation that 2 items per construct is the minimum, 3 is safer, especially if factor correlations are weak, 4 provides safety and 5 or more is excellent for CFA.

Figure 4. 1: Measurement Model



Source: Field Data (2024); Note: CQ=Cultural Intelligence, JE=Job Embeddedness, CE=Communication Effectiveness, IC=Inclusive Climate, ISE= Intercultural Self-Efficacy

Table 4. 5: Confirmatory Factor Analysis Results of Factor Loadings of Main Constructs

#	Factors	CQ	JE	CE	ISE	IC
1.	CQ11: I enjoy interacting with people from other cultures	.71***				
2.	CQ12: I am confident that I can socialize with locals in a culture that is unfamiliar to me	.75***				
3.	CQ17: I use pause and silence differently to suit different cross-cultural situations.	.51***				
4.	CQ14: I enjoy living in cultures that are unfamiliar to me	.76***				
5.	CQ15: I am confident that I can get accustomed to the shopping in a different culture	.65***				
6.	CQ18: I vary the rate of my speaking to suit different cross-cultural situations.	.56***				
7.	CQ19: I change my nonverbal behavior when a cross-cultural situation requires it.	.59***				
1.	JE1: The organisation provides me with a way of life that suits me.		.76***			
2.	JE2: Overall, I fit very well in the organisation.		.77***			
3.	JE4: Overall, I have strong ties with people throughout the organization		.67***			
4.	JE5: I will miss the excitement that this job brings if I left		.63***			
5.	JE6: There would many things about organisational life that I would be sad to lose if I left		.61**			
2.	CE2: I can enter meaningful dialogue with other people			.70***		
3.	CE3: I can effectively deal with communication misunderstandings between myself and others			.87***		
4.	CE4: I can effectively deal with different communication styles			.81***		
5.	CE5: I can accurately understand another person point of view			.76***		
6.	CE6: I can effectively deal with anxiety			.57		
1.	ISE1: I can always manage to solve difficult intercultural problems if I try hard enough.				.63***	
2.	ISE3: It is easy for me to stick to my aims and accomplish my goals.				.64***	
3.	ISE4: I am confident I could deal effectively with unexpected intercultural events				.79***	
4.	ISE5: I know how to handle unforeseen intercultural situations				.78***	
5.	ISE6: I can solve most intercultural problems if I invest the necessary effort.				.79***	
6.	ISE7: I can remain calm when facing intercultural difficulties because I rely on my coping abilities				.76***	
7.	ISE8: When I am confronted with an intercultural problem, I can usually find several solutions.				.77***	
8.	ISE9: If I am in any intercultural related troubles, I can usually think of a solution.				.80***	
9.	ISE10: I can usually handle whatever comes my way.				.78***	
1.	IC6: My work group members make me feel a part of decisions.					.65***
2.	IC7: I am able to influence organisational decisions.					.72***
3.	IC8: I am able to influence work assignment decisions					.71***
4.	IC9: I am consulted about important projects decisions.					.85***
5.	IC10: I have a say in the way work is performed.					.79***
6.	IC11: I am provided with feedback by my boss.					.60***

Source: Survey Data analysis (2024) Note: *** p < .001. CQ = Cultural Intelligence, JE = Job Embeddedness, CE = Communication Effectiveness, ISE = Intercultural Self-efficacy, IC = Inclusive Climate

4.5.3 Validation of the Measurement Models

The measurement model above (Figure 4.1) was validated using various fit indices. Table 4.5 below shows the names of the fit indices, their cut-off-criterion (rule of thumb) and the subsequent results of the study model. The Measurement model has shown sufficient fit and adequate quality on all the commonly used fit indices (Gaskin & Lim, 2016; Hu & Bentler, 1999; Kline, 2011; Hair et al., 2010). The purpose of these fit indices was to ensure that the measurement model in SEM analysis was valid and reliable leading to further analysis in the structural model where the causal relationships of the variables were investigated.

Table 4. 6: Validation Indices for Measurement Model

Fit Indices	Model Fit Indices	Thresholds	Interpretation
CMIN	747.891	---	---
DF	443	---	---
CMIN/DF	1.688	$1 \leq 3$	Excellent
CFI	.936	$>.95$	Acceptable
IFI	.937	$>.95$	Acceptable
RMSEA	.060	$<.06$	Excellent
SRMR	.050	$<.08$	Excellent
Pclose	.490	$>.05$	Excellent

Source: Field Data (2024)

The study model has a Chi-square to the degree of freedom (CMIN/Df) of 1.688 which is a good value within the threshold of ≤ 3 as recommended by Hu and Bentler (1999). This further indicates that the study model has shown a sufficient representation of the data. The Root Mean Square Error Approximation (RMSEA) of the study model was 0.060 which is acceptable based the recommended (< 0.06) suggested by Hu and Bentler (1999) and Hair et al. (2010). The incremental fit measures such as Comparative Fit Index (CFI) with the value of 0.936 shows that the model adequately fits, suggesting that the study's model has adequately

represented the data and shows that model quality is acceptable. Table 4.6 above shows the Fit indices of the study and the acceptable criteria proposed by most researchers (Gaskin & Lim, 2016; Hu & Bentler, 1999; Kline, 2011; Hair et al., 2010). The Fit indices (e.g: CMIN/Df, RMSEA, CFI) of the measurement model ensured that the data was reliable and valid for further analysis.

4.5.4 Validity and Reliability Assessment

To determine the psychometric relevance of all the constructs, validity and reliability analysis were conducted. Validity was assessed using convergent and discriminant validity results of the five latent constructs. The standardized factor loadings and correlation between the latent constructs obtained from the CFA were used to generate the convergent and discriminant validity statistics. The standardised factor loadings and correlations were pasted in the specialised excel sheet developed by Gaskin (2016) for estimating validity. The need for ensuring data validity and reliability in this study was to ensure the accuracy of the outcomes or findings.

Table 4. 7: Validity and Reliability Analysis

#	Variables	CR	α	AVE	MSV	MaxR(H)	1	2	3	4	5
	Intercultural										
	Self-										
1.	efficacy	0.92	.92	0.53	0.42	0.93	0.73				
2.	Cultural Intelligence	0.87	.87	0.50	0.42	0.89	0.65	0.71			
3.	Inclusive Climate	0.87	.87	0.53	0.21	0.89	0.36	0.25	0.73		
4.	Job Embeddedness	0.81	.80	0.51	0.21	0.82	0.22	0.25	0.45	0.71	
5.	Com. Effectiveness	0.86	.85	0.56	0.39	0.88	0.62	0.63	0.39	0.27	0.75

Source: Field Data (2024), Com=Communication

As shown in Table 4.7 above, the average variance extracted (AVE) score for each latent construct was ≥ 0.50 , confirming the convergent validity of the five constructs (Dillon & Goldstein, 1984). For discriminant validity, the results show that square roots of AVEs (i.e.,

the bolded numbers in the diagonal direction) are all greater than the off-diagonal numbers, confirming the discriminant validity of all the latent constructs (Fornell & Larcker, 1981). Aside from convergent and discriminant validity analysis, the study assessed reliability of the scales using composite and Cronbach alpha values. The results in Table 4.6 above indicate that both composite and Cronbach alpha values for each latent construct were acceptable (Fornell & Larcker, 1981). Assessing the internal consistencies of the data based on each variable (CQ, JE, CE, IC & ISE) using cronbach alpha, composite reliability, average variance extracted and maximum reliability helped ensure accuracy of the findings of the study.

4.6 Analysis of Common Method Bias

As the study collected data on all the variables (i.e., cultural intelligence, job embeddedness, inter-cultural self-efficacy, inclusive climate, and communication effectiveness) from the same source at a single point in time, the results of the study might be susceptible to common method bias. Following recommendations by Podsakoff et al. (2003), the researcher employed both ante and post ante measures to deal with issues of common method bias. In terms of ante measures (that is measures prior to data collection), the researcher incorporated measures to assure the confidentiality and anonymity of the responses provided by participants. Regarding anonymity, the participants were instructed to not write their names or initials on the survey packet. Also, instructions were provided to facilitate the completion of the survey. Aside from the design approach, the study also employed a statistical approach (post ante method) to assess whether common method bias is present in the study.

In this study, the Harman's Single Factor test was conducted via an exploratory factor analysis approach (EFA). The principal axis factor method was employed. In this analysis, all the items measuring the five latent constructs: cultural intelligence (7items), inclusive climate (6 items), job embeddedness (4 items), communication effectiveness (5 items), and inter-cultural self-efficacy (10 items) were analyzed simultaneously. The principal axis factoring extracted 6

factors with eigenvalues greater than 1.0. Together, the 6 extracted factors accounted for 57.3% of the variance. However, no single factor accounted for more than 50% of the variance, as the minimum and maximum variance extracted by a single factor ranged from 1.92% to 32.28%, respectively. Since no single factor accounted for more than 50% of the variance, the results of the study could not be susceptible to common method bias (Harman, 1967). This means that the data of the study was devoid of common method variance and hence, the findings of the study were reliable and accurate.

4.7 Descriptive Statistics and Bivariate Correlation

The study employed correlation analysis to examine the relationships between the variables, a critical step before exploring any potential causal connections. Conducting this analysis was essential because correlation helps to determine whether there are significant associations between the independent variables (CQ, IC, ISE) and the dependent variables (JE, CE). By identifying the strength and direction of these associations, correlation analysis serves as a foundational step for further statistical techniques, such as regression analysis, that aim to investigate causality. This preliminary analysis ensures that the relationships between variables are statistically significant, thereby justifying subsequent efforts to assess how changes in the independent variables might influence the outcomes related to job embeddedness and communication effectiveness.

Table 4.8 below shows the bivariate correlations between the demographic factors and the main variables. As shown in Table 4.8, gender correlated negatively and significantly with communication effectiveness, $r = -.17, p = .004$. This implies that there is significant gender difference in communication effectiveness between male and female expatriates. However, gender related insignificantly with cultural intelligence, $r = -.09, p = .121$, job embeddedness, $r = -.08, p = .196$, inclusive climate, $r = -.06, p = .320$, and intercultural self-efficacy, $r = -.01, p = .838$. Also, age was found to correlate positively and significantly with inclusive climate,

$r = .19, p = .002$, however, there was a non-significant association between age and cultural intelligence, $r = .07, p = .225$, age and job embeddedness, $r = .06, p = .295$, age and communication effectiveness, $r = .07, p = .230$, and between age and intercultural self-efficacy, $r = .02, p = .688$. Furthermore, level of education correlated insignificantly with cultural intelligence, $r = -.01, p = .820$, job embeddedness, $r = .05, p = .393$, communication effectiveness, $r = .05, p = .435$, inclusive climate, $r = -.08, p = .191$ and intercultural self-efficacy, $r = .01, p = .688$. Finally, marital status was found to correlate significantly and negatively with cultural intelligence, $r = -.15, p = .011$. However, marital status related insignificantly with job embeddedness, $r = .02, p = .722$, communication effectiveness, $r = -.06, p = .722$, inclusive climate, $r = -.02, p = .784$, and intercultural self-efficacy, $r = -.06, p = .315$.

The results also revealed significant associations between the main variables. Specifically, it was observed that cultural intelligence correlated significantly and positively with job embeddedness, $r = .23, p < .001$, communication effectiveness, $r = .55, p < .001$, inclusive climate, $r = .25, p < .001$, and intercultural self-efficacy, $r = .57, p < .001$. This implies that culturally intelligent expatriates tend to demonstrate higher levels of job embeddedness, higher levels of effective communication, thrive in an inclusive work environment, and demonstrate higher levels of intercultural self-efficacy. Similarly, significant positive correlations were observed between job embeddedness and communication effectiveness, $r = .25, p < .001$, inclusive climate, $r = .42, p < .001$, and intercultural self-efficacy, $r = .22, p < .001$. This implies that expatriates who feel embedded in their jobs tend to communicate effectively, feel comfortable in an inclusive work environment, and demonstrate higher levels of self-efficacy in a culturally diverse context. Furthermore, communication effectiveness correlated significantly and positively with inclusive climate, $r = .37, p < .001$ and intercultural self-efficacy, $r = .56, p < .001$.

Table 4. 8: Descriptive Statistics and Bivariate Correlation between Study Variables

#	Variables	Mean	SD	1	2	3	4	5	6	7	8	9
1	Gender	1.62	.52	1								
2	Age	2.55	1.12	-0.07	1							
3	Education	2.36	1.04	0.06	0.12	1						
4	M_Status	1.51	.75	0.05	-.16**	0.03	1					
5	CQ	5.47	.87	-0.09	0.07	-0.01	-.15*	1				
6	JE	5.61	.97	-0.08	0.06	0.05	0.02	.23**	1			
7	CE	5.21	1.07	-.17**	0.07	0.05	-0.06	.55**	.25**	1		
8	IC	5.46	.97	-0.06	.19**	-0.08	-0.02	.25**	.42**	.37**	1	
9	ISE	5.24	.86	-0.01	0.02	0.01	-0.06	.57**	.22**	.56**	.33**	1

Source: Field Data (2024); Note: ISE= Intercultural Self-efficacy, CE= Communication Effectiveness, IC= Inclusive Climate, JE= Job embeddedness, CQ= Cultural Intelligence, M=Marital

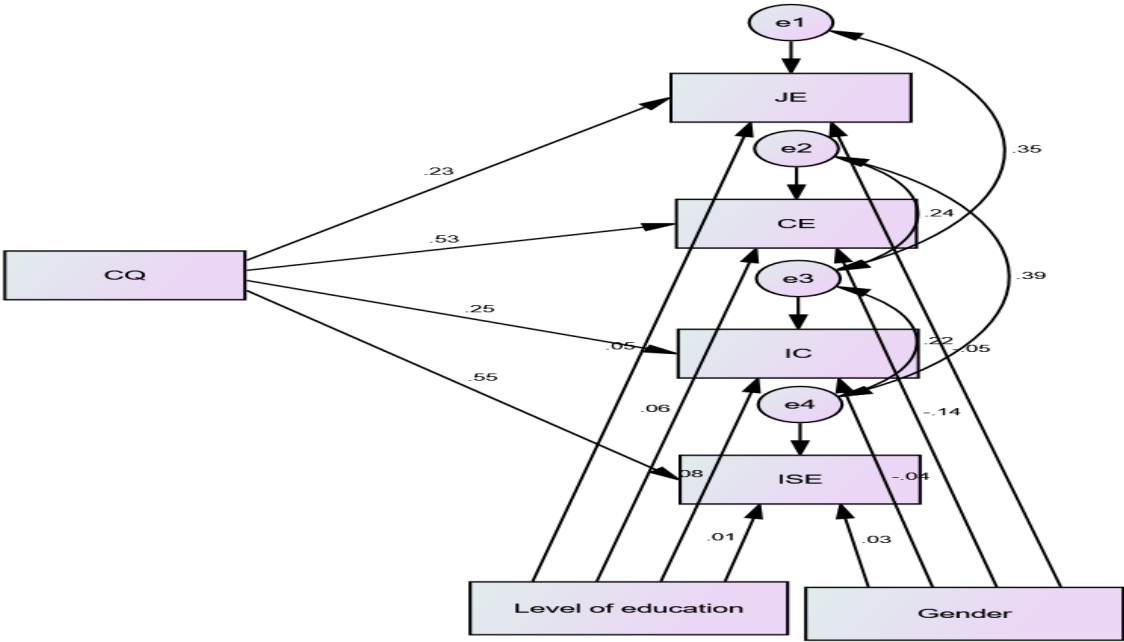
Finally, the results revealed that inclusive climate correlated positively and significantly with intercultural self-efficacy, $r = .33, p < .001$. The results indicated that there were no problematic correlations between the main variables in the study. According to Tabachnick and Fidell (2014, p. 122), correlations of 0.90 or higher suggest the presence of multicollinearity, which can distort the accuracy of the statistical analysis by making it difficult to distinguish the unique contribution of each variable. However, in this study, all correlation values were below 0.90, signifying that multicollinearity was not a concern. This finding ensures that the variables maintained their independence, allowing for more reliable and accurate results in the analysis. As a result, the integrity of the regression analysis was preserved, strengthening the validity of the study's conclusions.

4.8 Direct Structural Models

For the purpose of this study, two direct models were examined. The first direct model (Figure 4.2) was the direct relationship between cultural intelligence and four other variables such as job embeddedness, communication effectiveness, inclusive climate and inter-cultural self-efficacy. The second direct model (Figure 4.3) focused on the direct effect of inclusive climate

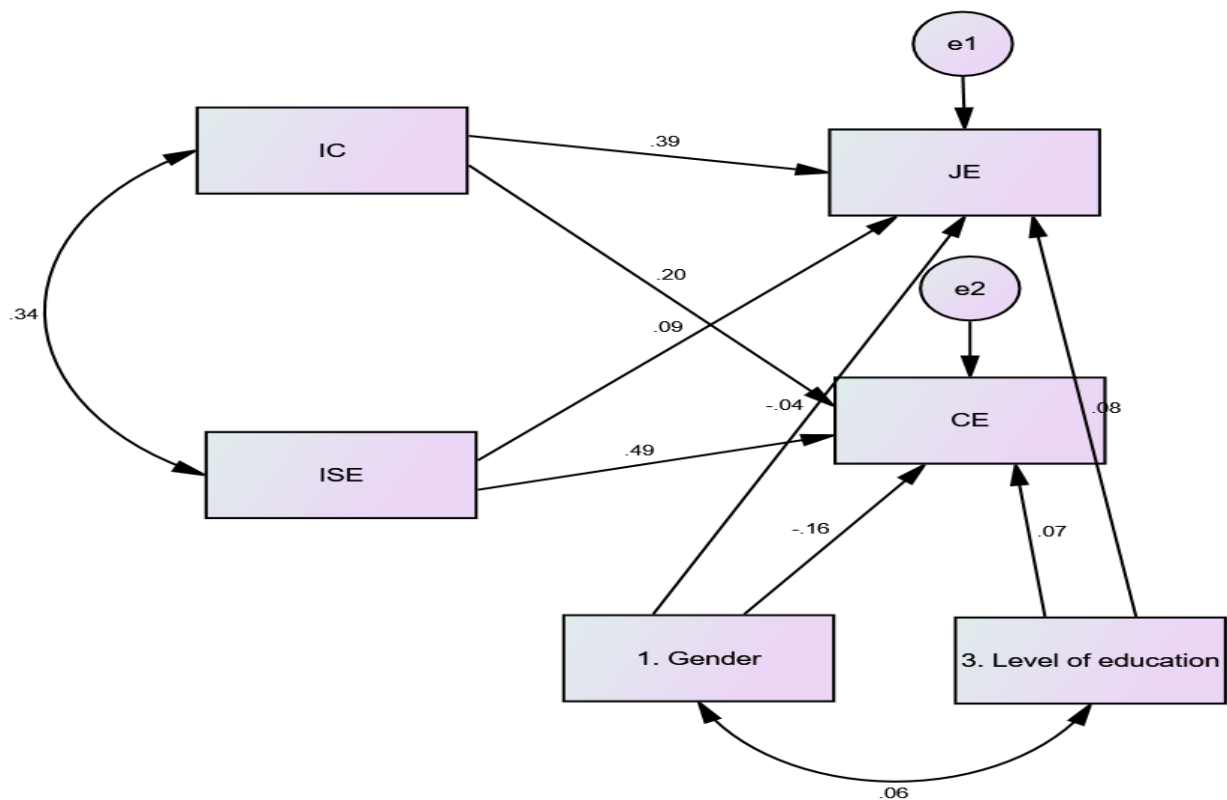
and intercultural self-efficacy on other variables such as job embeddedness and communication effectiveness.

Figure 4. 2: Structural direct Model 1



Source: Field Data (2024)

Figure 4. 3: Structural direct Model 2



Source: Field Data (2024)

4.8.1 Validation of Structural Models with Fit Indices

Validating the structural model was a crucial step in the research process to ensure that the outcomes of the study were both reliable and accurate. Structural model validation involves assessing the relationships between the variables and determining whether the proposed theoretical framework accurately reflects the data. This process typically includes evaluating the model's fit indices, such as the goodness-of-fit, comparative fit index (CFI), and root mean square error of approximation (RMSEA), to ensure that the model adequately explains the observed data. The overall fitness of the structural model is validated using various fit indices (see Table 4.9 below). Table 4.8 below shows the various fit indices, their conventional criteria

and the results of both the direct models. The CMIN/df or (χ^2/df), RMSEA and the Incremental fit measures of the model as shown in Table 4.8. From Table 4.8 all the fit indices have shown sufficient fit based on each of the fit indices and their related benchmarks recommended thresholds (Hu & Bentler, 1999; Hair et al., 2010; Etezadi-Amoli & Farhoomand, 1996).

Table 4. 9: Goodness-of-Fit Indices for Structural Models

Measurement	Model	1	Model 2	Recommended	Interpretation
	Indices		Indices	Threshold	
CMIN	10.456		4.440	---	
DF	5		5	---	
CMIN/DF	2.091		.888	$1 \leq 3$	Excellent
CFI	.984		1.000	$>.95$	Excellent
GFI	.989		.995	$>.95$	Excellent
RMSEA	.063		.000	$<.06$	Acceptable/Excellent

Source: Field Data (2024)

For example, CMIN/df (χ^2/df) of the study's structural models, 2.091 and .888 for the direct model 1 and model 2 baseline structural models combined, which are less than the threshold of the recommended by Hu and Bentler (1999) for a good fit. In addition, the study models have RMSEA of 0.063 and .000 for the direct model 1 and model 2 baselines which are within the acceptable threshold. The CFI and GFI of the structural models of 0.989, 1.000 and 989, 1.000 respectively are excellent as recommended by Hu and Bentler (1999) and Hair et al. (2010). Likewise, the Pclose of 0.288 and .785 for the baseline models are excellent and consistent with Hair et al. (2010) and Etezadi-Amoli and Farhoomand's (1996) recommendation of Pclose > 0.05 as excellent. The validation of the structural model was necessary to ensure confidence and accuracy of the outcomes.

4.9 Pathway Relationships Assessment based on the Objectives of the Study

Table 4.10 below shows the direct path relationships between the independent variables and dependent variables as indicated based on the objectives as well as the direct hypotheses of the study. The path analysis test provides researchers with the opportunity to assess the effect of single predictor or multiple predictors on multiple dependent variables simultaneously (see Figures 4.2 & 4.3 above). The direct effect models assessed the main effects of the independent variables on the dependent variables in the study. Specifically, the study examined 8 main effects. The following hypotheses were tested in the study:

Direct effects hypotheses

H1a: Cultural intelligence relates positively and significantly with job embeddedness

H1b: Cultural intelligence relates positively and significantly with communication effectiveness.

H1c: Cultural intelligence relates positively and significantly with inclusive climate

H1d: Cultural intelligence relates positively and significantly with intercultural self-efficacy

H2a: Inclusive climate relates positively and significantly with job embeddedness

H2b: Inclusive climate relates positively and significantly with communication effectiveness.

H3a: Intercultural self-efficacy relates positively and significantly with job embeddedness

H3b: Intercultural self-efficacy relates positively and significantly with communication effectiveness.

Table 4. 10: Direct Models Pathway Assessment

Predictor	Predicted	Estimate	S.E	C.R	P-value
Model 1					
CQ	→JE	.227	.064	3.879	.000***
	→CE	.534	.061	10.641	.000***
	→IC	.247	.064	4.250	.000***
	→ISE	.548	.051	10.869	.000***
Model 2					
IC	→JE	.388	.056	6.730	.000***
	→CE	.196	.055	3.865	.000***
ISE	→JE	.092	.063	1.601	.109
	→CE	.494	.597	9.748	.000***

Source: Field Data (2024); Note: ISE= Intercultural Self-efficacy, CE= Communication Effectiveness, IC= Inclusive Climate, JE= Job embeddedness, CQ= Cultural Intelligence

4.9.1 Cultural Intelligence and Job Embeddedness

The first objective of the study sought to examine the influence of cultural intelligence on job embeddedness of expatriates in Ghana. This objective was measured by developing the first hypothesis (1a) which stated that: Cultural intelligence relates positively and significantly with job embeddedness. This hypothesis was tested using the SEM analysis via Amos (version 29), with job embeddedness being the predicted variable and cultural intelligence being the predictor variable. As shown in Table 4.9 above, the prediction that cultural intelligence relates positively and significantly with job embeddedness was supported by the results of the study, ($\beta = .227$, $SE = .064$, $p < .001$). This finding implies that expatriates who demonstrated higher levels of cultural intelligence were embedded in their jobs. Therefore, hypothesis 1a, which stated that cultural intelligence relates positively and significantly with job embeddedness was supported in this study. Moreover, the standardised beta value of .227 indicates that the influence of cultural intelligence on job embeddedness was positive and significant. To add to this, the regression weight (standardised beta value) of .23 indicates that 23% variation in job

embeddedness among expatriates in Ghana is positively influenced by a unit increase in their cultural intelligence.

4.9.2 Cultural Intelligence and Communication Effectiveness

The second objective of the study aimed to examine the influence of cultural intelligence on the communication effectiveness of expatriates in Ghana. This was addressed by developing the second hypothesis (1b), which posited that cultural intelligence has a positive and significant relationship with communication effectiveness. This hypothesis was tested using SSEM analysis via the Amos software, with communication effectiveness as the predicted variable and cultural intelligence as the predictor variable. As indicated in Table 4.9 above, the results supported the hypothesis, showing a positive and significant relationship between cultural intelligence and communication effectiveness ($\beta = .534$, $SE = .061$, $p < .001$). This finding suggests that expatriates with higher levels of cultural intelligence are more effective in communication. Thus, hypothesis 1b, stating that cultural intelligence positively and significantly relates to communication effectiveness, was supported by the data. Additionally, the standardised beta value of .534 underscores the significant positive influence of cultural intelligence on communication effectiveness. Furthermore, the regression weight (standardised beta value) of .534 indicates that a 53% variation in communication effectiveness among expatriates in Ghana can be attributed to a unit increase in their cultural intelligence.

4.9.3 Cultural Intelligence and Inclusive Climate

The third objective of the study sought to examine the influence of cultural intelligence on inclusive climate. This objective was measured by developing the third hypothesis (1c) which stated that: Cultural intelligence relates positively and significantly to inclusive climate. This hypothesis was tested, with inclusive climate being the predicted variable and cultural intelligence being the predictor variable. As shown in Table 4.9 above, the prediction that

cultural intelligence relates positively and significantly with inclusive climate was supported by the results of the study ($\beta = .247$, $SE = .064$, $p < .001$). This finding implies that expatriates who demonstrated higher levels of cultural intelligence had better inclusive climate. Therefore, hypothesis 1c, which stated that cultural intelligence relates positively and significantly with inclusive climate was supported by the data in this study. Furthermore, the standardised beta value of .247 indicates that the influence of cultural intelligence on communication effectiveness was positive and significant. To add to this, the regression weight (standardised beta value) of .25 indicates that 25% variation in inclusive climate among expatriates in Ghana is positively influenced by a unit increase in their cultural intelligence.

4.9.4 Cultural Intelligence and Intercultural Self-Efficacy

The fourth objective of the study aimed to examine the influence of cultural intelligence on the intercultural self-efficacy of expatriates in Ghana. This was addressed by developing the fourth hypothesis (1d), which posited that cultural intelligence has a positive and significant relationship with intercultural self-efficacy. This hypothesis was tested using intercultural self-efficacy as the predicted variable and cultural intelligence as the predictor variable. As indicated in Table 4.9 above, the results supported the hypothesis, showing a positive and significant relationship between cultural intelligence and intercultural self-efficacy ($\beta = .548$, $SE = .051$, $p < .001$). This finding suggests that expatriates with higher levels of cultural intelligence have improved intercultural self-efficacy. Thus, hypothesis 1d, stating that cultural intelligence positively and significantly relates to intercultural self-efficacy, was supported by the data. Additionally, the standardised beta value of .548 underscores the significant positive influence of cultural intelligence on intercultural self-efficacy. Furthermore, the regression weight (standardised beta value) of .55 indicates that a 55% variation in intercultural self-efficacy among expatriates in Ghana can be attributed to a unit increase in their cultural intelligence.

4.9.5 Inclusive Climate and Job Embeddedness

The fifth objective of the study sought to examine the influence of inclusive climate on the job embeddedness of expatriates in Ghana. This was addressed by developing the fifth hypothesis (2a), which posited that inclusive climate has a positive and significant relationship with job embeddedness. This hypothesis was tested using SEM analysis via the Amos software, with job embeddedness as the predicted variable and inclusive climate as the predictor variable. As indicated in Table 4.9 above, the results supported the hypothesis, showing a positive and significant relationship between inclusive climate and job embeddedness ($\beta = .388$, $SE = .056$, $p < .000$). This finding suggests that expatriates with higher levels of inclusive climate are more embedded in their jobs. Thus, hypothesis 2a, stating that inclusive climate positively and significantly relates to job embeddedness, was confirmed by the data. Additionally, the standardized beta value of .388 underscores the significant positive influence of inclusive climate on job embeddedness. Furthermore, the regression weight (standardised beta value) of .39 indicates that a 39% variation in job embeddedness among expatriates in Ghana can be attributed to a unit increase in inclusive climate.

4.9.6 Inclusive Climate and Communication Effectiveness

The sixth objective of the study sought to examine the influence of inclusive climate on the communication effectiveness of expatriates in Ghana. This was addressed by developing the sixth hypothesis (2b), which posited that inclusive climate has a positive and significant relationship with communication effectiveness. This hypothesis was tested with communication effectiveness as the predicted variable and inclusive climate as the predictor variable. As indicated in Table 4.9 above, the results supported the hypothesis, showing a positive and significant relationship between inclusive climate and communication effectiveness ($\beta = .196$, $SE = .055$, $p < .000$). This finding suggests that expatriates with higher levels of inclusive climate are more effective communicators. Thus, hypothesis 2b, stating that

inclusive climate positively and significantly relates to communication effectiveness, was supported by the data. Additionally, the standardised beta value of .196 underscores the significant positive influence of inclusive climate on communication effectiveness. Furthermore, the regression weight (standardised beta value) of .20 indicates that a 20% variation in communication effectiveness among expatriates in Ghana can be attributed to a unit increase in inclusive climate.

4.9.7 Intercultural Self-Efficacy and Job Embeddedness

The seventh objective of the study aimed to examine the influence of intercultural self-efficacy on the job embeddedness of expatriates in Ghana. This was addressed by developing the seventh hypothesis (3a), which posited that intercultural self-efficacy has a positive and significant relationship with job embeddedness. This hypothesis was tested with job embeddedness as the predicted variable and intercultural self-efficacy as the predictor variable. The result in Table 4.9 above, shows that the relationship though positive, was not significant ($\beta = .092$, $SE = .063$, $p > .001$). This finding suggests that expatriates with higher levels of intercultural self-efficacy are less likely to be impacted by job embeddedness. Thus, hypothesis 3a, stating that intercultural self-efficacy positively and significantly relates to job embeddedness, was not supported by the data. Additionally, the standardised beta value of .092 underscores the non-significant positive influence of intercultural self-efficacy on job embeddedness. Additionally, the standardised beta value of .092 underscores the non-significant positive influence of intercultural self-efficacy on job embeddedness. Furthermore, the regression weight (standardised beta value) of .09 indicates that only 9% variation in job embeddedness among expatriates in Ghana can be attributed to a unit increase in intercultural self-efficacy which is considered not significant enough to cause a change.

4.9.8 Intercultural Self-Efficacy and Communication Effectiveness

The eighth objective of the study sought to examine the influence of intercultural self-efficacy on the communication effectiveness of expatriates in Ghana. This was addressed by developing the eighth hypothesis (3b), which posited that intercultural self-efficacy has a positive and significant relationship with communication effectiveness. This hypothesis was tested with communication effectiveness as the predicted variable and intercultural self-efficacy as the predictor variable. The result in Table 4.9 above supported the hypothesis, showing a positive and significant relationship between intercultural self-efficacy and communication effectiveness ($\beta = .494$, $SE = .061$, $p < .001$). This finding suggests that expatriates with higher levels of intercultural self-efficacy are more likely to have improved communication effectiveness. Thus, hypothesis 3b, stating that intercultural self-efficacy positively and significantly relates to communication effectiveness, was supported by the data. Additionally, the standardised beta value of .494 underscores the significant positive influence of intercultural self-efficacy on communication effectiveness. Furthermore, the regression weight (standardized beta value) of .09 indicates that only 9% variation in communication effectiveness among expatriates in Ghana can be attributed to a unit increase in intercultural self-efficacy.

4.10 Mediation and Indirect Model Analyses

This aspect of the analysis tested the mediation model of the study. The path analysis test is a structural equation approach that utilises latent constructs employed to test the mediation hypotheses (four). The path analysis test provides researchers with the opportunity to assess the effect of multiple predictors on multiple dependent variables simultaneously, which is not possible with SPSS. The analysis (in Figure 4.4 below) demonstrates the indirect model where inclusive climate and intercultural self-efficacy play mediation roles in the relationships between cultural intelligence and job embeddedness as well as communication effectiveness.

Table 4.11 below, summarises the mediation analysis and their interpretations. The following are the hypotheses of the mediation model.

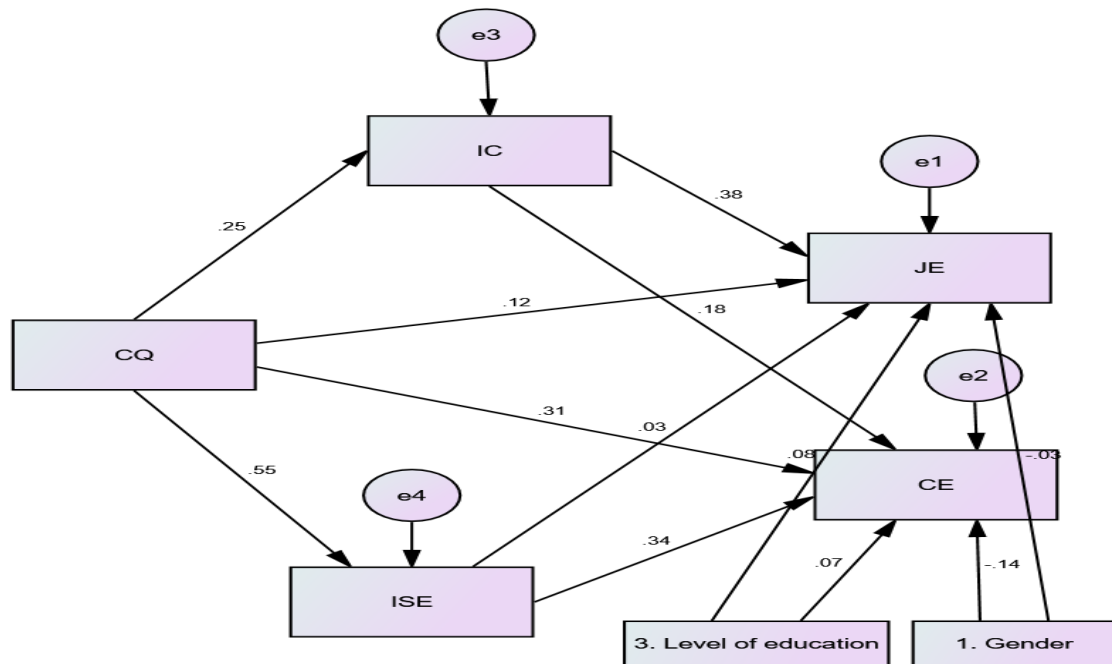
H4a: *Inclusive Climate mediates the relationship between Cultural Intelligence and Job Embeddedness*

H4b: *Inclusive Climate mediates the relationship between Cultural Intelligence and Communication Effectiveness*

H5a: *Intercultural Self-efficacy mediates the relationship between Cultural Intelligence and Job Embeddedness*

H5b: *Inclusive Climate mediates the relationship between Cultural Intelligence and Communication Effectiveness*

Figure 4. 4: Indirect Model



Source: Field Data (2024)

4.10.1 Validation Indices for Indirect Model

The overall fitness of the indirect model is validated using various fit indices as presented in Table 4.11 below. It shows the various fit indices, their conventional criteria and the results of the indirect model. The CMIN/df or (χ^2 /df), RMSEA and the Incremental fit measures of the model are shown in Table 4.11. All the fit indices have shown sufficient fit based on each of the fit indices and their related benchmarks recommended thresholds (Hu & Bentler, 1999; Hair et al., 2010; Etezadi-Amoli). For instances, CMIN/df (χ^2 /df) of the study's indirect models, 2.723 for the indirect model baseline structural models, which is less than the recommended threshold by Hu and Bentler (1999) for a good fit. In addition, the study model has RMSEA of 0.079 for the indirect model baselines which is within the acceptable threshold. The CFI and GFI of the indirect model showed 0.955 and 0.976 respectively as excellent as recommended by Hu and Bentler (1999) and Hair et al. (2010). Likewise, the Pclose of 0.089

for the indirect models is excellent and consistent with Hair et al. (2010) recommendation of $P_{close} > 0.05$ as excellent.

Table 4. 11: Validation Indices of the Indirect Model

Measurement	Model	Threshold	Interpretation
CMIN	24.511	---	
DF	9	---	
CMIN/DF	2.723	$1 \leq 3$	Excellent
CFI	.955	$>.95$	Excellent
GFI	.976	$>.95$	Excellent
RMSEA	.079	$<.06$	Acceptable/Excellent
PClose	.089	$>.05$	Excellent
SRMR	.061	$<.08$	Excellent
TLI	.894	$>.95$	Acceptable/Excellent
IFI	.956	$>.95$	Excellent

Source : Field Data (2024) Note : Threshold sources: Hu and Bentler (1999), and Gaskin and Lim (2016)

Table 4. 12: Path Analysis of the Mediation Effect of Inclusive Climate and Intercultural Self-Efficacy

Relationships	Standardised		95% CI	
<i>Null Effect Model</i>	Estimate	SE	LL	UL
Gender -> Job embeddedness	-.08	.11	-.19	.04
Gender -> Communication effectiveness	-.17**	.12	-.28	-.04
Educational level -> Job Embeddedness	.082	.050	-.11	.08
Educational level -> Communication effectiveness	.070	.046	-.11	.06
<i>Direct Effect Model</i>				
Cultural intelligence -> Job embeddedness	.12	.07	-.03	.23
Cultural intelligence -> Communication effectiveness	.31**	.07	.18	.43
Cultural intelligence -> Inclusive climate	.25**	.07	.16	.08
Cultural intelligence -> Inter-cultural self-efficacy	.55**	.05	-.21	-.04
Inclusive climate -> Job embeddedness	.38**	.06	.24	.50
Inclusive climate -> Communication effectiveness	.18**	.05	.09	.27
Intercultural self-efficacy -> Job embeddedness	.03	.08	-.15	.23
Intercultural self-efficacy -> Communication effectiveness	.34**	.07	.18	.46

<i>Mediated Effect Model</i>				
Cultural intelligence -> Inclusive climate -> Job embeddedness	.11**	.05	.18	
Cultural intelligence -> Inclusive climate -> Communication effectiveness	.05**	.02	.10	
Cultural intelligence -> Intercultural self-efficacy -> Job embeddedness	.02	-.09	.16	
Cultural intelligence -> Intercultural self-efficacy -> Communication effectiveness	.23**	.13	.34	

Source : Field Data (2024) ** $p < .01$. CI = Confidence Interval, LL = Lower Level, UL = Upper Level; Cultural Intelligence, Job Embeddedness, Communication Effectiveness, Intercultural Self-efficacy and Inclusive Climate

4.10.2 Mediation Role of Inclusive Climate

To measure the mediation role of inclusive climate, two mediation hypotheses were set. The first mediation hypothesis stated that: *Inclusive Climate mediates the relationship between Cultural Intelligence and Job Embeddedness*. This hypothesis was measured by examining the indirect relationships in SEM. The study found significant indirect or mediation effects (see Table 4.12 below) of inclusive climate on the relationship between cultural intelligence and job embeddedness. The study found that inclusive climate significantly mediated the relationship between cultural intelligence and job embeddedness, $\beta = .11$, $p < .01$, CI [.05, .18]. Given that the direct effect of cultural intelligence on job embeddedness was not significant in the presence of the mediator variable (i.e., inclusive climate), it can be concluded that inclusive climate fully mediated the relationship between cultural intelligence and job embeddedness. Thus, hypothesis 4a, which stated that inclusive climate significantly mediates the relationship between cultural intelligence and job embeddedness was supported by the results of the study.

Moreover, the second mediation hypothesis stated that: *Inclusive Climate mediates the relationship between Cultural Intelligence and communication effectiveness*. This hypothesis was measured by examining the indirect relationships. Also, it was observed that inclusive

climate significantly mediated the relationship between cultural intelligence and communication effectiveness, $\beta = .05, p < .01$ CI [.02, .10]. However, the direct relationship between cultural intelligence and communication remained significant in the presence of the mediator variable (i.e., inclusive climate). Therefore, inclusive climate partially mediated the relationship between cultural intelligence and communication effectiveness. Thus, hypothesis 4b was partially supported by the results of the study.

4.10.3 Mediation role of Inter-cultural Self-Efficacy

To measure the mediation role of inclusive climate, two mediation hypotheses were set. The third mediation hypothesis (H5a) stated that: *Intercultural self-efficacy mediates the relationship between Cultural Intelligence and Job Embeddedness*. This hypothesis was measured by examining the indirect relationships. The results in Table 4.12 above indicate that intercultural self-efficacy did not significantly mediate the relationship between cultural intelligence and job embeddedness, $\beta = .02, p > .05$, CI [-.09, .16]. Thus, hypothesis 5a was not supported, indicating that intercultural self-efficacy was not a significant mediator in the link between cultural intelligence and job embeddedness.

The fourth mediation hypothesis (H5b) stated that: *Intercultural self-efficacy mediates the relationship between cultural intelligence and communication effectiveness*. This hypothesis was measured by examining the indirect relationships. The study also found that intercultural self-efficacy significantly mediated the relationship between cultural intelligence and communication effectiveness, $\beta = .23, p < .01$, CI [.13, .34]. This result shows that intercultural self-efficacy partially mediated the relationship between cultural intelligence and communication effectiveness because the main effect of cultural intelligence on communication effectiveness remained significant in the presence of the mediator variable (i.e., intercultural self-efficacy). Thus, hypothesis 5b was partially supported by the results of the study.

4.10.4 Moderation Role of Inclusive Climate

In this study, two moderation hypotheses were tested. Prior to testing the moderation hypotheses, interactive terms were created. The interactive is the product of the independent variable and the moderator variable. Cultural intelligence was the independent variable and inclusive climate was the moderator variable. Both the independent variable (i.e., IV - mean of IV) and moderator variable (Moderator – mean of moderator) were centered before creating the interactive term. The centered IV and Moderator were then multiplied to obtain the interactive term. A significant interactive is indicative of significant moderation.

The results in Table 4.13 below indicate the inclusive climate did not significantly moderate the relationship between cultural intelligence and job embeddedness, $\beta = -.04$, $SE = .06$, $p > .05$. This suggests that inclusive climate was not a significant boundary variable in the relationship between cultural intelligence and job embeddedness. Therefore, hypothesis 6a, which states that inclusive climate significantly moderates the relationship between cultural intelligence and job embeddedness such that cultural intelligence relates significantly and positively to job embeddedness at a higher rather than lower level of inclusive climate was not supported.

The results in Table 4.13 below indicate the inclusive climate did not significantly moderate the relationship between cultural intelligence and communication effectiveness, ($\beta = -.06$, $SE = .05$, $p > .05$) This suggests that inclusive climate was not a significant boundary variable in the relationship between cultural intelligence and communication effectiveness. Therefore, hypothesis 6a, which states that inclusive climate significantly moderates the relationship between cultural intelligence and communication effectiveness such that cultural intelligence relates significantly and positively to communication effectiveness at a higher rather than lower level of inclusive climate was not supported

Table 4. 13: Path Analysis Results of the Moderation Effect of Inclusive Climate

	Job Embeddedness						Communication Effectiveness					
	Model 1		Model 2		Model 3		Model 1		Model 2		Model 3	
	β	<i>SE</i>	<i>B</i>	<i>SE</i>	β	<i>SE</i>	β	<i>SE</i>	β	<i>SE</i>	β	<i>SE</i>
Gender	-.08	.11	-.08	.10	-.04	.10	-.17*	.12	-.23*	.09	-.11*	.09
CQ	-	-	.14*	.06	.12	.06	-	-	.59**	.06	.48**	.06
IC	-	-	.38**	.06	.39**	.06	-	-	.26**	.05	.25**	.05
CQ * IC	-	-	-	-	-.04	.06	-	-	-	-	-.06	.05

Source : Field Data (2024) ** $p < .0$ Note: CQ=Cultural intelligence, IC= Inclusive climate

4.11 Summary of Results

Table 4.14 below presents the summarized findings of the hypothesized relationships between key study variables, including cultural intelligence, job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The table provides a comprehensive overview of the results, showing which hypotheses were supported or not based on the analysis. Out of the 14 proposed hypotheses, 10 were validated by the data, indicating significant relationships between the variables, while 4 were not supported.

Table 4. 14: Summary of Results

#	Hypothesised Relationships	Decision
1	H1a: Cultural intelligence relates positively and significantly with job embeddedness	Supported
2	H1b: Cultural intelligence relates positively and significantly with communication effectiveness.	Supported
3	H1c: Cultural intelligence relates positively and significantly with inclusive climate	Supported
4	H1d: Cultural intelligence relates positively and significantly with intercultural self-efficacy	Supported
5	H2a: Inclusive climate relates positively and significantly with job embeddedness	Supported
6	H2b: Inclusive climate relates positively and significantly with communication effectiveness.	Supported
7	H3a: Intercultural self-efficacy relates positively and significantly with job embeddedness	<i>Not Supported</i>
8	H3b: Intercultural self-efficacy relates positively and significantly with communication effectiveness.	Supported
9	H4a: Inclusive climate significantly mediates the relationship between cultural intelligence and job embeddedness	Supported
10	H4b: Inclusive climate significantly mediates the relationship between cultural intelligence and communication effectiveness.	Supported
11	H5a: Intercultural self-efficacy significantly mediates the relationship between cultural intelligence and job embeddedness	<i>Not supported</i>

12	H _{5b} : Intercultural self-efficacy significantly mediates the relationship between cultural intelligence and communication effectiveness.	Supported
13	H6a: Inclusive climate significantly moderates the relationship between cultural intelligence and job embeddedness such that cultural intelligence relates significantly with job embeddedness at a higher rather than at a lower level of inclusive climate.	<i>Not supported</i>
14	H6b: Inclusive climate significantly moderates the relationship between cultural intelligence and communication effectiveness such that cultural intelligence relates significantly with job embeddedness at a higher rather than at a lower level of inclusive climate.	<i>Not supported</i>

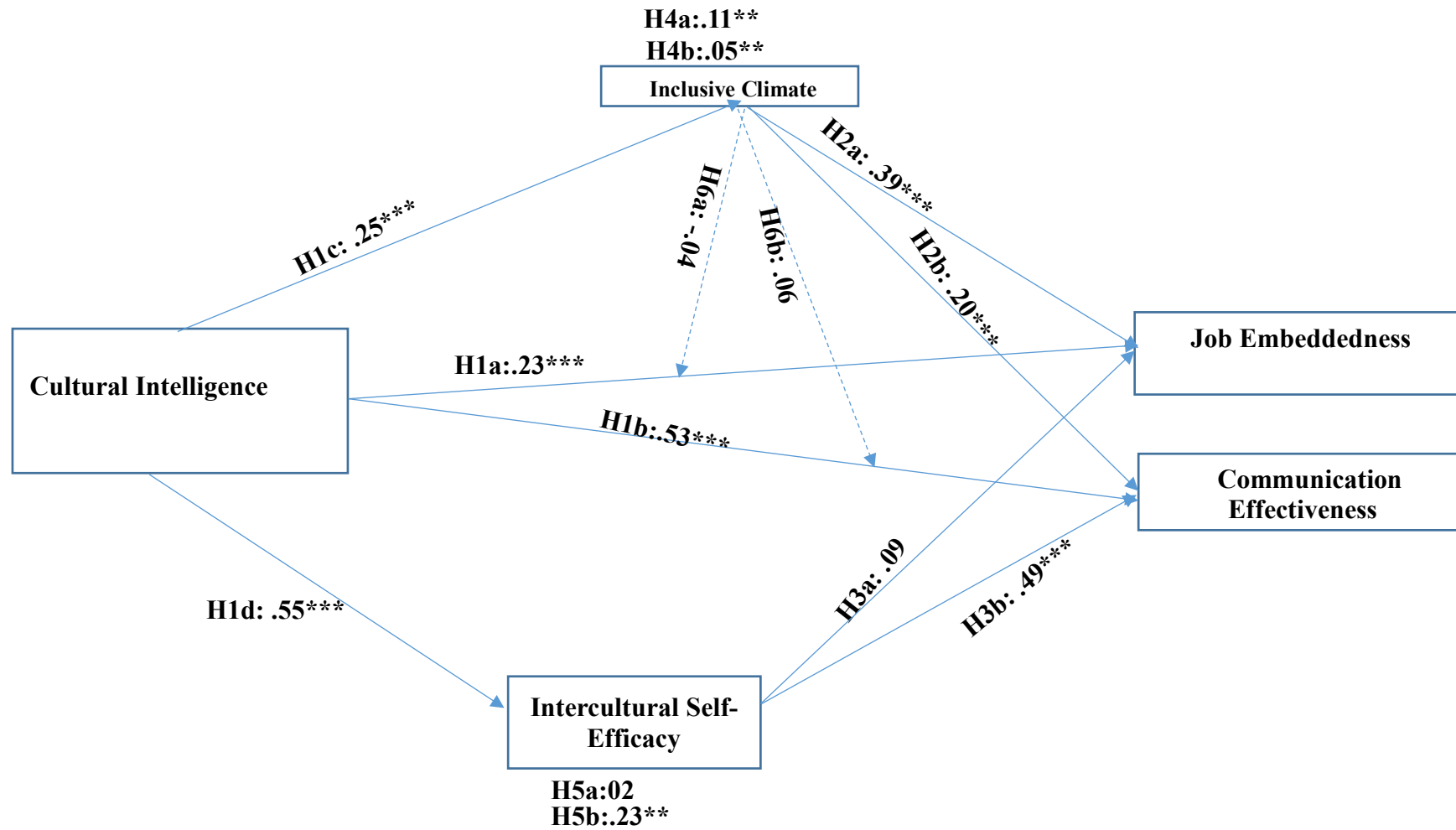
Source: Survey Data, (2024)

This breakdown highlights the complex nature of the relationships among the study variables and suggests that while most of the theoretical assumptions were confirmed, some variables may not interact as expected in the given context. The supported hypotheses offer insights into the factors that positively influence workplace dynamics, while the unsupported ones suggest areas where further research may be necessary.

4.12 Observed Conceptual Framework

Figure 4.6 demonstrates the observed model after the analysis and findings. This final conceptual framework reflects the outcome of the study where cultural intelligence directly predicts job embeddedness, communication effectiveness, inclusive climate and intercultural self-efficacy. Moreover, the model depicts that inclusive climate directly predicts job embeddedness and communication effectiveness. In addition, intercultural self-efficacy directly predicts communication effectiveness but not job embeddedness. It is noted that both inclusive climate and intercultural self-efficacy acted as mediators with inclusive climate significantly mediating the relationship between cultural intelligence and both job embeddedness and communication effectiveness. In addition, intercultural self-efficacy significantly mediated the cultural intelligence-communication effectiveness relationship but not with cultural intelligence-job embeddedness relationship. Furthermore, the observed model also reflects the moderating role of inclusive climate which reflects that cultural intelligence-job embeddedness-communication effectiveness relationships were not moderated.

Figure 4.6 Final Observed Conceptual Framework



4.13 Chapter Conclusion

The chapter has brought to light the outcome of the variables by identifying the significant impact of the direct impact of cultural intelligence on job embeddedness, communication effectiveness, inclusive climate and intercultural self-efficacy. In addition, the results also revealed that inclusive climate has positive significant impact on job embeddedness and communication effectiveness. Moreover, intercultural self-efficacy directly impacted communication effectiveness but not job embeddedness. Furthermore, the study revealed that inclusive climate mediated on the relationship between cultural intelligence and job embeddedness and communication effectiveness. On the other hand, intercultural self-efficacy mediated the relationship between cultural intelligence and communication effectiveness but not job embeddedness. However, the reporting of findings found a non-significant moderation role of inclusive climate on the relationship between cultural intelligence and job embeddedness and communication effectiveness.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

The previous chapter of the study presented the findings of the study. This chapter of the study aims to discuss the findings based on the analysis and interpretations in respect of the objectives of the study. The chapter delves into the implications of the significant direct impacts of cultural intelligence on job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy, demonstrating how these findings align with or challenge previous research. It also explores the positive impact of an inclusive climate on job embeddedness and communication effectiveness, situating these findings within the broader context of organisational behaviour studies. Furthermore, the chapter addresses the role of intercultural self-efficacy, particularly its effect on communication effectiveness, and discusses its limited impact on job embeddedness, referencing relevant studies to provide a comprehensive understanding. By examining the mediation and moderation roles of inclusive climate and intercultural self-efficacy, the chapter offers insights into the complex dynamics between cultural intelligence and workplace outcomes. Overall, this discussion connects the findings of the study to establish theories and empirical evidence.

5.1 Discussion of Findings

This chapter of the study provides an in-depth discussion of the study's findings, focusing on the objectives and hypotheses set to explore the impact of cultural intelligence on key outcomes such as job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The chapter also examines the mediating roles of inclusive climate and intercultural self-efficacy, highlighting their contributions to the relationships between cultural intelligence and the identified outcomes. Furthermore, the study investigates the moderating

role of inclusive climate, on the relationship between cultural intelligence and job embeddedness or communication effectiveness.

5.1.1 Cultural Intelligence and Job Embeddedness

The first objective of the study examined the relationship between cultural intelligence and job embeddedness. After testing the hypothesis regarding this relationship, the findings revealed a significant positive relationship between cultural intelligence (specifically its motivational and behavioural components) and the job embeddedness of expatriates in Ghana. This suggests that expatriates who possess high levels of cultural intelligence are more likely to feel embedded within their organisations, highlighting the importance of cultural adaptability in ensuring that expatriates remain committed and integrated into their host organisations. This finding supports the research conducted by Stoermer et al. (2021) and Chen et al. (2024), which demonstrated that cultural intelligence has a positive effect on organisational embeddedness and Aminulla et al. (2022) which found CQ to relate to expatriates' intention to remain in organisations.

Previous studies such as Stoermer et al. (2021) and Chen et al. (2024) revealed that expatriates' cultural intelligence positively affects their organisational embeddedness, reinforcing the notion that cultural intelligence is crucial for successful expatriation. Expatriates who are culturally intelligent are better equipped to navigate the complexities of working in a foreign environment, thus increasing their likelihood of feeling integrated and embedded within their organisations. The Social Learning Theory (Bandura, 1977) provides a theoretical framework for understanding the positive relationship between expatriates' cultural intelligence and their job embeddedness. According to this theory, individuals learn and acquire behaviours through observation and social interactions (Kraimer et al., 2016). Expatriates with high cultural intelligence serve as role models within their organisations, demonstrating effective cross-cultural adaptation strategies. This, in turn, influences other employees who observe and

imitate these behaviours, leading to an overall increase in cultural intelligence and job embeddedness within the organisation (Caligiuri, 2000).

Moreover, expatriates with high cultural intelligence tend to build positive social connections within their host organisations. As Van der Laken et al. (2016) note, these expatriates are adept at forming meaningful relationships with their colleagues, which can foster a sense of belonging and support. Such social connections are vital for organisational embeddedness, as they help expatriates feel more integrated and less isolated. Furthermore, these expatriates often share their knowledge and experiences, contributing to a supportive organisational climate (Stoermer et al., 2021). This knowledge-sharing can enhance the overall cultural competence of the organisation, further embedding expatriates within their work environment. In addition to building social connections, expatriates with high cultural intelligence contribute to a supportive organisational climate by promoting inclusivity and cultural sensitivity. Kour and Jyoti (2021) emphasise that culturally intelligent expatriates help create an environment where diversity is valued and respected. This supportive climate not only enhances job satisfaction and engagement but also increases organisational commitment and job embeddedness. By fostering a culture of inclusivity and mutual respect, expatriates with high cultural intelligence play a crucial role in ensuring that both they and their colleagues feel embedded and valued within the organisation.

5.1.2 Cultural Intelligence and Communication Effectiveness

The second objective of the study assessed the influence of cultural intelligence on the communication effectiveness of expatriates in Ghana. The hypothesis which stated that *cultural intelligence relates positively and significantly with communication effectiveness*, was supported by the data. This indicates that cultural intelligence, particularly its motivational and behavioural components, significantly influences expatriates' communication effectiveness.

This includes effectively dealing with communication misunderstandings with colleagues, managing different communication styles, understanding others' points of view, and effectively handling anxiety during interactions. This finding affirms Bückner et al.'s (2014) assertion that individuals' knowledge of cultural differences positions them for effective verbal and non-verbal communication in international interactions. Bückner et al.'s study highlighted the importance of cultural awareness and adaptability in enhancing communication effectiveness in diverse settings, reinforcing the current study's results. Mukherji (2016) also found that managers in India interacting with multicultural teams exhibit higher communication effectiveness than those not interacting, further supporting the positive impact of cultural intelligence on communication skills. Similarly, CQ has been found to demonstrate higher levels of interaction involvement by call center agents in cross-cultural communication (Puyod & Charoensukmongkol, 2019).

From the perspective of the Social Learning Theory (Bandura, 1977), expatriates with high cultural intelligence learn and adapt their communication behaviours through observation, imitation, and social interactions. They serve as role models for others, who observe and imitate their successful cross-cultural communication strategies. This process of social learning helps in developing effective communication skills among expatriates, enhancing their ability to navigate complex intercultural interactions. Matsumoto and Sunitiyoso (2009) emphasise that social support and positive relationships with culturally diverse individuals further enhance communication effectiveness, highlighting the role of social networks in facilitating effective communication. Additionally, Iskhakova and Ott (2020) found that social interactions and supportive relationships within culturally diverse environments significantly contribute to improving communication effectiveness. Their research indicates that expatriates who actively engage with and receive support from their multicultural colleagues are better equipped to manage communication challenges. This underscores the importance of fostering a supportive

and inclusive work environment to enhance expatriates' communication skills and overall job performance.

The findings highlight the strategic significance of cultural intelligence in enhancing communication effectiveness among expatriates. Organisations that prioritise cultural intelligence training and support for their expatriates can expect improved communication outcomes, leading to more effective collaboration and productivity in multicultural work settings. By understanding and leveraging the positive relationship between cultural intelligence and communication effectiveness, companies can better support their expatriates and achieve greater success in international operations.

5.1.3 Cultural Intelligence and Inclusive Climate

The association between cultural intelligence and inclusive climate was investigated based on the third objective of the study. The analysis validated the third hypothesis (H1c), revealing that cultural intelligence significantly and positively impacted the inclusive climate. This indicates that expatriates' cultural intelligence, particularly its motivational and behavioural aspects, influenced the inclusive climate within their organisations. Elements of inclusive climate include being part of decision-making processes, having the ability to influence organisational decisions, impacting work assignment decisions, being consulted about important project decisions, and receiving feedback from supervisors. This finding confirms previous research that individual CQ predicts perceived inclusion in work groups (Alexandra et al., 2021; Fujimoto & Presbitero, 2021; Men et al., 2023; Alexandra, 2023, Randel & Alexandra, 2024). Individuals with high cultural intelligence possess the knowledge, skills, and attitudes necessary to navigate and bridge cultural differences effectively, which facilitates their integration and inclusion within diverse work environments. Their ability to interact

respectfully and effectively with individuals from different cultural backgrounds helps build trust and foster an inclusive work atmosphere (Lee et al., 2019).

The Social Learning Theory (Bandura, 1977) suggests that cultural intelligence plays a vital role in shaping the inclusive climate experienced by expatriate employees. According to this theory, individuals learn behaviours and attitudes through observation and social interactions. Expatriates with high cultural intelligence serve as role models, demonstrating behaviours that promote inclusivity and respect for cultural diversity. These behaviours are observed and imitated by others, contributing to a more inclusive organisational climate. Moreover, expatriates with high cultural intelligence are more adept at understanding and appreciating cultural differences, which enables them to facilitate communication and collaboration among culturally diverse team members. This ability not only enhances their own sense of inclusion but also promotes a broader inclusive climate within the organisation. The positive impact of cultural intelligence on inclusive climate underscores the importance of cultural intelligence training and development for expatriates and other employees working in multicultural environments. The findings highlight the critical role of cultural intelligence in fostering an inclusive climate within organisations. By enhancing expatriates' cultural intelligence, organisations can create more inclusive and supportive work environments, which are essential for leveraging the benefits of a diverse workforce. This, in turn, can lead to improved organisational performance, employee satisfaction, and retention.

5.1.4 Cultural Intelligence and Intercultural Self-Efficacy

The fourth objective of the study aimed to investigate the influence of cultural intelligence on intercultural self-efficacy. The hypothesis tested was that cultural intelligence relates positively and significantly with intercultural self-efficacy. This means that higher levels of cultural intelligence, enhances intercultural self-efficacy. This, in turn, facilitates better job embeddedness among expatriates. The finding that cultural intelligence significantly impacts

intercultural self-efficacy of expatriates confirms the views of previous researchers such as Lam and Liaw (2017), Hu et al. (2018), Wawwrosz and Jurasek (2021), and AlMaztoui and Zacca (2021). For instance, these studies collectively indicated that individuals with higher cultural intelligence exert a positive effect on self-efficacy. The results are consistent with the assertion that expatriates with high cultural intelligence can observe and learn from these behaviours, leading to the development of their own intercultural self-efficacy. The Social Learning Theory (Bandura 1977) explains this relationship, suggesting that expatriates develop their intercultural self-efficacy through the observation and imitation of their culturally intelligent peers. Expatriates with high cultural intelligence serve as role models, demonstrating successful intercultural interactions and effective engagement with diverse cultures. Observing these behaviours allows expatriates to build confidence in their own intercultural abilities and fosters the development of intercultural self-efficacy (Rehg et al., 2012; Selmer, 2006).

Furthermore, witnessing how culturally intelligent individuals navigate and overcome intercultural challenges instills a belief in their own capabilities. This observation process helps expatriates to internalise effective strategies for dealing with intercultural situations, enhancing their self-efficacy. The study's findings align with the Social Learning Theory (Bandura 1977) by showing that the positive impact of cultural intelligence on intercultural self-efficacy is facilitated through these observational learning processes (Nguyen et al., 2018). The findings underscore the importance of cultural intelligence in fostering intercultural self-efficacy among expatriates. By enhancing cultural intelligence, organisations can help expatriates develop the confidence and skills necessary to effectively handle intercultural challenges, which in turn can improve their overall performance and adaptation in a foreign environment. This highlights the value of cultural intelligence training and development programs for expatriates to ensure their success in diverse cultural settings.

5.1.5 Inclusive Climate and Job Embeddedness

The relationship between inclusive climate and job embeddedness was examined as the fifth objective of the study. The findings supported the hypothesis that an inclusive climate relates positively and significantly with job embeddedness. This indicates that an inclusive climate, characterised by expatriates being part of decision-making processes, having the ability to influence organisational decisions and work assignments, being consulted about important projects, and receiving feedback from bosses, significantly impacts the organisational job embeddedness of expatriates in Ghana. This finding supports the notion that an inclusive organisational climate alleviates exclusion-related stressors expatriates face and strengthens their positive effects, leading to greater job embeddedness (Davis et al., 2019; Meuer et al., 2019). Inclusive climates create a supportive environment where expatriates feel valued and included in the organisational processes, which enhances their attachment to the organisation. This environment fosters a sense of belonging and connection, crucial elements for expatriates who are navigating a foreign work culture.

Furthermore, when expatriates perceive that their contributions are valued and that they have a voice in organisational matters, their commitment and attachment to the organisation increase. This aligns with the findings of Davis et al. (2019), who found that inclusive climates reduce the stressors associated with feeling excluded and promote a sense of inclusion and belonging. Consequently, expatriates are more likely to experience higher levels of job embeddedness, as their personal and professional needs are being met within the organisation. Meuer et al. (2019) also emphasise that an inclusive climate facilitates the integration of expatriates into the organisational culture, making them feel more embedded and reducing turnover intentions. By promoting inclusivity, organisations can ensure that expatriates are not only adapting to their new roles but are also thriving and contributing effectively to the organisation's goals. The study underscores the importance of fostering an inclusive climate to

enhance job embeddedness among expatriates. Organisations that prioritise inclusivity in their policies and practices can mitigate the challenges expatriates face, leading to improved job satisfaction, retention, and overall organisational performance.

5.1.6 Inclusive Climate and Communication Effectiveness

The study investigated the association between inclusive climate and communication effectiveness as a major objective. The findings confirmed the hypothesis that an inclusive climate relates positively and significantly with communication effectiveness. This indicates that an inclusive climate influences expatriates' communication effectiveness. Moreover, aspects of an inclusive climate such as being part of decision-making, having the ability to influence organisational decisions and work assignments, being consulted about important projects, and receiving feedback from bosses have a significant impact on communication effectiveness. This includes effectively dealing with communication misunderstandings with colleagues, adapting to different communication styles, understanding others' points of view, and managing anxiety effectively.

The findings align with the idea that in an inclusive climate, organisations provide resources and support to expatriates, fostering a positive social exchange (Hon & Lu, 2010; Chen, 2010). Expatriates who feel supported are motivated to contribute their best communication efforts, leading to improved communication effectiveness. This positive communication outcome reinforces the Organisational Support Theory's (Eisenberger et al., 1986) principle of social exchange, creating a cycle of enhanced communication effectiveness (Hon et al., 2013; Marley et al., 2020). When expatriates feel included and valued, they are more likely to engage in open and effective communication, which in turn strengthens their ability to navigate and adapt to the organisational environment. Furthermore, the inclusive climate's impact on communication effectiveness can be explained through the Organisational Support Theory (OST) (Eisenberger

et al., 1986) principle of social exchange. According to OST's principle of social exchange, individuals reciprocate the support and resources provided by their organisation with positive behaviours and attitudes, including effective communication (Blau, 1964). In an inclusive environment, expatriates are likely to feel a sense of obligation and gratitude, motivating them to improve their communication efforts, which benefits both the individual and the organisation.

This enhanced communication effectiveness also contributes to better teamwork and collaboration within the organisation. Expatriates who can communicate effectively with their colleagues are more likely to share information, provide feedback, and engage in problem-solving activities. This collaborative environment further enhances the overall productivity and performance of the team, demonstrating the far-reaching benefits of an inclusive climate on organisational outcomes. The study highlights the critical role of an inclusive climate in fostering communication effectiveness among expatriates. Organisations that cultivate inclusivity not only support the well-being and integration of their expatriate employees but also enhance their overall communication capabilities, leading to improved organisational performance and employee satisfaction.

5.1.7 Intercultural Self-Efficacy and Job Embeddedness

Another objective of the study sought to examine the direct effect of intercultural self-efficacy on job embeddedness. This objective was measured by testing the hypothesis that intercultural self-efficacy relates positively and significantly with job embeddedness. The result revealed a non-significant relationship between intercultural self-efficacy and job embeddedness, indicating that intercultural self-efficacy does not impact the job embeddedness of expatriates in Ghana. This outcome contradicts previous literature that found positive relationships between self-efficacy and job embeddedness (Alola et al, 2019; Kim & Kim 2019 Abd-

Elrhaman et al., 2020; Yu et al., 2020). However, this finding is plausible because the discrepancy in the findings might be due to differences in the study contexts, such as cultural variations or industry-specific factors, highlighting the complexity of the relationship between self-efficacy and job embeddedness. Additionally, other studies have found a positive relationship between self-efficacy and job embeddedness. For example, Yu et al. (2020) reported that self-efficacy significantly contributed to job embeddedness among employees in various industries. They argued that self-efficacy boosts individuals' confidence in handling job-related challenges, thereby fostering a stronger attachment to their organisation. While the present study did not find a significant direct effect of intercultural self-efficacy on job embeddedness among expatriates in Ghana, this relationship may be influenced by various factors such as organisational culture, support systems, and industry-specific dynamics. Future research could explore these moderating factors to provide a more comprehensive understanding of how self-efficacy influences job embeddedness in different contexts.

5.1.8 Intercultural Self-Efficacy and Communication Effectiveness

Another objective sought to measure the influence of intercultural self-efficacy on communication effectiveness. Intercultural Self-Efficacy and Job Embeddedness The findings showed that intercultural self-efficacy significantly improves communication effectiveness. This implies that expatriates with higher levels of intercultural self-efficacy are better equipped to handle communication misunderstandings with colleagues, adapt to different communication styles, understand others' points of view, and manage anxiety effectively. Furthermore, aspects of intercultural self-efficacy, such as solving difficult intercultural problems, achieving aims or goals, dealing effectively with unexpected intercultural events, handling unforeseen intercultural situations, relying on coping abilities, and finding multiple solutions to intercultural problems, positively impact communication effectiveness. These findings support the assertion by Chan and Sy (2016) that the self-efficacy of transcultural

expatriates correlates positively with intercultural communication effectiveness. Chan and Sy (2016) argued that self-efficacy in navigating cultural differences enables expatriates to communicate more effectively in diverse settings. Additionally, by observing successful communicators and being supported by an inclusive climate, expatriates enhance their communication effectiveness, building rapport, and adapting their communication style appropriately in cross-cultural contexts (Chiu, 2008; Huang et al., 2022).

Self-efficacy, a key construct in Social Cognitive Theory (SCT) (Bandura, 1986) is particularly relevant to understanding the relationship between intercultural self-efficacy and communication effectiveness in the expatriate context. The study found that while intercultural self-efficacy does not directly influence job embeddedness, it positively impacts communication effectiveness. This finding aligns with SCT's assertion that individuals' beliefs in their capabilities (self-efficacy) play a crucial role in determining their motivation, effort, and persistence in challenging situations (Charoensukmongkol & Pandey, 2020; AlMazrouei & Zacca, 2020). Expatriates with high intercultural self-efficacy are more confident in their ability to engage in meaningful intercultural exchanges, which enhances their communication effectiveness. This is consistent with the Social Cognitive Theory's assumption that self-efficacy is shaped by personal experiences, social persuasion, and vicarious learning, all of which are integral to expatriates' ability to adapt to a foreign cultural environment (MacNab & Worthley, 2012).

5.1.9 Mediation role of Inclusive Climate and Inter-cultural Self-Efficacy

5.1.9.1 Cultural Intelligence, Inclusive Climate and Job Embeddedness

The study investigated the mediating role of inclusive climate in the relationship between cultural intelligence and job embeddedness. The findings revealed that inclusive climate significantly and fully mediates the connection between cultural intelligence and job

embeddedness. An inclusive climate, characterised by factors such as participation in decision-making, the ability to influence organisational decisions, input on work assignments, consultation on important projects, and receiving feedback from supervisors, fully facilitate the link between cultural intelligence and job embeddedness (organisational embeddedness). This finding aligns with the assertion that when individuals possess high cultural intelligence and their organisations implement inclusive structures, they are more likely to feel embedded in their jobs. Sarich et al. (2023) and Jiang et al. (2023) highlight that cultural intelligence enables individuals to navigate and bridge cultural differences effectively, while an inclusive climate ensures that these individuals feel valued and integrated within the organisation. This combination leads to higher levels of job embeddedness, as employees feel more connected and committed to their work environment (Brimhall, 2019; Gotsis & Grimani, 2017; Brimhall et al., 2014).

Further support for this finding comes from Brimhall (2019), who notes that inclusive practices in organisations help mitigate feelings of exclusion and enhance employees' sense of belonging. When employees with high cultural intelligence experience an inclusive climate, their positive interactions and contributions are reinforced, leading to greater organisational embeddedness. This dynamic underscores the importance of inclusive policies and practices in fostering a supportive and engaging work environment for culturally intelligent expatriates. Additionally, Gotsis and Grimani (2017) emphasise that inclusive climates not only support individual well-being but also promote organisational cohesion and stability. The mediation effect observed in this study suggests that inclusive climates provide the necessary social and organisational support that enables expatriates to utilise their cultural intelligence effectively, thereby increasing their job embeddedness. This reinforces the notion that organisations should prioritise creating and maintaining inclusive climates to leverage the full potential of their culturally intelligent workforce. Hence, the study highlights the critical role of inclusive

climate in mediating the relationship between cultural intelligence and job embeddedness. By fostering an inclusive environment where expatriates can actively participate and influence organisational decisions, organisations can enhance the job embeddedness of their culturally intelligent employees. This finding underscores the strategic importance of inclusivity in achieving greater employee commitment and organisational stability.

5.1.9.2 Cultural Intelligence, Inclusive Climate and Communication Effectiveness

The study further examined the mediating role of inclusive climate in the relationship between cultural intelligence and communication effectiveness. The analysis revealed that inclusive climate partially mediates the effect of cultural intelligence on communication effectiveness. This means that an inclusive climate characterised by factors such as participation in decision-making, the ability to influence organisational decisions, input in work assignments, consultation on important projects, and feedback from supervisors, partially facilitates the association between cultural intelligence (motivational & behavioural) and communication effectiveness featured as effectively dealing with communication misunderstandings with colleagues, different communication styles, understanding others' points of view, and effectively dealing with anxiety. This finding supports the assertion that expatriates who feel supported are motivated to contribute their best communication efforts, leading to improved communication effectiveness. Positive communication outcomes reinforce social exchange, creating a cycle of enhanced communication effectiveness (Hon et al., 2013; Marley et al., 2020). An inclusive climate encourages open communication, diversity of perspectives, and collaboration, which further promotes effective communication among expatriates. For instance, Hon et al. (2013) highlight that inclusive organisational practices foster an environment where expatriates feel valued and supported, enhancing their ability to communicate effectively in diverse settings.

Furthermore, Marley et al. (2020) emphasise that an inclusive climate nurtures a sense of belonging and acceptance among expatriates, which is crucial for their communication effectiveness. When expatriates perceive that their contributions are valued and that they have a voice in decision-making processes, they are more likely to engage in open and effective communication. This inclusive environment not only mitigates potential misunderstandings but also facilitates the sharing of diverse perspectives, enriching the overall communication dynamics within the organisation. The Social Learning Theory further elucidates this relationship by suggesting that expatriates with high cultural intelligence serve as role models in inclusive environments. They demonstrate effective communication strategies that others can observe and emulate, thereby enhancing overall communication effectiveness within the organisation. This learning process is amplified in an inclusive climate where collaborative efforts and mutual respect are emphasised (Bandura, 1977). Therefore, the study underscores the importance of an inclusive climate in mediating the relationship between cultural intelligence and communication effectiveness. While cultural intelligence directly influences communication effectiveness, the presence of an inclusive climate amplifies this effect by providing the necessary support and fostering an environment conducive to open and effective communication. Organisations aiming to enhance expatriates' communication effectiveness should prioritise inclusive practices that encourage participation, respect diverse perspectives, and promote a supportive and collaborative work environment.

5.1.9.3 Cultural Intelligence, Intercultural Self-Efficacy and Job Embeddedness

The study examined the mediating role of intercultural self-efficacy in the relationship between cultural intelligence and job embeddedness. The analysis found that intercultural self-efficacy did not mediate this relationship. This means that intercultural self-efficacy does not play a significant role in the effect of cultural intelligence on job embeddedness. This finding contrasts with the assertion that individuals with high cultural intelligence and a strong belief

in their ability to engage interculturally (intercultural self-efficacy) are more likely to feel embedded in their jobs (MacNab & Worthley, 2012; Wawwrosz & Jurasek, 2021). MacNab and Worthley (2012) suggested that intercultural self-efficacy enhances the ability of individuals to navigate and integrate into different cultural environments, thereby fostering job embeddedness. Similarly, Wawwrosz and Jurasek (2021) argued that intercultural self-efficacy supports expatriates in overcoming cultural challenges and adapting more effectively to their organisational settings. These studies imply that a high level of self-confidence in managing cross-cultural interactions should logically enhance an individual's sense of belonging and embeddedness within their job.

However, the findings of this study did not support these assertions. Despite the initial expectations that intercultural self-efficacy mediates the relationship between cultural intelligence and job embeddedness, the data did support this prediction. This suggests that other factors might be more influential in determining how cultural intelligence translates to job embeddedness among expatriates. One possible explanation for this discrepancy could be the context-specific factors influencing expatriates in Ghana. These unique factors include the national culture (collectivism) of Ghana and specific organisational cultures that might interact differently with expatriates' cultural intelligence and job embeddedness, potentially diminishing the mediating effect of intercultural self-efficacy. Furthermore, organisational support systems, the nature of expatriate assignments, and the specific cultural challenges encountered could all play a role in shaping this relationship (Abd-Elrhman et al., 2020). The lack of mediation by intercultural self-efficacy might also point to the complexity of job embeddedness as a construct. Job embeddedness encompasses various elements such as fit, links, and sacrifice, which may be influenced by broader organisational and social dynamics beyond individual intercultural capabilities (Nguyen et al., 2018).

5.1.9.4 Cultural Intelligence, Intercultural Self-Efficacy and Communication Effectiveness

The study also investigated the mediating role of intercultural self-efficacy in the relationship between cultural intelligence and communication effectiveness. The analysis revealed a significant partial mediating role of intercultural self-efficacy in this relationship. This means that intercultural self-efficacy partially mediated the cultural intelligence-communication effectiveness link. The findings underscore the importance of expatriates' intercultural self-efficacy, which includes effectively dealing with communication misunderstandings with colleagues, adapting to different communication styles, understanding others' points of view, and effectively managing anxiety. The findings align with the notion that higher levels of intercultural self-efficacy enable individuals to apply their cultural intelligence more effectively, fostering a stronger sense of connection, engagement, and integration within their job and work context, which ultimately enhances both job embeddedness and communication effectiveness (Presbitero & Attar, 2018). When individuals possess high cultural intelligence and a strong belief in their ability to navigate all forms of communication barriers, they are more likely to communicate effectively in their jobs (Bucker et al., 2014; Ward & Southwell, 2020).

This partial mediation suggests that while cultural intelligence directly influences communication effectiveness, intercultural self-efficacy enhances this effect by providing expatriates with the confidence and skills needed to manage cross-cultural communication challenges. Expatriates with high intercultural self-efficacy are better equipped to understand and adapt to different communication styles, mitigate misunderstandings, and handle the anxiety associated with cross-cultural interactions. This ability to effectively navigate intercultural communication is crucial for fostering positive relationships and ensuring successful collaboration in diverse work environments. Moreover, the study's findings highlight the interplay between cultural intelligence and intercultural self-efficacy in shaping

communication outcomes. Intercultural self-efficacy acts as a catalyst that enables expatriates to leverage their cultural intelligence more fully, leading to improved communication effectiveness. This dynamic is essential for organisations aiming to enhance expatriate performance and integration, as it emphasises the need to develop both cultural intelligence and intercultural self-efficacy through targeted training and support programmes.

5.1.10 Moderation role of Inclusive Climate

5.1.10.1 Cultural Intelligence, Inclusive Climate and Job Embeddedness

The study further examined the moderating role of inclusive climate on the relationship between cultural intelligence and job embeddedness. The analysis found that inclusive climate did not have a moderating effect on the relationship between cultural intelligence and job embeddedness. This finding suggests that an inclusive climate does not serve as a boundary condition for the impact of expatriates' cultural intelligence on their job embeddedness. This finding is in contrast with the notion that when employees perceive an inclusive climate, they tend to be more embedded in their jobs due to their learned cultural intelligence (Ashikali et al., 2021; Bodla et al., 2018). An inclusive climate is often thought to enhance the positive effects of cultural intelligence by providing a supportive environment where expatriates feel valued and included, which, in turn, would theoretically lead to higher job embeddedness. This is because an inclusive climate is expected to offer resources and support that facilitate expatriates' adjustment and integration into the organisational environment (Farndale et al., 2015; Jonasson et al., 2018).

However, the study's finding aligns with the assertion that an inclusive climate provides resources and support to help expatriates overcome obstacles, thereby maintaining higher levels of job embeddedness (Farndale et al., 2015; Jonasson et al., 2018). This suggests that while an inclusive climate is beneficial, it does not necessarily amplify the effect of cultural

intelligence on job embeddedness. *The resources and support provided by an inclusive climate may help expatriates feel embedded in their jobs independently of their cultural intelligence levels.* The reasons for this could be multifaceted. First, it is possible that the direct effects of cultural intelligence on job embeddedness are strong enough that the additional influence of an inclusive climate does not significantly alter this relationship. Second, expatriates with high cultural intelligence might already possess the skills and competencies needed to navigate the organisational environment effectively, making the moderating role of an inclusive climate less critical. Third, cultural intelligence may lead to job embeddedness through mechanisms that are not significantly impacted by the presence of an inclusive climate, such as personal adaptation strategies or individual coping mechanisms.

Another potential explanation is that the impact of inclusive climate on expatriates' job embeddedness might be more complex and could interact with other variables not examined in this study. For instance, factors such as organisational support, leadership style, and team dynamics might play a more significant role in enhancing the effects of cultural intelligence on job embeddedness than the general perception of an inclusive climate alone (Chen et al. 2024; Shokry et al., 2024).

5.1.10.2 Cultural Intelligence, Inclusive Climate and Communication Effectiveness

The study further investigated the moderating role of inclusive climate on the relationship between cultural intelligence and communication effectiveness. The analysis showed that inclusive climate did not moderate the cultural intelligence-communication effectiveness relationship. This means that inclusive climate did not serve as the boundary condition for the influence of cultural intelligence on communication effectiveness. The finding is in contrast with the assertion that in situations where expatriates with high cultural intelligence face challenges or encounter cultural differences, an inclusive climate provides a supportive

environment to seek help, clarify misunderstandings, and learn from others (Brimhall et al., 2014; Linggans et al., 2019). The idea that an inclusive climate can facilitate the positive impact of cultural intelligence on expatriates' communication effectiveness is therefore not supported by this study.

There are several potential reasons for this. First, it is possible that the direct effects of cultural intelligence on communication effectiveness are sufficiently robust, rendering the additional influence of an inclusive climate unnecessary. Expatriates with high cultural intelligence may already possess the necessary skills and competencies to navigate cross-cultural communication effectively, reducing the marginal benefit of an inclusive climate. Second, the measurement of inclusive climate might be limited due to contextual factors in influencing the relationship between cultural intelligence and communication effectiveness. Inclusive climate is a broad construct that includes various dimensions such as decision-making involvement, feedback mechanisms, and social support. If the particular elements that facilitate communication effectiveness were not adequately understood in the context of the study, the moderating effect might not have been detected.

Third, cultural intelligence might impact communication effectiveness through mechanisms that operate independently of the inclusive climate. For example, personal traits such as openness, adaptability, and empathy, which are components of cultural intelligence, might directly enhance communication skills without the need for an additional inclusive climate (Kuntze et al., 2016; Franco et al., 2020). Additionally, it is possible that the organisational context and the specific expatriate population studied might have unique characteristics that influenced the results. For instance, if the expatriates already worked in highly supportive environments with well-established communication channels, the incremental benefit of an inclusive climate might be minimal. Lastly, the interaction between cultural intelligence and

inclusive climate could be more complex and may involve other moderating or mediating variables that were not examined in this study. Factors such as individual resilience, prior cross-cultural experiences, and the nature of intercultural interactions might play significant roles in shaping the relationship between cultural intelligence and communication effectiveness (Koo et al., 2012; Dolce & Ghislieri, 2022).

5.2 Chapter Conclusion

This chapter of the study discussed the results of the study based on the objectives as well as the hypotheses set regarding the impact of cultural intelligence on key organisational and personal outcomes such as job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The study further delved into the intricate relationships and interactions between these variables, providing a comprehensive understanding of how cultural intelligence influences expatriates' experiences and effectiveness in their host countries. The next chapter draws summary, contributions, conclusion, implications and recommendations of the stud

CHAPTER SIX

SUMMARY, CONTRIBUTIONS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter presents a summary of the study, highlighting the key findings on cultural intelligence and its influence on various embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. It further explores the study's contributions to both theoretical frameworks and empirical literature, offering valuable insights into the role of cultural intelligence in enhancing workplace dynamics. The chapter concludes by drawing inferences from the findings, outlining the implications for practice, and providing recommendations for stakeholders to apply these insights. The recommendations are intended to guide organisational leaders, policymakers, and practitioners in leveraging cultural intelligence to improve communication effectiveness, foster inclusivity, and strengthen job embeddedness strategies in diverse work environments.

6.1 Summary

The study aimed to investigate the impact of cultural intelligence on various work-related outcomes, including job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. In addition, it explored the mediating roles of inclusive climate and intercultural self-efficacy, as well as the moderating role of inclusive climate in the relationship between cultural intelligence job embeddedness and communication effectiveness. By examining these relationships, the study provides insights into how cultural intelligence can influence critical workplace dynamics and contribute to organizational success, particularly in diverse and cross-cultural settings.

The theoretical framework guiding this research is grounded in Social Learning Theory, Social Cognitive Theory, and Organizational Support Theory. These theories collectively position

cultural intelligence as a strategic resource that enhances key work-related outcomes. Cultural intelligence is perceived not only as an individual competence but as a strategic asset that influences job embeddedness and communication effectiveness while fostering an inclusive climate and boosting intercultural self-efficacy. The framework suggests that inclusive climate and intercultural self-efficacy can significantly enhance job embeddedness and communication effectiveness, indicating that organisations benefit from environments where cultural differences are embraced and effectively managed.

The study further highlights the mediating roles of inclusive climate and intercultural self-efficacy, which are critical in linking cultural intelligence with job embeddedness and communication effectiveness. These mediators help facilitate the integration of diverse cultural perspectives, enabling organisations to adapt and thrive in multicultural contexts. The inclusive climate acts as a moderating factor, strengthening the relationship between cultural intelligence and key outcomes. This underscores the importance of fostering an inclusive environment that not only values cultural diversity but also leverages it to improve communication and deepen employee commitment. The findings of the study emphasise the role of cultural intelligence as a strategic enabler, guiding organisations toward more effective management of diversity and enhancing overall performance.

The study was based on the premise that relatively few studies have empirically examined the direct relationship between cultural intelligence and work-related outcomes such as job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy in a single study. Furthermore, the indirect roles of inclusive climate and intercultural self-efficacy on the relationship between cultural intelligence, job embeddedness and communication effectiveness are seldom studied in the international HRM literature. Based on the purpose and objectives of the study, various hypotheses were formulated following the

literature review and premised on the theories so as to enable the researcher associates the findings of the study to reviewed literature and theories.

The data was drawn from expatriates (n=276) who work in largely international organisations in Ghana using questionnaires. The questionnaire measured the following constructs with a specific number of items: cultural intelligence (7 items), job embeddedness (5 items), communication effectiveness (5 items), inclusive climate (6 items), and intercultural self-efficacy (9 items). All items were measured using seven-point Likert scale responses format from *strongly agree to strongly disagree*. Again, all constructs were reliable after testing for both Cronbach's alpha and composite reliability following data collection which showed that all constructs were above the threshold of .70 as suggested by Nunnally and Bernstein (1994). Further statistical analyses were conducted using Statistical Package for Social Science (SPSS version 23.0) and SEM in AMOS (version 29.0). Missing data were handled using the expectation maximum (EM) which estimated the appropriate mean values based on the pattern of responses from each respondent. The research models were all fitted for further analyses. The analyses catered for some descriptive information based on the demographic variables of the study as well as the main analyses.

The study highlights the critical role of demographic factors such as gender, age, education, marital status, and work experience, in understanding how cultural intelligence influences workplace outcomes among expatriates. Gender analysis revealed a male majority (58%), while age distribution showed that over half of the expatriates are under 40 years old. Educationally, 44% hold a bachelor's degree, and 24% have a master's degree. The majority are married (59%). Work experience varied, with 34% being newer expatriates with 3 years or less experience, while nearly 40% had more than 5 years of experience. The data also reveals that 44% of expatriates were in-patriated through company assignment, these demographic

insights emphasise the diverse backgrounds and varying levels of expertise among expatriates in Ghana and how these factors intersect with cultural intelligence to influence job embeddedness, communication effectiveness, intercultural self-efficacy and workplace inclusivity.

The following summarises the main findings based on the objectives: The first objective of the study focused on examining the relationship between cultural intelligence and job embeddedness. The findings revealed a significant positive relationship, indicating that higher levels of motivational and behavioural cultural intelligence contribute to greater organisational embeddedness for expatriates. This supports previous research (Stoermer et al., 2021; Aminulla et al., 2022; Chen et al., 2024) and aligns with the Social Learning Theory, which posits that individuals learn and adapt behaviours through observation and social interactions, leading to enhanced job embeddedness. The second objective explored the influence of cultural intelligence on communication effectiveness. The analysis showed that cultural intelligence significantly enhances expatriates' ability to effectively manage communication misunderstandings, adapt to different communication styles, understand others' perspectives, and deal with anxiety. This finding is consistent with Bucker et al.'s (2014) assertion that cultural knowledge improves verbal and non-verbal communication in international contexts, and it supports the social learning theory perspective that expatriates with high cultural intelligence serve as role models, improving overall communication effectiveness.

The third objective investigated the impact of cultural intelligence on inclusive climate. The results confirmed that cultural intelligence positively and significantly influences the perception of an inclusive climate, where expatriates feel involved in decision-making processes, can influence organisational decisions, and receive constructive feedback. This finding corroborates previous studies by Alexandra et al. (2021) and Fujimoto & Presbitero

(2021), highlighting the role of cultural intelligence in fostering an inclusive work environment that promotes trust and collaboration. The fourth objective examined the relationship between cultural intelligence and intercultural self-efficacy. The study found that cultural intelligence significantly boosts intercultural self-efficacy, enabling expatriates to handle complex intercultural situations, achieve their goals, and find multiple solutions to intercultural problems. This supports the findings of researchers like MacNab and Worthley (2012), Rehg et al. (2012), and Hu et al. (2018), AlMaztoui & Zacca, 2021) who have demonstrated the positive impact of cultural intelligence on self-efficacy.

The fifth objective focused on the relationship between inclusive climate and job embeddedness. The results indicated a positive and significant relationship, suggesting that an inclusive climate reduces exclusion-related stressors and enhances expatriates' job embeddedness. This finding aligns with the work of Davis et al. (2019) and Meuer et al. (2019), who showed that an inclusive organisational climate promotes job embeddedness by providing support and reducing stress. The present study also examined the association between inclusive climate and communication effectiveness. The findings confirmed that an inclusive climate significantly enhances communication effectiveness, supporting the idea that resources and support from an inclusive environment motivate expatriates to improve their communication efforts. This finding is in line with previous research by Hon & Lu (2010) and Marley et al. (2020), which emphasises the importance of social support and positive social exchanges in improving communication outcomes.

Furthermore, the present study investigated the mediating roles of inclusive climate and intercultural self-efficacy. The analysis revealed that inclusive climate fully mediates the relationship between cultural intelligence and job embeddedness, while it partially mediates the relationship between cultural intelligence and communication effectiveness. This indicates

that inclusive climate plays a crucial role in facilitating the positive effects of cultural intelligence on these outcomes. However, intercultural self-efficacy did not mediate the relationship between cultural intelligence and job embeddedness, but it did partially mediate the relationship between cultural intelligence and communication effectiveness. These findings suggest that while intercultural self-efficacy enhances communication effectiveness, it does not significantly impact job embeddedness. Lastly, the study examined the moderating role of inclusive climate on the relationships between cultural intelligence and both job embeddedness and communication effectiveness. The analysis found that inclusive climate did not moderate these relationships, suggesting that the direct effects of cultural intelligence on job embeddedness and communication effectiveness are robust and do not depend on the presence of an inclusive climate.

6.2 Contributions of the Study

The study's contributions are examined from both theoretical and empirical perspectives. They offer insights that enhance existing theories while also providing data-driven evidence to support the study's findings.

6.2.1 Theoretical Contributions

The theoretical contributions of this study are explored through the lenses of three theoretical frameworks: Social Learning Theory, Social Cognitive Theory, and Organisational Support Theory. Each theory provides a distinct perspective on understanding the study's findings.

6.2.1.1 Contributions to Social Learning Theory

The findings that cultural intelligence positively impacts job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy among expatriates in Ghana can be effectively contextualised within Bandura's (1977, 1985) Social Learning Theory (SLT). According to SLT, individuals learn and adapt behaviours through observation, imitation, and

interaction within their environment. In the context of expatriates, CQ functions as a strategic resource that enables them to navigate new cultural settings by learning appropriate behaviours and cultural norms from host country nationals and other stakeholders. The ability of culturally intelligent expatriates to pay attention, retain, and reproduce culturally appropriate behaviours aligns with the SLT's assumption that individuals learn through observation and modeling, ultimately leading to better job embeddedness and communication effectiveness.

The theoretical contributions of this study emphasise the role of inclusive climate and intercultural self-efficacy as mediators and moderators within the relationship between CQ and work-related outcomes. The SLT underscores the significance of reciprocal determinism—where personal factors, behaviour, and environmental stimuli continuously interact. Expatriates who operate within an inclusive climate are more likely to experience reciprocal learning processes that enhance their cultural adaptation and integration, leading to stronger job embeddedness and communication outcomes. This finding is consistent with Ott and Michailova's (2018) argument that SLT offers an illuminating lens for understanding CQ development, as expatriates observe and internalise behaviours from local nationals to successfully adapt within their host environment.

The study's insights into intercultural self-efficacy further extends SLT's premise that cognitive processes such as attention, memory, and self-efficacy are crucial in learning and behavioural adaptation. While intercultural self-efficacy does not directly impact job embeddedness, it positively influences communication effectiveness, suggesting that expatriates with high self-efficacy are more capable of effectively interpreting and responding to intercultural cues. This aligns with Bandura's (1977) notion of self-regulation, where individuals actively monitor and adjust their behaviour based on observed outcomes and

internal feedback, leading to enhanced communication in diverse environments (Kraimer et al., 2016; Bai et al., 2019).

The role of intercultural self-efficacy in shaping expatriates' ability to engage in meaningful communication highlights the cognitive and behavioural interplay emphasised in SLT. Moreover, the study contributes to the broader literature by demonstrating how CQ, through mechanisms of observational learning and vicarious reinforcement, facilitates the development of culturally adaptive behaviors that improve job embeddedness and communication effectiveness. Expatriates who effectively integrate into their host environment are those who not only observe and model the behaviours of local nationals but also learn from the consequences (rewards or challenges) experienced by others. This perspective reinforces the value of SLT in explaining how expatriates acquire and refine culturally appropriate behaviours through continuous interaction with their environment (Rehg et al., 2012; Wang et al., 2017). As expatriates observe the outcomes of culturally intelligent actions within their social context, they are more likely to replicate behaviours that enhance their work-related outcomes.

The integration of SLT into the findings of this study provides a robust theoretical framework for understanding how expatriates acquire, develop, and leverage CQ to enhance job embeddedness, communication effectiveness, and other related outcomes. The study highlights the dynamic and reciprocal nature of learning within cross-cultural contexts, emphasising that CQ development is a continuous process shaped by observation, cognitive processes, and social interaction. These contributions underscore the relevance of SLT in guiding expatriates toward successful international assignments, particularly in diverse cultural environments such as Ghana, where adaptive behaviours are crucial for achieving desired outcomes (Shah & Barker, 2017). The study further illustrates that inclusive climate and intercultural self-efficacy serve as critical factors that moderate and mediate the relationship between CQ and work

performance, providing actionable insights for organisations aiming to support expatriate adaptation and success.

6.2.1.2 Contributions to Social Cognitive Theory

The findings that cultural intelligence positively impacts embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy among expatriates in Ghana can be explained through the lens of Bandura's (1986, 1988) Social Cognitive Theory (SCT). SCT emphasises that human behaviour is shaped by the dynamic interaction between personal factors (cognition, beliefs, attitudes), behaviour, and environmental influences, a concept known as triadic reciprocal causation. In the context of expatriates in Ghana, this interaction suggests that culturally intelligent individuals are more capable of navigating their environment because they actively observe and model behaviours that align with local cultural norms, which in turn enhances their embeddedness and communication effectiveness. The theory's emphasis on observational learning highlights how expatriates acquire new cultural skills and behaviours by observing and interacting with host country nationals and other actors, thereby adapting more effectively to their new environment (Lauring & Selmer, 2015; Ramalu et al., 2010).

Observational learning, a key component of SCT, underpins the relationship between CQ and expatriates' successful adaptation. Expatriates who are high in CQ pay attention to culturally relevant cues, retain these observations, and replicate them in their behaviour, which facilitates smoother interactions and a better understanding of local customs. The study's findings that CQ influences communication effectiveness and inclusive climate align with social cognitive theory's emphasis on the role of cognitive processes, such as perception, attention, and memory, in shaping behaviour. By focusing on these processes, expatriates can better anticipate and respond to cultural differences, leading to enhanced intercultural interactions and an inclusive work environment. This dynamic underscores the reciprocal determinism

inherent in SCT, where behaviour both shapes and is shaped by the environment, as expatriates contribute to and are influenced by the inclusive climate they help create (Bandura, 2014).

Self-efficacy, a central construct in SCT, is particularly relevant to understanding the relationship between intercultural self-efficacy and communication effectiveness in the expatriate context. The study found that while intercultural self-efficacy does not directly influence job embeddedness, it positively impacts communication effectiveness. This finding aligns with SCT's assertion that individuals' beliefs in their capabilities (self-efficacy) play a crucial role in determining their motivation, effort, and persistence in challenging situations (Charoensukmongkol & Pandey, 2020; AlMazrouei & Zacca, 2020). Expatriates with high intercultural self-efficacy are more confident in their ability to engage in meaningful intercultural exchanges, which enhances their communication effectiveness. This is consistent with SCT's perspective that self-efficacy is shaped by personal experiences, social persuasion, and vicarious learning, all of which are integral to expatriates' ability to adapt to a foreign cultural environment (MacNab & Worthley, 2012).

Cognitive processes, as emphasised in SCT, also play a critical role in how expatriates perceive, interpret, and respond to their environment. The study's findings that CQ influences job embeddedness and communication effectiveness are underpinned by the idea that expatriates engage in active cognitive processing to make sense of cultural cues and adapt their behavior accordingly. SCT posits that these cognitive processes—such as attention, memory, and decision-making—mediate the relationship between personal factors, behaviour, and environmental influences (Bussey & Bandura, 1999; Bandura, 2012). In the expatriate context, this cognitive mediation explains how culturally intelligent individuals navigate complex intercultural interactions, leading to successful adaptation and integration within their host environment. The ability to process and apply cultural knowledge in real-time interactions is

crucial for fostering both communication effectiveness and a sense of belonging (embeddedness) in the workplace.

Outcome expectations, another key concept in SCT, further explain the study's findings regarding the impact of inclusive climate on job embeddedness and communication effectiveness. According to SCT, individuals form expectations about the likely outcomes of their behavior based on past experiences, vicarious learning, and social influences (Hsu et al., 2007). In an inclusive work environment, expatriates are more likely to expect positive outcomes from culturally adaptive behaviours, which in turn reinforces their motivation to engage in such behaviours. This positive reinforcement cycle is central to SCT's explanation of behaviour change, as expatriates who observe that inclusive interactions lead to better communication and stronger workplace relationships are more likely to continue engaging in those behaviours. These outcome expectations contribute to a more cohesive and embedded expatriate workforce, where mutual respect and cultural understanding are prioritised (Bandura, 2012).

The integration of SCT into the findings of this study provides a comprehensive framework for understanding how expatriates leverage CQ to enhance job embeddedness, communication effectiveness, and other work-related outcomes. The theory's emphasis on observational learning, self-efficacy, and cognitive processes offers valuable insights into the mechanisms through which expatriates adapt to new cultural environments. By highlighting the reciprocal relationships between personal factors, behaviour, and the environment, SCT provides a robust explanation for how expatriates in Ghana develop and apply culturally intelligent behaviours, ultimately leading to successful adaptation and integration. These findings contribute to the broader literature by demonstrating the relevance of SCT in the expatriation context,

particularly in diverse cultural settings where adaptive behaviours are critical for achieving organisational goals and fostering an inclusive work climate (Chen & Lin, 2013).

6.2.1.3 Contributions to Organisational Support Theory

The findings that cultural intelligence (CQ) positively influences expatriates' job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy can be effectively framed through Organisational Support Theory (OST) (Eisenberger et al., 1986). According to OST, employees' perceptions of organisational support (POS) significantly shape their attitudes and behaviours. In the context of expatriates in Ghana, when organisations offer substantial support, whether in the form of cultural training, mentoring, or resources, it enhances expatriates' perceptions of being valued and cared for, which translates into improved job embeddedness, communication effectiveness, and overall well-being. This aligns with OST's emphasis on the reciprocity norm, wherein employees respond positively to organisational support by exhibiting greater commitment, job satisfaction, and loyalty (Eisenberger et al., 2020; Varma & Russell, 2016).

The relationship between CQ and communication effectiveness among expatriates reflects how perceived organisational support facilitates smoother intercultural interactions. Expatriates who perceive strong organisational support are more likely to feel confident and motivated to engage in effective communication, as they are aware that their organisation values their contribution and is invested in their success. This sense of support reinforces expatriates' commitment to adapting culturally intelligent behaviours, thereby enhancing their ability to navigate cross-cultural situations. This aligns with OST's assertion that POS directly impacts employee outcomes like job satisfaction and communication effectiveness, as employees tend to reciprocate support by exerting greater effort in their work and interactions (Baran et al., 2012; Al Bastaki et al., 2021). OST's central assumption of perceived organisational support

is critical in understanding the study's finding that an inclusive climate positively influences both job embeddedness and communication effectiveness. An inclusive climate reflects an organisational culture that prioritises respect, recognition, and socioemotional support for diverse employees. When expatriates experience such a climate, they are more likely to feel embedded in their job roles and more comfortable in cross-cultural communication. This is consistent with OST's emphasis on the multidimensional nature of support, which includes both instrumental support (e.g., resources and training) and socioemotional support (e.g., recognition and respect). These forms of support collectively enhance expatriates' perceptions of organisational support, leading to better adaptation and job embeddedness (Eisenberger et al., 2020; Fee & Gray, 2020).

The study's finding that intercultural self-efficacy does not directly influence job embeddedness but positively impacts communication effectiveness can also be contextualised through OST. Intercultural self-efficacy, while largely a personal factor, is nurtured by the level of support provided by the organisation. Expatriates who perceive that their organisation values their cultural adaptation efforts are more likely to develop a higher sense of self-efficacy in intercultural interactions. This, in turn, enhances their communication effectiveness, even if it does not directly affect their embeddedness. This outcome resonates with the Organisational Support Theory's proposition that employees reciprocate perceived organisational support with behaviours that benefit the organisation, such as improved communication, loyalty, and commitment, even if those behaviours do not always directly impact all aspects of their work experience (Takeuchi et al., 2009; Dutt et al., 2023).

Furthermore, OST's principle of social exchange offers a lens for understanding the reciprocity between expatriates and their organisations. The study suggests that expatriates with high CQ are better embedded and more effective in their communication when they perceive robust

organisational support. This reciprocal relationship aligns with OST's assertion that employees are motivated to "give back" to organisations that demonstrate care for their well-being. In the expatriate context, this could mean dedicating more effort to adapt culturally, which ultimately benefits both the expatriate and the organisation. The law of reciprocity in OST, where employees exchange their loyalty and performance for the organisation's tangible and socioemotional rewards, explains why expatriates with high CQ and strong organisational support perform better and remain more committed (Baran et al., 2012).

The study's findings are well-aligned with the assumptions of Organizational Support Theory, which underscores the importance of perceived organisational support in shaping expatriates' cultural adaptation and overall effectiveness. By providing a supportive environment that values expatriates' contributions and addresses their socioemotional needs, organisations can foster higher levels of job embeddedness, better communication, and a more inclusive climate. The reciprocal nature of this support-exchange relationship highlights how expatriates respond to perceived support by investing more in their roles, enhancing their effectiveness and contributing to the organisation's success. These insights emphasise the relevance of OST in expatriate management, particularly in multicultural contexts where cultural adaptation and organisational support are critical for achieving positive outcomes (Lamm et al., 2015; Arasanmi & Krishna, 2019).

6.2.2 Contributions to Cultural Intelligence

The study's findings contribute significantly to the understanding of expatriates' CQ, especially in the context of Ghana, by highlighting how CQ influences key aspects of expatriates' adaptation, communication, and job embeddedness. Cultural intelligence, defined as the capability to relate and work effectively in culturally diverse settings, plays a pivotal role in determining the success of expatriates. The study reveals that higher levels of CQ positively

influence expatriates' job embeddedness, communication effectiveness, inclusive climate perception, and intercultural self-efficacy. These findings align with previous research suggesting that CQ is a critical competency for expatriates operating in cross-cultural environments (Earley & Ang, 2003; Ang et al., 2007). One key contribution of the study is its demonstration of how CQ enhances job embeddedness among expatriates. Job embeddedness refers to the extent to which employees feel connected to their work and organisation, which is crucial for expatriates facing the challenges of cultural adjustment. The study finds that expatriates with higher CQ are better able to navigate the complexities of a foreign work environment, leading to stronger connections with their roles and the organisation. This supports the notion that CQ enables expatriates to overcome cultural barriers, making them more resilient and adaptable, thereby fostering a deeper sense of embeddedness (Ng et al., 2019). This contribution is particularly relevant for organisations seeking to improve expatriate retention and performance in diverse cultural contexts.

The study also contributes to the understanding of the role CQ plays in communication effectiveness. Communication is often cited as a major challenge for expatriates due to language differences, diverse communication styles, and varying cultural norms (Thomas & Inkson, 2017). The findings indicate that expatriates with high CQ are more effective in their cross-cultural communication, which in turn enhances their overall adjustment and performance. CQ enables expatriates to better interpret verbal and non-verbal cues, adapt their communication styles, and build stronger relationships with colleagues from different cultural backgrounds (Rockstuhl et al., 2011). This insight underscores the importance of developing CQ as a core competency for expatriates, as it directly influences their ability to communicate effectively and integrate into multicultural teams. Additionally, the study highlights the influence of CQ on creating an inclusive climate. An inclusive climate is characterised by the perception that diversity is valued and that individuals from all backgrounds are respected and

included (Jansen et al., 2014). The findings show that expatriates with higher CQ are more likely to contribute to and thrive in inclusive environments, which fosters greater collaboration and innovation within teams. This is particularly relevant in Ghana, where cultural diversity is prominent, and successful integration into the workforce requires an appreciation of different cultural perspectives. The study's contribution lies in demonstrating that CQ not only helps expatriates adapt but also positions them as key players in fostering inclusivity within organisations.

Furthermore, the study provides valuable insights into the relationship between CQ and intercultural self-efficacy. Intercultural self-efficacy refers to an individual's confidence in their ability to engage effectively in intercultural interactions (Bandura, 1997). The findings reveal that while intercultural self-efficacy does not directly influence job embeddedness, it significantly enhances communication effectiveness. This indicates that expatriates with high CQ, coupled with strong intercultural self-efficacy, are more confident in their interactions and better equipped to handle cross-cultural challenges (MacNab & Worthley, 2012). The study's contribution here lies in illustrating how CQ and self-efficacy interact to bolster expatriates' performance in culturally diverse settings, emphasizing the need for targeted training programs that build both CQ and self-efficacy. The study enriches the existing literature on expatriates' cultural intelligence by demonstrating its multifaceted impact on job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The findings reinforce the critical role of CQ in expatriate success, particularly in complex cultural environments like Ghana. For organisations, these insights highlight the importance of investing in CQ development as part of expatriate management strategies. By enhancing expatriates' CQ, organisations can ensure better cultural adaptation, improved communication, and a more inclusive work environment, ultimately leading to higher job satisfaction and retention rates among expatriates (Ang & Van Dyne 2015; Thomas et al., 2008).

6.2.3 Contributions of Cultural Intelligence: Expatriates on International Assignments

The findings of this study contribute valuable insights to the existing body of research on CQ in the context of expatriates on international assignments. CQ is a crucial capability for expatriates as it directly influences their ability to navigate, adapt, and perform effectively in culturally diverse settings (Earley & Ang, 2003). This study underscores the significance of CQ in shaping various outcomes related to expatriates' success in international assignments, such as communication effectiveness, job embeddedness, and overall adjustment. The findings reaffirm the critical role of CQ in enabling expatriates to function optimally within different cultural environments, thereby making a substantial contribution to organisational expatriate management practices. One of the key contributions of the study is its emphasis on the role of CQ in improving communication effectiveness among expatriates. Communication challenges often arise when individuals interact across cultures due to differences in language, norms, and values (Thomas & Inkson, 2017). The study reveals that expatriates with higher CQ are better equipped to handle these challenges, leading to more effective cross-cultural communication. This finding aligns with previous research indicating that CQ enhances an expatriate's ability to interpret and adapt to culturally specific communication styles, ultimately leading to better information exchange and relationship-building (Ang et al., 2007). Organisations can use these insights to prioritise CQ development in their expatriate training programmes to ensure smoother communication and collaboration in international teams.

Another significant contribution lies in the study's exploration of how CQ impacts expatriates' job embeddedness. Job embeddedness refers to the factors that keep employees connected to their job and organisation, which is particularly important for expatriates facing the complexities of international assignments (Ng & Feldman, 2010). The study shows that expatriates with higher CQ experience stronger job embeddedness, as they are more likely to form positive relationships and integrate into the local culture. This finding suggests that CQ

not only helps expatriates cope with cultural differences but also plays a key role in fostering a sense of belonging and connection to the host organisation. Organisations can leverage this understanding by incorporating CQ assessment and development as part of their expatriate selection and retention strategies. The study also contributes to the literature by highlighting the relationship between CQ and expatriates' perception of an inclusive climate in the host organisation. An inclusive climate is essential for expatriates, as it fosters an environment where diverse perspectives are valued, and all employees feel respected and included (Jansen et al., 2014). The findings suggest that expatriates with higher CQ are more likely to perceive and contribute to such a climate. This is particularly relevant in multicultural organisations, where effective management of diversity is critical. By enhancing CQ among expatriates, organisations can create more inclusive environments that benefit both the expatriates and the local workforce, leading to higher engagement and collaboration across cultural lines.

Furthermore, the study offers insights into how CQ influences expatriates' intercultural self-efficacy, which refers to their confidence in successfully engaging in intercultural interactions (Bandura, 1997). While the study finds that intercultural self-efficacy does not directly impact job embeddedness, it positively affects communication effectiveness, indicating that CQ and self-efficacy are complementary factors in expatriate success. This underscores the importance of fostering both CQ and self-efficacy in expatriates through targeted training programs. By building confidence in handling intercultural challenges, organisations can enhance expatriates' overall performance and ability to navigate diverse cultural contexts effectively (MacNab & Worthley, 2012). In sum, the study provides important contributions to the understanding of how cultural intelligence shapes expatriates' experiences and outcomes on international assignments. By emphasising the multifaceted impact of CQ on communication effectiveness, job embeddedness, inclusive climate, and intercultural self-efficacy, the findings reinforce the critical importance of CQ in expatriate success. Organisations can apply these

insights by integrating CQ development into their expatriate management practices, thereby ensuring that expatriates are better prepared to adapt, communicate, and thrive in diverse cultural environments. As the global workforce becomes increasingly interconnected, fostering CQ among expatriates is essential for achieving organisational goals in international assignments.

6.2.4 Contributions to Cultural Intelligence: An African Perspective

The findings of this study offer significant contributions to the understanding of CQ from an African perspective, enriching the discourse on how CQ manifests and is cultivated within African contexts. Traditionally, CQ research has been largely Western-centric, with limited exploration of African experiences and cultural dynamics. By focusing on expatriates in Ghana, this study sheds light on how CQ operates in an African environment, where the interplay of diverse cultural values, traditions, and societal norms poses unique challenges and opportunities for expatriates. This African-centered perspective broadens the global understanding of CQ, offering valuable insights for both scholars and practitioners who engage with culturally diverse settings in Africa. One of the primary contributions of the study is its focus on how African cultural values influence the development and application of CQ. African cultures are characterised by communalism, strong social ties, respect for hierarchy, and a deep sense of collective identity (Gyekye & Salminen, 2009). The study reveals that these cultural traits significantly shape expatriates' experiences and adaptation processes in Ghana. Expatriates who exhibit higher levels of CQ are better able to navigate the complex social networks and communal relationships that are central to Ghanaian society. By understanding and adapting to these values, expatriates enhance their intercultural effectiveness. This finding underscores the importance of considering regional and cultural specificities in the development of CQ frameworks, which can lead to more contextually relevant strategies for expatriate management in Africa.

The study also contributes to the literature by highlighting the significance of CQ in fostering effective communication within African contexts, where non-verbal cues, proverbs, and indirect communication styles play a critical role. Communication in many African societies often relies on contextual understanding and subtle expressions, which can be challenging for expatriates unfamiliar with these practices (Nwosu, 2009). The study's findings indicate that expatriates with higher CQ are more adept at interpreting these indirect communication styles, leading to improved interaction and relationship-building in African cultural settings. This contribution is particularly important for organisations operating in Africa, as it emphasises the need to equip expatriates with the skills to understand and adapt to local communication nuances, thereby enhancing their effectiveness and reducing misunderstandings.

Another key contribution lies in the study's exploration of the relationship between CQ and the perception of inclusive climates in African organisations. In Ghana, where cultural diversity is shaped by ethnic, linguistic, and religious differences, creating an inclusive organisational environment is crucial (Oppong, 2013). The study finds that expatriates with high CQ are more likely to perceive and contribute to inclusive climates within African organisations. This is significant because inclusive climates in African settings often require a deep understanding of local cultural dynamics and respect for diverse traditions. By fostering CQ, organizations can promote a more inclusive workplace culture that respects and integrates the rich cultural diversity present in African countries, thereby improving employee engagement and organisational cohesion.

The study further provides insights into the role of CQ in enhancing job embeddedness for expatriates in Africa. Job embeddedness, which includes links to the local community, fit within the organisational culture, and perceived sacrifices associated with leaving, is particularly relevant in African settings where community ties and social integration are vital

(Kim & Feldman, 2000). The findings suggest that expatriates with high CQ are more likely to establish meaningful connections within the local community and feel a stronger sense of belonging in their host environment. This contribution highlights the need for organizations to focus on CQ as a tool for helping expatriates integrate into local cultures and enhance their retention in African assignments. Lastly, this study contributes to the understanding of intercultural self-efficacy within the African context, showing how CQ is linked to expatriates' confidence in handling cultural challenges specific to Africa. While intercultural self-efficacy does not directly influence job embeddedness, it positively impacts communication effectiveness, suggesting that CQ and self-efficacy work together to improve expatriates' performance in African settings. This insight is crucial for organisations preparing expatriates for assignments in Africa, as it emphasises the importance of building not only cultural knowledge but also confidence in navigating culturally diverse environments.

6.2.5 Contributions to International Human Resource Management

The study's findings significantly contribute to the field of International Human Resource Management (IHRM), particularly in the management of expatriates in culturally diverse environments like Africa. As organisations expand globally, the ability to manage a multicultural workforce effectively becomes increasingly critical. This study offers valuable insights into how cultural intelligence (CQ), communication effectiveness, and job embeddedness can be strategically leveraged by IHRM professionals to enhance expatriate performance, satisfaction, and retention. The findings are particularly relevant for MNCs operating in Africa, where cultural diversity, communal values, and unique social dynamics present both challenges and opportunities for managing expatriates. One of the primary contributions of this study is its emphasis on the importance of developing CQ as a core competency for expatriates in IHRM practices. The findings demonstrate that CQ positively influences expatriates' job embeddedness and communication effectiveness, which are crucial

for successful international assignments. IHRM practices can incorporate targeted training programs aimed at enhancing expatriates' CQ, equipping them with the skills to understand, interpret, and adapt to different cultural environments. This is particularly relevant in African contexts, where understanding the socio-cultural dynamics is essential for building relationships and ensuring smooth operations. By prioritising CQ development, organisations can enhance expatriates' ability to integrate into local cultures, thereby reducing adjustment difficulties and improving overall performance.

The study also highlights the role of an inclusive climate in expatriate management, offering a valuable perspective for IHRM strategies. The findings suggest that an inclusive organisational environment, fostered by culturally intelligent leadership, enhances expatriates' job embeddedness and communication effectiveness. This insight is critical for IHRM professionals, as it emphasises the need to create workplace environments where diversity is celebrated, and different cultural perspectives are valued. Organisations can implement inclusive HR practices, such as inclusive leadership development, cross-cultural team-building initiatives, and diversity training, to create a supportive environment for expatriates. This approach not only improves expatriates' experience but also contributes to building cohesive and high-performing multicultural teams. Another significant contribution of this study is its focus on intercultural self-efficacy and its impact on communication effectiveness in IHRM. While the findings indicate that intercultural self-efficacy does not directly influence job embeddedness, it does play a critical role in enhancing communication effectiveness among expatriates. IHRM strategies can leverage this insight by integrating self-efficacy development into expatriate training programs. Building expatriates' confidence in their ability to handle intercultural challenges can improve their communication skills, which are vital for negotiating, leading teams, and interacting with stakeholders in diverse cultural settings. This

contribution is particularly relevant for expatriates in African countries, where communication styles can be nuanced and deeply embedded in cultural norms.

The study also offers practical insights into how IHRM can enhance expatriate retention through improved job embeddedness. The findings show that expatriates who feel more embedded in their host country's culture and work environment are less likely to leave their assignments prematurely. IHRM practices can focus on strengthening the links between expatriates and their host communities, improving the cultural fit between expatriates and the local organisational culture, and emphasising the perceived sacrifices associated with leaving. These strategies can include community engagement initiatives, mentorship programs with local employees, and family support services, all of which contribute to a deeper sense of connection and belonging for expatriates. Finally, the study provides a valuable contribution to IHRM by highlighting the relevance of localized cultural strategies in expatriate management. In African contexts, where cultural norms and values are distinct and varied, standardized global HR practices may not always be effective. The study's findings emphasise the need for context-specific HR strategies that account for local cultural dynamics. IHRM professionals can develop localised policies that align with the unique cultural characteristics of each African country, ensuring that expatriate management practices are both culturally sensitive and contextually relevant. This approach not only improves expatriates' adaptation but also enhances the overall effectiveness of international assignments.

6.2.6 Empirical Contributions

6.2.6.1 Contributions to Organisational Job Embeddedness

The study offers valuable empirical contributions to the concept of organisational job embeddedness, particularly in the context of expatriates working in culturally diverse settings like Africa. Job embeddedness, as a construct, explains why employees remain in their jobs,

emphasising factors beyond traditional measures like job satisfaction and organisational commitment. The findings of this study highlight the role of CQ, inclusive climates, and communication effectiveness in influencing expatriates' embeddedness, providing actionable insights for both organisational practices and the broader literature. First, the study empirically demonstrates that CQ plays a significant role in enhancing expatriates' job embeddedness. Cultural intelligence, which includes cognitive, motivational, and behavioral components, equips expatriates with the ability to understand, adapt to, and function effectively in culturally diverse environments. The study finds that expatriates with high CQ are more likely to feel embedded within their organisations due to their capacity to navigate and integrate into local cultures. This suggests that organisations looking to enhance job embeddedness among expatriates should prioritise CQ development through targeted training programs, recruitment, and selection strategies. This empirical evidence enriches the literature by linking CQ directly to job embeddedness, offering a nuanced understanding of how cross-cultural adaptability contributes to retention.

Another important empirical contribution is the study's identification of an inclusive organisational climate as a critical determinant of job embeddedness. The findings show that expatriates who perceive their work environment as inclusive—where diverse cultural perspectives are valued—tend to feel more connected and embedded in their roles. This expands the existing literature by emphasizing that organizational culture and inclusivity are key drivers of job embeddedness, particularly in multicultural contexts. The empirical evidence suggests that fostering inclusivity not only enhances employee engagement but also reduces turnover by making expatriates feel valued and supported. This insight is particularly relevant for organisations operating in culturally complex regions, where creating an inclusive work environment can be a strategic approach to improving retention. The study also offers empirical contributions by exploring the relationship between communication effectiveness and job

embeddedness. The findings indicate that expatriates who can communicate effectively across cultures are more likely to feel embedded within their organisations. This underscores the importance of cross-cultural communication skills as a determinant of job embeddedness, particularly in expatriate assignments. The study's empirical evidence highlights that communication effectiveness is not only crucial for day-to-day operations but also plays a significant role in fostering a sense of belonging and attachment among expatriates. This contribution adds a new dimension to the job embeddedness literature by linking it to communication practices, suggesting that organisations should invest in communication training and tools to enhance expatriate retention.

Moreover, the study finds that while intercultural self-efficacy does not directly influence job embeddedness, it indirectly impacts it through improved communication effectiveness. This nuanced finding contributes to the literature by showing that confidence in managing cross-cultural interactions, while not directly tied to embeddedness, is vital for communication, which in turn affects how expatriates integrate into the organisational environment. This empirical contribution provides a deeper understanding of the mechanisms through which self-efficacy influences expatriates' experiences and job embeddedness, offering insights for designing support systems that enhance both intercultural confidence and retention. Lastly, the study highlights the contextual factors unique to African settings that influence job embeddedness. The findings suggest that expatriates' embeddedness is shaped by how well they integrate into local cultural practices, norms, and social networks. This contribution is significant because it underscores the importance of localised approaches to managing expatriates, which are tailored to the specific cultural and social dynamics of the host country. By providing empirical evidence from an African context, the study broadens the understanding of job embeddedness in non-Western settings, contributing to the global HR

literature and offering practical insights for organisations aiming to improve expatriate retention in culturally diverse environments.

6.2.6.2 Contributions to Expatriates' Communication Effectiveness

The study contributes significantly to the understanding of expatriates' communication effectiveness, particularly in multicultural contexts like those encountered in African environments. By exploring the impact of cultural intelligence, inclusive climate, and intercultural self-efficacy on communication effectiveness, the study provides understanding into how expatriates can enhance their communication skills and adapt to diverse cultural settings. The empirical findings have several implications for both theoretical development and practical application in expatriate management. First, the study highlights the crucial role of CQ in enhancing expatriates' communication effectiveness. The empirical evidence shows that expatriates with high levels of CQ are better equipped to navigate intercultural interactions, which leads to more effective communication. CQ encompasses cognitive, motivational, and behavioural components that enable individuals to understand, interpret, and respond appropriately to cultural cues. This finding reinforces the importance of CQ in facilitating effective communication across cultural boundaries and provides a clear link between CQ and communication outcomes. The study's contribution here is twofold: it adds to the literature by confirming the positive relationship between CQ and communication effectiveness and provides a practical implication for organisations to invest in CQ training to improve expatriates' communication skills.

Additionally, the study underscores the significance of an inclusive organisational climate in enhancing communication effectiveness among expatriates. The findings reveal that when expatriates perceive their work environment as inclusive, they experience improved communication with colleagues and stakeholders. This is because an inclusive climate fosters

an environment where diverse perspectives are respected and valued, reducing communication barriers and misunderstandings. This contribution expands the existing literature by highlighting how organisational culture and inclusivity directly influence communication effectiveness, suggesting that organisations should prioritise creating an inclusive environment to facilitate better intercultural communication. The study also contributes to understanding the role of intercultural self-efficacy in communication effectiveness. While the research finds that intercultural self-efficacy does not directly influence job embeddedness, it significantly impacts communication effectiveness. Expatriates who have high self-efficacy in intercultural interactions are more confident and proficient in their communication, which enhances their ability to interact effectively in diverse cultural settings. This finding enriches the literature by demonstrating how self-efficacy in managing cross-cultural situations translates into improved communication skills, highlighting the importance of self-confidence in effective intercultural interactions.

Furthermore, the study reveals that communication effectiveness mediates the relationship between an inclusive climate and job embeddedness. This means that an inclusive work environment not only directly impacts job embeddedness but also does so through enhancing communication effectiveness. The empirical evidence shows that when expatriates can communicate more effectively due to an inclusive climate, they are more likely to feel embedded within their organisation. This contribution to the literature underscores the interconnectedness of communication and organisational climate, providing a deeper understanding of how inclusivity influences expatriates' experiences and retention. Moreover, the study's findings suggest that effective communication is a key factor in expatriates' adaptation and success in their host country. By examining the interplay between cultural intelligence, inclusive climate, and communication effectiveness, the research provides practical insights for organisations on how to support expatriates in their international

assignments. This includes recommendations for targeted training programs focused on improving intercultural communication skills and fostering an inclusive work environment.

6.2.6.3 Contributions to Organisational Inclusive Climate

The study makes several noteworthy contributions to the understanding of organisational inclusive climate, particularly in the context of expatriates working in diverse environments like Ghana. By examining the interplay between CQ, job embeddedness, communication effectiveness, and an inclusive climate, the research offers valuable insight into how an inclusive work environment influences expatriates' experiences and organisational outcomes. The study empirically confirms that an inclusive organisational climate positively influences job embeddedness among expatriates. The research shows that expatriates who perceive their work environment as inclusive are more likely to feel attached to their job and remain with their organisation. This finding supports the idea that an inclusive climate, which values diversity and promotes fairness, contributes to employees' commitment and retention (Zhong et al., 2022). By demonstrating this link, the study extends the literature on job embeddedness to include the role of organisational inclusivity, providing a clearer understanding of how inclusivity impacts expatriates' job satisfaction and retention.

The study reveals that cultural intelligence plays a significant role in shaping the perception of an inclusive climate. Expatriates with higher levels of CQ are better able to navigate and contribute to an inclusive work environment, leading to improved perceptions of inclusivity. This finding underscores the importance of CQ in fostering an environment where diverse cultural perspectives are embraced and valued (Ang et al., 2007; Van Dyne et al., 2012). The contribution here is twofold: it adds empirical evidence to the literature linking CQ to organisational inclusivity and highlights the need for CQ training to enhance inclusivity in multicultural settings. The study also demonstrates that an inclusive climate positively affects

communication effectiveness among expatriates. When expatriates work in environments where inclusivity is prioritised, they experience fewer communication barriers and misunderstandings, leading to more effective interactions with colleagues and stakeholders. This finding aligns with research suggesting that inclusive environments enhance communication by promoting mutual respect and reducing biases (Shore et al., 2011). The study contributes to this literature by providing empirical support for the idea that inclusivity directly improves communication effectiveness, offering practical insights for organisations aiming to enhance intercultural communication.

While intercultural self-efficacy does not directly impact job embeddedness, it significantly influences communication effectiveness, which in turn is affected by the inclusive climate. This nuanced finding contributes to the literature by integrating self-efficacy into the discussion of inclusivity, suggesting that confidence in managing intercultural interactions is an important aspect of effective communication within inclusive environments (Bandura, 1997). Practically, the study emphasises the importance of fostering an inclusive climate to enhance expatriates' overall experience and effectiveness. Organisations are encouraged to implement policies and practices that promote inclusivity, such as diversity training, equitable treatment, and supportive leadership. This contribution aligns with existing research advocating for inclusive practices to improve work related outcomes (Nishii & Mayer, 2009). By highlighting these implications, the study provides actionable recommendations for organisations seeking to create more supportive and effective work environments for expatriates. Finally, the study contributes to a broader understanding of inclusive climate by focusing on expatriates in Ghana, offering insights into how inclusivity affects employees in less-studied contexts. The findings enhance the generalisability of the concept of inclusive climate across different cultural settings and highlight the unique challenges and opportunities faced by expatriates in diverse environments (McKay et al., 2007).

6.2.6.4 Contributions to Expatriates' Intercultural Self-Efficacy

The study provides meaningful contributions to the understanding of expatriates' intercultural self-efficacy, offering insights that expand both theoretical frameworks and practical approaches in international assignments. Intercultural self-efficacy, which refers to an individual's belief in their ability to navigate intercultural interactions effectively, is crucial for expatriates operating in foreign environments. Here are the key contributions of the study to the literature on expatriates' intercultural self-efficacy: The study highlights the positive relationship between CQ and intercultural self-efficacy among expatriates. Expatriates with higher CQ, especially in the metacognitive and behavioral dimensions, are more confident in handling intercultural challenges, thereby enhancing their self-efficacy. This finding aligns with previous research that links cultural intelligence with self-efficacy in intercultural contexts (Earley & Ang, 2003; MacNab & Worthley, 2012). By validating this relationship in a diverse African context, the study extends the generalisability of these concepts and emphasises the importance of CQ training to boost self-efficacy in intercultural environments.

The study reveals that organisational support significantly influences expatriates' intercultural self-efficacy. When organisations provide sufficient resources, training, and guidance tailored to intercultural interactions, expatriates feel more equipped and confident in their abilities to manage cross-cultural situations. This finding corroborates the role of perceived organisational support (POS) in enhancing self-efficacy, as indicated in the broader literature (Eisenberger et al., 2020; Arasanmi & Krishna, 2019). The contribution here lies in demonstrating how specific forms of support targeted at intercultural challenges can directly enhance expatriates' confidence and effectiveness. Another key contribution of the study is the integration of intercultural self-efficacy within the broader framework of inclusive organisational climate. The research shows that an inclusive climate not only promotes communication effectiveness but also reinforces expatriates' belief in their capability to engage successfully in intercultural

interactions. This supports previous studies that identify inclusive climates as vital for bolstering self-efficacy (Nishii, 2013; Charoensukmongkol, 2016). The study thus contributes to the understanding of how organisational inclusivity can serve as a catalyst for developing self-efficacy among expatriates, particularly in multicultural and cross-cultural contexts.

The study finds that while intercultural self-efficacy positively impacts communication effectiveness, it does not directly influence job embeddedness. This nuanced finding offers a fresh perspective on the complex role of self-efficacy in expatriates' adjustment processes based on the fact it enhances communication effectiveness but not job embeddedness of expatriates. While self-efficacy is crucial for effective intercultural communication, it might not directly translate into feelings of embeddedness or attachment to the organisation. This insight challenges assumptions that self-efficacy uniformly influences all aspects of expatriate experiences (Chang et al., 2023), prompting further research into the specific pathways through which self-efficacy impacts various outcomes. The study's findings suggest practical approaches to enhancing intercultural self-efficacy among expatriates. Organisations are encouraged to incorporate CQ development and targeted support programmes into their expatriate management strategies.

By focusing on boosting expatriates' confidence in their intercultural abilities, organisations can not only improve communication and relationship-building but also enhance overall performance and satisfaction. This contribution is particularly relevant for international human resource management, where fostering self-efficacy is seen as a key element of successful expatriate adjustment and performance (Caligiuri, 2000; Bandura, 1997). Lastly, the study enriches the limited research on intercultural self-efficacy in African settings. Focusing on expatriates in Ghana, the research provides context-specific insights that can inform broader discussions on expatriate management in emerging markets. The study underscores the need

for more localised research in diverse cultural contexts, thereby expanding the understanding of how self-efficacy develops and operates in non-Western environments (Osman-Gani & Rockstuhl, 2009; Wawrosz & Jurásek, 2021).

6.3 Conclusion of the Study

The study concludes that cultural intelligence significantly influences expatriates' experiences, particularly in terms of job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. The positive impact of cultural intelligence underscores its role as a critical competency for expatriates in navigating cross-cultural interactions and fostering effective workplace relationships. Additionally, the study finds that an inclusive organisational climate and intercultural self-efficacy play vital roles in promoting effective communication and enhancing expatriates' sense of belonging (job embeddedness) within their host organisations. This highlights the need for organisations to cultivate inclusive environments and provide tailored support to expatriates as key strategies for ensuring successful international assignments. Furthermore, the study reveals nuanced insights into the interplay between intercultural self-efficacy, communication effectiveness, and job embeddedness. While intercultural self-efficacy positively impacts communication effectiveness, it does not directly influence job embeddedness, suggesting that the pathways to expatriate adjustment are multifaceted. These findings emphasise the importance of addressing multiple factors, such as cultural intelligence, inclusive climate and intercultural self-efficacy, in expatriate management strategies. Overall, the study contributes to the growing body of knowledge on expatriate experiences in diverse cultural settings, offering practical implications for improving expatriate performance, retention, and overall well-being in international assignments.

6.4 Implications of the Study

6.4.1 Implications for Expatriates Management

The findings of this study carry significant implications for the management of expatriates, particularly in contexts characterised by high cultural diversity. First, the demonstrated positive impact of cultural intelligence on job embeddedness and communication effectiveness suggests that organisations should prioritise cultural intelligence training as part of their expatriate preparation programmes. Training programmes focused on enhancing cognitive, motivational, and behavioural dimensions of cultural intelligence can enable expatriates to navigate cross-cultural differences more effectively, leading to improved workplace integration and communication outcomes (Ang et al., 2007; Earley & Peterson, 2004). Organisations that invest in building expatriates' cultural intelligence can thus achieve better job satisfaction, reduced turnover, and stronger organisational commitment among expatriates (Crowne, 2008).

Moreover, the study highlights the importance of fostering an inclusive organisational climate to enhance expatriate success. Inclusive climates—characterised by fair treatment, respect, and openness, positively influence expatriates' job embeddedness and communication effectiveness. Organisations can achieve this by implementing policies that promote diversity, equity, and inclusion, as well as ensuring that local and expatriate employees engage in open, respectful communication. Such inclusive environments allow expatriates to feel valued and supported, enhancing their sense of belonging and encouraging their long-term commitment to the organisation (Barak et al., 2016; Shore et al., 2011). The findings also emphasise the crucial role of organisational support in expatriate management. Organisational support, whether instrumental (e.g., resources and training) or socioemotional (e.g., recognition and care for well-being), has been shown to enhance expatriates' adjustment and overall success (Haak-Saheem, et al., 2021). Companies should therefore provide comprehensive support systems that address expatriates' professional and personal needs. This includes offering mentoring

programmes, cross-cultural adjustment resources, and clear communication channels that allow expatriates to access support when needed. The reciprocal nature of perceived organisational support suggests that when expatriates feel supported, they are more likely to reciprocate with loyalty, engagement, and higher performance (Rhoades & Eisenberger, 2002).

An important implication is the recognition that intercultural self-efficacy plays a vital role in shaping communication effectiveness among expatriates. While intercultural self-efficacy was not found to directly influence job embeddedness, its positive impact on communication effectiveness indicates that confidence in navigating cross-cultural situations enhances expatriates' ability to engage in meaningful interactions within the host environment (Bandura, 1997; MacNab & Worthley, 2012). This suggests that expatriate management programmes should include interventions aimed at boosting expatriates' confidence and self-efficacy, particularly in cross-cultural contexts, to facilitate smoother communication and integration into their host organisations. Additionally, the study's findings highlight the interconnectedness of various factors such as adaptability, language proficiency, and previous international experience influencing expatriate success, suggesting that a holistic approach to expatriate management is necessary. Organisations should design integrated support frameworks that encompass cultural intelligence development, inclusive climate initiatives, intercultural communication training, and robust support systems. This multi-faceted approach can create an environment conducive to expatriates' success, enabling them to thrive in diverse settings while contributing to organisational goals. It also emphasises the importance of regular assessment and feedback mechanisms to continuously improve expatriate management practices (Ng et al., 2009).

6.4.2 Implications for Policy Formulation

The findings of this study provide essential insights for policy formulation, particularly regarding the management and support of expatriates within organisations operating in culturally diverse environments. First, the demonstrated positive relationship between CQ and expatriates' embeddedness, communication effectiveness, and organisational outcomes (inclusive climate & intercultural self-efficacy) suggests that policymakers should consider integrating cultural intelligence into national frameworks for expatriate management. Government agencies, industry regulators, and professional associations could collaborate to develop guidelines and standards that mandate cultural intelligence training for expatriates, especially those working in multicultural or international contexts. For instance, in a study conducted in Ghana, Nyamekye et al. (2020) examined the role of CQ in fostering expatriate embeddedness and communication effectiveness among expatriates working in Ghanaian multinational corporations. The findings revealed a significant positive relationship between high levels of CQ and improved interpersonal interactions, team cohesion, and adaptability to local cultural norms. This, in turn, enhanced organizational outcomes such as an inclusive workplace climate and increased intercultural self-efficacy among employees.

Similarly, a study in Singapore by Ang et al. (2007) highlighted that expatriates with higher CQ demonstrated superior communication skills and were better embedded in their host organizations, leading to stronger performance outcomes and greater organizational commitment. These findings emphasize the need for policymakers to prioritize CQ in national expatriate management strategies. In Ghana, for example, government agencies such as the Ministry of Employment and Labor Relations could partner with industry stakeholders to establish mandatory cultural intelligence training programs for expatriates. Such initiatives could enhance expatriates' effectiveness, promote mutual understanding in diverse workplaces, and ultimately contribute to the success of both expatriates and host organizations.

Furthermore, the study's findings on the importance of fostering an inclusive climate imply that policies should promote diversity, equity, and inclusion (DEI) at both organisational and national levels. Policymakers such as government ministries in charge of employment and labour relations issues for international organisations could encourage managers to implement DEI policies that support an inclusive work environment for both local and expatriate employees. For instance, government agencies could provide incentives such as tax breaks, awards, or public recognition to organisations that demonstrate strong DEI practices, especially in supporting expatriates' integration. For instance, some MNCs in countries such as Canada (Harvey et al., 2020) and the United Kingdom (Shore et al., 2011) have implemented policies and incentives to encourage DEI practices in workplaces for expatriates' integration. The Canadian government actively promotes DEI initiatives like the Employment Equity Act, which requires federally regulated employers to implement inclusive hiring practices for underrepresented groups, including foreign workers.

Also, the UK provides incentives for DEI through its Investors in People accreditation (Hamel et al., 2014). Organizations that excel in creating inclusive work cultures are recognized with awards, which enhance their reputation and competitiveness. Such policy measures would encourage more organizations to invest in creating inclusive work cultures, which in turn positively influences expatriate adjustment, job embeddedness, and overall organisational cohesion (Shore et al., 2011; Coetzer et al., 2017). Additionally, the positive impact of organizational support on expatriates' success points to the need for policies that mandate or encourage organisations to provide adequate support systems for expatriates. Governments and regulatory bodies could develop policies that require organisations to offer comprehensive expatriate support packages, covering areas such as cross-cultural training, mentoring, and socioemotional support. These policies could be integrated into labor laws or expatriate management regulations, ensuring that all organisations adhere to minimum standards for

supporting expatriates. Such regulatory frameworks would protect expatriates from the challenges of cultural adaptation and facilitate their integration into the host country's workforce (Al Bastaki, et al., 2021).

Another critical policy implementation strategy is the emphasis on intercultural self-efficacy as a key determinant of communication effectiveness. Policymakers such as government agencies (Ghana Immigration Service) could work with educational institutions and professional training bodies to design and deliver programmes that enhance expatriates' intercultural self-efficacy. For example, specialised certification programmes in cross-cultural communication and expatriate management could be developed and made available to professionals preparing for international assignments. By promoting policies that prioritise intercultural competence and self-efficacy training, governments can equip expatriates with the confidence and skills needed to navigate diverse cultural settings effectively (Bandura, 1997; MacNab & Worthley, 2012). Moreover, the study suggests the need for integrated policy approaches that address the multifaceted nature of expatriate management. Policymakers should consider formulating comprehensive frameworks that link expatriate management to broader national and organisational goals, such as talent mobility, economic development, and global competitiveness. Such policies could include provisions for data collection, monitoring, and evaluation of expatriate programmes, allowing policymakers to assess the effectiveness of various expatriate support initiatives and adjust them as needed (Harvey et al., 2020). These data-driven policies would enable continuous improvement in how expatriates are managed, ensuring that they contribute maximally to both organisational success and national development (Wu & Ang, 2011).

Finally, the findings call for policies that promote collaboration between governments, industries, and academic institutions in enhancing expatriate management practices.

Governments like Ghana's could establish public-private partnership to fund research and development in expatriate management, focusing on emerging challenges and best practices. For example, Singapore has successfully implemented such partnerships through the Economic Development Board (EDB), which collaborates with multinational corporations to address expatriate integration issues (EDB, 2023). Programmes like the Global Innovation Alliance (GIA) from Singapore facilitate partnerships between government bodies, companies, and academic institutions to study expatriate challenges, provide training, and develop innovative practices for smoother integration into multicultural workplaces (Thukral, 2023).

Collaborative policies could also encourage knowledge sharing among organizations, leading to the development of industry-wide standards for expatriate support. Such a coordinated approach would ensure that policy frameworks remain relevant and responsive to the evolving needs of expatriates in today's globalised world (Presbitero & Toledano, 2018). Therefore, the study's implications highlight the importance of formulating policies that support cultural intelligence, inclusive climates, organisational support, and intercultural self-efficacy in expatriate management. By adopting a holistic approach to policy formulation, stakeholders can align expatriate management practices with national objectives by integrating multiple perspectives, resources, and strategies into a cohesive framework. For instance, government agencies could collaborate with private organizations and academic institutions to design comprehensive cultural orientation programs tailored to the needs of expatriates and aligned with national cultural values. These programs could include pre-departure training, on-arrival support, and continuous professional development to enhance CQ and intercultural communication skills (Nyamekye et al., 2020).

6.4.3 Implications for Further Research

The findings of this study provide several avenues for future research on expatriate management, cultural intelligence, and organisational dynamics. First, given the demonstrated significance of CQ in shaping expatriates' embeddedness, communication effectiveness, and overall performance, future research could explore how different dimensions of CQ (metacognitive, cognitive, motivational, and behavioural) contribute to specific expatriate outcomes across various cultural contexts. Comparative studies across multiple countries or regions could yield insights into the relative importance of each CQ dimension and how they interact with local cultural norms, policies, and organisational practices (Earley & Ang, 2003). Another area for further research lies in examining the role of organisational support in enhancing expatriates' experiences and outcomes. While this study highlights the positive impact of organisational support on expatriates' success, future research could delve into the specific types of support (e.g., instrumental, emotional, and informational) that are most effective in different organisational settings and industries. Longitudinal studies could provide deeper insights into how expatriate support needs evolve over time and how organisations can adapt their strategies to better support expatriates at various stages of their assignments (Shaffer et al., 2006).

Additionally, the study suggests that fostering an inclusive climate significantly impacts expatriates' adjustment and performance. Future research could explore the mechanisms through which inclusive practices influence expatriate outcomes and the factors that moderate this relationship. For instance, studies could investigate how organisational culture, leadership style, or team dynamics interact with inclusivity to affect expatriates' sense of belonging and job satisfaction. Research could also assess the effectiveness of specific interventions aimed at promoting inclusivity in multinational organisations and how these initiatives translate into

tangible benefits for both expatriates and local employees (Janssens & Steyaert, 2003). Intercultural self-efficacy was shown to be a crucial factor influencing communication effectiveness among expatriates. However, further research could investigate how this self-efficacy develops over time and what factors contribute to strengthening it. Studies could examine how different training programmes, mentoring relationships, and prior international experiences contribute to building expatriates' intercultural self-efficacy. Additionally, research could explore how individual differences, such as personality traits or prior cross-cultural exposure, influence the development of intercultural self-efficacy and its impact on expatriate performance (Bandura, 1997; MacNab & Worthley, 2012).

The findings also open up research opportunities to examine job embeddedness from a cross-cultural perspective. While this study focuses on the organisational factors influencing job embeddedness, future research could explore the influence of national culture, family dynamics, and community factors on expatriates' embeddedness. Understanding how these external factors interact with organisational initiatives could help develop more comprehensive models of expatriate retention and well-being. Research could also explore the interplay between job embeddedness and other expatriate adjustment factors such as psychological well-being and work-life balance (Reiche et al., 2014). Lastly, this study emphasises the importance of considering the broader context in which expatriate assignments occur. Future research could take a more holistic approach by integrating macro-level factors such as geopolitical events, economic changes, and global mobility trends into the analysis of expatriate management practices. By considering these broader contextual factors, researchers can provide more nuanced insights into how global shifts impact the effectiveness of expatriate programs and what strategies organizations can adopt to remain resilient and adaptive in an increasingly complex global environment (Harvey et al., 1999).

6.5 Limitations of the Study

One of the primary limitations of this study is the extent to which generalisation can be made out the findings to other countries as the study focused on the Ghanaian context. The study focused on expatriates within Ghana, which could limit the applicability of the results to other contexts. While the study offers valuable insights, the small and context-specific sample may not fully represent the broader population of expatriates, especially those operating in different countries, or cultural environments. Further, the research was conducted using a cross-sectional design, which captures data at a single point in time. This approach restricts the study's ability to establish causal relationships between the variables. For example, while positive correlations between cultural intelligence, job embeddedness, and communication effectiveness were observed, the cross-sectional nature of the study limits the ability to determine whether these factors directly influence one another over time. Longitudinal studies would be better suited to examine the dynamics of these relationships and to track changes in expatriates' experiences throughout their assignments.

The study primarily relied on self-reported data from expatriates, which introduces the possibility of response biases, such as social desirability or recall bias. Participants may have provided responses that reflect what they believe to be socially acceptable or expected, rather than their true experiences. Additionally, expatriates may struggle to recall specific details accurately, leading to inconsistencies in the data. Future research could incorporate multiple data sources, such as supervisor evaluations or objective performance metrics, to triangulate findings and enhance data reliability. While the study provides valuable insights into expatriates' experiences, it does not fully account for the broader organisational and cultural contexts that may influence these outcomes. For example, the specific organisational culture, leadership style, or HR practices within the host organisations were not deeply explored, even though these factors could significantly impact expatriates' adjustment, job embeddedness, and

communication effectiveness. Additionally, cultural differences between the home and host countries may play a critical role in shaping expatriates' experiences, but these differences were not examined in detail.

The study primarily focused on internal factors such as cultural intelligence, communication effectiveness, and job embeddedness, while external factors like economic conditions, political stability, or social dynamics in the host country were not considered. These external factors can heavily influence expatriates' success and overall experiences, yet they were not part of the study's scope. A more comprehensive approach that includes both internal and external variables would provide a deeper understanding of the challenges expatriates face, and the strategies needed to overcome them. While this study provides meaningful contributions to the understanding of expatriate management, it is important to consider these limitations when interpreting the findings.

6.6 Recommendations of the Study

6.6.1 Recommendations to International Organisations

Based on the findings of this study, several key recommendations can be made for international organisations and multinational corporations (MNCs) seeking to optimise expatriate management practices and enhance overall organisational effectiveness. International organisations should prioritise the development of cultural intelligence among expatriates as it significantly influences job embeddedness, communication effectiveness, and overall performance. Tailored training programmes should be designed to enhance the metacognitive, cognitive, motivational, and behavioral dimensions of CQ. These programmes should not only be implemented prior to deployment but also continuously offered throughout the expatriate's assignment to address evolving cultural challenges. Cross-cultural coaching, mentoring, and immersive learning experiences are recommended to reinforce expatriates' cultural

adaptability (Earley & Ang, 2003). The findings underscore the importance of organisational support systems in expatriates' success. MNCs should implement structured support mechanisms that include instrumental (e.g., resources, relocation assistance) and socioemotional support (e.g., mentoring, mental health resources). Establishing clear communication channels, regular check-ins, and a strong expatriate community by management of MNCs can enhance perceived support and positively influence expatriates' commitment and retention. Additionally, expatriate-specific career development opportunities should be provided to ensure a sense of progression and purpose throughout their assignment (Caligiuri & Lazarova, 2002).

Creating an inclusive organisational environment is critical to expatriate adjustment and performance. International organisations should adopt and promote inclusive practices that value diversity and leverage the strengths of multicultural teams. This includes implementing policies that encourage open communication, equitable treatment, and the recognition of diverse perspectives. Leaders should be trained to cultivate inclusive leadership styles that actively engage expatriates and local employees, thereby fostering a culture of mutual respect and collaboration. MNCs should also ensure that inclusivity extends beyond the workplace to create a welcoming environment for expatriates' families and social integration (Janssens & Steyaert, 2003). Given the positive impact of intercultural self-efficacy on expatriates' communication effectiveness, MNCs should focus on initiatives that build expatriates' confidence in navigating cross-cultural interactions. Pre-assignment briefings, cultural assimilators, and ongoing language and cultural education can significantly improve expatriates' self-efficacy. Moreover, organisations should encourage expatriates to actively engage with local cultures through community involvement or cultural exchange programmes to strengthen their intercultural competencies (Bandura, 1997; MacNab & Worthley, 2012).

To reduce expatriate turnover and improve retention, organisations should implement HR practices that promote job embeddedness. This involves creating meaningful work, building strong social networks within the organisation, and ensuring alignment between the expatriate's values and the organisation's culture. Offering career advancement opportunities, personalised career paths, and recognising expatriates' contributions can increase their sense of loyalty and attachment to the organisation. Additionally, providing flexible working arrangements and supporting work-life balance can enhance the expatriate's overall job satisfaction (Mitchell et al., 2001). MNCs should consider the broader macro-level factors, such as economic shifts and geopolitical dynamics, when designing expatriate management strategies. By adopting a more comprehensive approach that takes into account global trends, organisations can better anticipate challenges and remain agile in their expatriate management practices. Regularly updating expatriate policies, incorporating scenario planning, and fostering resilience can help MNCs navigate uncertainties and maintain effective global operations (Harvey et al., 1999).

6.6.2 Recommendations to Local/Host Organisations

Based on the findings of this study, the following recommendations can be made for local or host organisations to enhance the management and performance of expatriates within their environments. Local organisations should design comprehensive onboarding and orientation programmes specifically tailored to expatriates. These programmes should cover essential cultural knowledge, local business practices, and organisational expectations. By providing a structured introduction, local organisations can help expatriates quickly adapt to the host country's culture and work environment, reducing cultural shock and enhancing productivity from the onset. Onboarding should include cultural sensitisation, introductions to key stakeholders, and community integration activities (Littrell & Salas, 2005).

Host organisations should focus on creating an inclusive climate that values cultural diversity and encourages intercultural collaboration. Promoting inclusive policies, celebrating diverse cultural backgrounds, and implementing regular diversity training for all employees can help expatriates feel valued and respected. Leadership should model inclusive behaviours by supporting open communication, mitigating cultural biases, and facilitating intercultural teamwork. These practices not only benefit expatriates but also enhance overall organisational cohesion and innovation (Lauring & Selmer, 2012). Local organisations should invest in ongoing cultural intelligence training for both expatriates and local employees. Cultural intelligence is a critical determinant of expatriate success, and continuous development programmes can help expatriates and their local colleagues build stronger intercultural relationships. Regular workshops, mentoring programmes, and knowledge-sharing sessions can equip expatriates with the skills needed to navigate cultural nuances effectively, while also educating local employees on the benefits of diverse perspectives (Ang et al., 2007).

Host organisations can enhance job embeddedness by facilitating expatriates' integration into both professional and social networks within the local environment. Encouraging participation in social activities, professional groups, and community events can help expatriates develop meaningful connections outside of work. In addition, creating internal expatriate communities or support groups where they can share experiences and advice can further strengthen their sense of belonging and stability within the host organisation (Reiche et al., 2011). Local organisations should recognise the importance of work-life balance in expatriate retention and performance. Offering flexible working arrangements, supporting family needs (e.g., schooling and healthcare), and providing counseling services are essential for expatriates' well-being. Organisations should also ensure that expatriates have access to resources that help them manage the challenges of living and working in a foreign environment, such as language support, relocation assistance, and guidance on local laws and customs (Shaffer et al., 1999).

Local organisations should work closely with expatriates to align organisational objectives with individual career aspirations. This can be achieved through personalised career development plans, regular performance reviews, and opportunities for career growth within the host organisation. Offering expatriates clear paths for progression, recognition for their contributions, and the chance to take on meaningful projects can enhance their commitment and engagement, leading to higher performance and longer tenure (Nguyen et al., 2018).

6.7 Chapter Conclusion

This chapter presented a comprehensive analysis of the findings derived from the study on expatriates' cultural intelligence, job embeddedness, communication effectiveness, and intercultural self-efficacy in Ghana. The findings indicated that cultural intelligence significantly enhances expatriates' embeddedness within their host organizations, fostering a supportive environment conducive to effective communication and collaboration. Additionally, it was found that an inclusive organisational climate positively influences expatriates' job embeddedness and communication effectiveness, reinforcing the importance of supportive organisational practices. However, the study also revealed that while intercultural self-efficacy positively impacts communication, it does not directly influence job embeddedness. These results provide valuable insights into the intricate relationships between these factors and highlight the role of cultural competence in expatriate success. The chapter further explored the implications of these findings for expatriate management, organisational policies, and future research. It emphasised that international organisations and host companies should prioritise cultural training, inclusive practices, and tailored support to optimise expatriate experiences. Moreover, the limitations identified in the study such as sample size, reliance on self-reported data, and the cross-sectional design, suggest areas for further exploration and refinement in future research. Overall, the chapter underscores the need for strategic interventions at both the organizational and policy levels to enhance expatriates'

performance and well-being, ultimately contributing to more effective international assignments and global business operations.

6.8 Final Conclusion

The study investigated the impact of cultural intelligence on various work-related outcomes, including job embeddedness communication effectiveness inclusive climate, and intercultural self-efficacy of expatriates in Ghana. In addition, it explored the mediating roles of inclusive climate and intercultural self-efficacy, as well as the moderating role of inclusive climate in the relationship between cultural intelligence and job embeddedness and communication effectiveness. The study found that cultural intelligence significantly influences expatriates' experiences, particularly in terms of job embeddedness, communication effectiveness, inclusive climate, and intercultural self-efficacy. While inclusive climate and intercultural self-efficacy play vital roles in promoting effective communication, intercultural self-efficacy does not directly influence job embeddedness. Furthermore, inclusive climate mediates cultural intelligence and job embeddedness as well as communication effectiveness relationships, but intercultural self-efficacy only mediates CQ-CE relationship and not CQ-JE relationship.

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APPENDICES

Appendix A: Ethical Clearance



UNIVERSITY OF GHANA ETHICS COMMITTEE FOR THE HUMANITIES (ECH)

P. O. Box LG 74, Legon, Accra, Ghana

My Ref. No: ECH.132/23-24

January 30, 2024

Mrs. Yvonne Barnieh
Dept. of Organisation and Human Resource Management
University of Ghana Business School
University of Ghana
Legon

ETHICAL CLEARANCE (ECH 132/ 23-24)

The Ethics Committee for the Humanities (ECH) conducted an expedited review and approved your protocol titled:

LINKING CULTURAL INTELLIGENCE TO JOB EMBEDDEDNESS AND COMMUNICATION EFFECTIVENESS OF EXPATRIATES IN GHANA: THE ROLE OF INTERCULTURAL SELF-EFFICACY AND INCLUSIVE CLIMATE

PRINCIPAL INVESTIGATOR: MRS. YVONNE BARNIEH

Please note that the final review report must be submitted to the Committee at the completion of the study. Your research records may be audited at any time during or after the implementation. Any modification of this research project must be submitted to ECH for review and approval prior to implementation.

Please report all serious adverse events related to this study to ECH within seven (7) days verbally and in writing within fourteen (14) days.

This certificate is valid until January 29, 2025. You are required to submit annual reports for continuing review.

Please accept my congratulations.

Yours Sincerely,

Professor C. Charles Mate-Kole
ECH Chair

Cc: Professor Obi Berko Damoah, Dept. of Organisation and Human Resource Management, UG
Professor Daniel Ofori, Dept. of Organisation and Human Resource Management, UG

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Appendix B: Questionnaire

CULTURAL INTELLIGENCE, JOB EMBEDDEDNESS, COMMUNICATION EFFECTIVENESS, INTERCULTURAL SELF-EFFICACY, AND INCLUSIVE CLIMATE OF EXPATRIATES IN GHANA SURVEY

Participate Information and Consent Form

If you are an expatriate or foreigner and a permanent employee of your organisation, we would like you to complete our confidential survey on Cultural Intelligence, Job Embeddedness, Communication Effectiveness, Intercultural Self-Efficacy and Inclusive Climate at work.

The study is being conducted to meet the requirement of Yvonne Barnieh's PhD work under the supervision of Professor Dan. Ofori, lead supervisor, (dofori@ug.edu.gh) of the Department of Organisation and Human Resource Management, University of Ghana Business School, University of Ghana Legon.

If you decide to participate, you will be invited to a paper survey. The survey will require approximately 15 minutes to complete. In this questionnaire, we will ask you to give your opinion on different variables of the study as indicated in the sections. The survey questions are straightforward and will require you circling or ticking the appropriate options numbered 1 to 7 to indicate the extent to which you agree or disagree with the statements or questions.

Any information or personal details gathered in the course of the study are confidential and for academic purposes only. Access to the data will be limited to persons directly involved in the research based on request and will be strictly monitored by the lead supervisor. No individual will be identified in any publication or communication of the result, which will take the form of broad conclusions emerging from statistical analysis of multiple participants. If you have any enquiries, you can contact Yvonne Barnieh via ybarnieh@ug.edu.gh or 0244843857.

For us to achieve our research aim, it is important you respond as honestly as you can. We are taking steps to maintain the confidentiality of your data.

Thank you!

SECTION A: DEMOGRAPHIC DETAILS

For each of the demographic details, kindly tick, circle or underline the option that relates to you

Gender

Female ☐ II. Male ☐ III. Others ☐

Age:

20-29 years ☐ II. 30-39 years ☐ III. 40-49years ☐ IV. 50-59year ☐ V. 60+ years ☐

Level of education:

Pre tertiary ☐ II. Bachelor's degree ☐ III. Master's degree ☐ IV. Doctorate degree ☐ V. Professional Certificate ☐

Marital Status:

Married ☐ II. Single ☐ III. Separated ☐ IV. Divorce ☐

V. Widowed ☐

Did you come to Ghana to work on your own initiative OR you were sent to Ghana to work by your company. Please tick. On my own ☐ By my company ☐

How long have you been working (in years)?

0-2 ☐

2-5 ☐

6-9 ☐

10 years and above ☐

What is your current Job position:

.....

For how long have you been serving as an expatriate?

0-3 []

3-5 []

6-9. []

10 years and above []

For how long have you been working in your current organisation as an expatriate?

.....

10. In which sector/industry (e.g., education, banking, mining, Telecom, Petroleum) does your organisation operate?.....

11. What is the name of the company you currently work for?... ..

State your Nationality:

SECTION B: CULTURAL INTELLIGENCE (CQ)

	Please circle the appropriate number to respond the following statements to indicate the extent to which you demonstrate the following behaviours in your work and Ghanaian cultural context.	Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree
No	Cultural Intelligence							
	<i>Metacognitive Cultural Intelligence</i>							
CQ1	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	1	2	3	4	5	6	7
CQ2	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
CQ3	I am conscious of the cultural knowledge I apply to cross-cultural interaction.	1	2	3	4	5	6	7
CQ4	I check the accuracy of my cultural knowledge as I interact with people from different cultures.	1	2	3	4	5	6	7
	<i>Cognitive Cultural Intelligence</i>							
CQ5	I know the legal and economic systems of other cultures.	1	2	3	4	5	6	7
CQ6	I know the rules (e.g. vocabulary. grammar) of other languages.	1	2	3	4	5	6	7
CQ7	I know the cultural values and religious beliefs of other cultures.	1	2	3	4	5	6	7
CQ8	I know the marriage system of other cultures.	1	2	3	4	5	6	7
CQ9	I know the arts and crafts of other cultures.	1	2	3	4	5	6	7
CQ10	I know the rules for expressing nonverbal behaviors in other cultures.	1	2	3	4	5	6	7
	<i>Motivational Cultural Intelligence</i>							
CQ11	I enjoy interacting with people from other cultures.	1	2	3	4	5	6	7
CQ12	I am confident that I can socialize with locals in a culture that is unfamiliar to me	1	2	3	4	5	6	7
CQ13	I am sure I can deal with the stress of adjusting to a culture that is new to me.	1	2	3	4	5	6	7
CQ14	I enjoy living in cultures that are unfamiliar to me.	1	2	3	4	5	6	7
CQ15	I am confident that I can get accustomed to the shopping conditions in a different culture.	1	2	3	4	5	6	7

	<i>Behavioral Cultural Intelligence</i>							
CQ16	I change my verbal behavior (e.g. accent, tone) when a cross-cultural interaction requires it.	1	2	3	4	5	6	7
CQ17	I use pause and silence differently to suit different cross-cultural situations.	1	2	3	4	5	6	7
CQ18	I vary the rate of my speaking when a cross-cultural situation requires it.	1	2	3	4	5	6	7
CQ19	I change my nonverbal behavior when a cross-cultural situation requires it.	1	2	3	4	5	6	7
CQ20	I alter my facial expression when a cross-cultural interaction requires it.	1	2	3	4	5	6	7

SECTION C: JOB EMBEDDEDNESS (JE)

	Please circle/tick the appropriate number to respond the following statements to indicate the extent to which you demonstrate the following behaviours in the organisation within which you work and the community where you live.	Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree
No	Job embeddedness							
	<i>Organizational Embeddedness</i>							
JE 1	The organization provides me with a way of life that suits me.	1	2	3	4	5	6	7
JE 2	Overall, I fit very well in the organization.	1	2	3	4	5	6	7
JE 3	My closest friends are in the organization	1	2	3	4	5	6	7
JE 4	Overall, I have strong ties with people throughout the organization.	1	2	3	4	5	6	7
JE 5	I would miss the excitement that this job brings if I left	1	2	3	4	5	6	7
JE 6	There would be many things about organizational life that I would be sad to lose if I left	1	2	3	4	5	6	7

SECTION D: COMMUNICATION EFFECTIVENESS (CE)

	Please circle the appropriate number to answer the following questions and to indicate the extent to which you demonstrate the following communication behaviours in the organisation within which you work.	Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree
No	Communication Effectiveness							
CE1	I can effectively communicate in the language of the host culture.	1	2	3	4	5	6	7
CE2	I can enter meaningful dialogue with other people.	1	2	3	4	5	6	7
CE3	I can effectively deal with communication misunderstandings between myself and others.	1	2	3	4	5	6	7
CE4	I can effectively deal with different communication styles.	1	2	3	4	5	6	7
CE5	I can accurately understand another person's point of view.	1	2	3	4	5	6	7
CE6	I can effectively deal with anxiety.	1	2	3	4	5	6	7

SECTION D: INCLUSIVE CLIMATE (IC)

	Please circle the appropriate number to respond to the following statements to indicate the extent to which you demonstrate the following Inclusive Climate behaviours in the organisation within which you work.	Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree
No	Inclusive Climate							
	<i>Work Group involvement (WGI)</i>							
IC1	I feel part of informal discussions in my work group	1	2	3	4	5	6	7
IC2	I feel isolated from my work group (R)	1	2	3	4	5	6	7
IC3	My work group members don't share information with me(R)	1	2	3	4	5	6	7
IC4	People in my work group listen to what I say	1	2	3	4	5	6	7
IC5	My judgment is respected by members of my work group	1	2	3	4	5	6	7

IC6	My work group members make me feel a part of decisions	1	2	3	4	5	6	7
	<i>Influence in Decision Making (IDM)</i>							
IC7	I am able to influence organizational decisions	1	2	3	4	5	6	7
IC8	I am able to influence work assignment decisions	1	2	3	4	5	6	7
IC9	I am consulted about important project decisions	1	2	3	4	5	6	7
IC10	I have a say in the way work is performed	1	2	3	4	5	6	7
	<i>Access to Communications and Resources (ACR)</i>							
IC11	I am provided with feedback by boss	1	2	3	4	5	6	7
IC12	I do not have access to the training I need(R)	1	2	3	4	5	6	7
IC13	I have all the materials I need to do my job	1	2	3	4	5	6	7
IC14	I rarely receive input from my supervisor (R)	1	2	3	4	5	6	7

SECTION E: INTERCULTURAL SELF- EFFICACY (ISE)

	Please circle the appropriate number to answer the following questions and to indicate the extent to which you demonstrate the following Intercultural self- efficacy behaviours in the organisation within which you work.	Strongly Disagree	Disagree	Moderately Disagree	Neutral	Moderately Agree	Agree	Strongly Agree
No	Intercultural Self- Efficacy							
ISE1	I can always manage to solve difficult intercultural problems if I tried hard enough	1	2	3	4	5	6	7
ISE2	If someone opposes me, I can find the means and ways to get what I want	1	2	3	4	5	6	7
ISE3	It is easy for me to stick to my aims and accomplish my goals	1	2	3	4	5	6	7
ISE4	I am confident that I could deal effectively with unexpected intercultural events	1	2	3	4	5	6	7
ISE5	I know how to handle unforeseen intercultural situations	1	2	3	4	5	6	7
ISE6	I can solve most intercultural problems if I invested the necessary effort.	1	2	3	4	5	6	7
ISE7	I can remain calm when facing intercultural difficulties because I can rely on my coping abilities.	1	2	3	4	5	6	7
ISE8	When I am confronted with an intercultural problem, I can usually find several solutions	1	2	3	4	5	6	7

ISE9	If I am in any intercultural related troubles, I can usually think of a solution.	1	2	3	4	5	6	7
ISE 10	I can usually handle whatever comes my way.	1	2	3	4	5	6	7

Thank you.

Appendix C: Missing Values Replacement by Expected Maximisation

Variable	N	Mean	St.Dev	Missing values before EM		Missing Values after EM		No. of Extremes	
				Count	Percent	Count	Percent	Low	High
CQ	276	5.21	.77	19	6.9	0	0	3	0
JE	276	4.69	.87	11	4.0	0	0	1	0
CE	276	5.01	1.02	2	.7	0	0	4	0
IC	276	5.11	.65	11	4.0	0	0	5	0
ISE	276	5.24	.86	7	2.5	0	0	1	0

a. Number of cases outside the range ($Q1 - 1.5 \times IQR$, $Q3 + 1.5 \times IQR$).