An assessment on the feasibility of incorporating culture intelligence as workforce management tool within a cultural diversified organisation: a case study on Etihad Airways

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I acknowledge that the above named student has regularly attended the planned meetings and actively engaged in the dissertation supervision process. She has provided regular timely draft chapters of the dissertation and followed given guidance.

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ABSTRACT

Due to increasing number of multinational organizations, companies likely to have employees from different nationalities. Once a multicultural work environment is created, companies also need to focus on diversity as it is crucial to recognize dissimilarities and value differences. On the other hand, due increase cultural exposure caused by the globalization, a new phenomenon has arisen, a so-called ‘Cultural Intelligence’ was created to define a human capability to function and interact effectively in cross-cultural context.

Building on this foundation, the scope of this research was to examine the possible correlation between cultural intelligence and cultural diversity management by answering the question ‘How feasible is to incorporate cultural intelligence into the workforce diversity management practices within a cultural diversified organization?’ Though, the investigation was only limited to consider diversity management in terms of cultural difference.

Importantly, research paper included a critical review of available literature, evaluation of recent studies and theories in regards to cultural intelligence, CQ development, diversity and cultural diversity management in regards to the research question and research objectives.

Due to the nature of the research, the sample size was limited as only professionals who had possessed the title and work experience related to workforce management and who were working at the Workforce Planning team, in the case study organization, were targeted to participate in the research. Semi-structured interviews were conducted to gather qualitative data on their professional relevant to the research topic. Recorded interviews were then transcribed, analyses and findings were presented in order to conclude whether findings meet the research objectives.

In summary, the research has concluded the need and also willingness to incorporate CQ in the current workforce management practices while also considering challenges, potential benefit and possible shortfalls. Also, following the conclusion, limitations and recommendations for future research were also included.
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Chapter 1

Introduction

1.1 Introduction

The purpose of this chapter is to put the research project into a context by discussing research rationale, research scope, along with defining research objectives and research question. This section also includes a brief introduction to the corporate profile of the selected organization and to the methodology applied to complete the research study.

1.2 Organizational Introduction

1.2.1 Corporate Profile

Etihad Airways (EY) was established by the Royal (Amiri) Decree in July, 2003. and it started commercial operations in November, 2003. Ever since, EY generates revenue by serving more than 110 existing passenger or cargo destinations in 68 countries (Etihad group, 2016) from its Hub which is in the capital city of the United Arab Emirates, in Abu Dhabi. The airline is currently led by Tony Douglas who is the appointed Chief Executive Officer (CEO) since Jan 2018.

Etihad Airways group is mainly considered as travel service provider, however, besides its core function of being a commercial airline, it also services as ground handler for other airlines operating flight to Abu Dhabi. Also, EY has different business units to cover travel related daily activities internally such as Etihad Cargo and Etihad Holidays.

1.2.2 Primary Business and Strategy

Since its establishment in 2013, EY has managed to build up a worldwide know reputation both as a commercial airline and also a luxurious travel service provider. Even, the official slogan ‘Flying re-imagined’ tends to highlight the intention of being one of a kind.

Importantly, Etihad Airways has a vision to be the best airline and travel company in the world and the mission is defined to deliver the world’s most
remarkable travel experience. The airline seeks to reflect the best of Arabian hospitality - cultured, considerate, warm and generous - as well as enhance the prestige of Abu Dhabi as a centre of hospitality between East and West (Etihad group, 2016).

Also, the list of awards received in the recent years can be considered as an evitable proof of the airlines achievement to be a leading airline on the market is. Since 2009, EY has won the award for World’s Leading Airline for the seventh consecutive year awarded by the World Travel Awards, and awards for World’s Leading First Class, World’s Leading Inflight Entertainment, and World’s Leading Cabin Crew at the World Travel Awards. Moreover, Etihad Airways has been named as the ‘Best Airline of the Year’ in 2016 by Skytrax. As Mr. Douglas commented: “Etihad is a force in global aviation that must continue to adapt and evolve on its own and with industry partners. Etihad has a central role in supporting the UAE’s position as a global hub of transportation, tourism, commerce, and culture” (Etihad website, 2017).

As a national carrier, Etihad Airway also has a primary aim to support nationalization (so called Emiratization) program as part of its strategy prioritize the employment of local workforce before offering a job to expatriates. Although, Etihad Airways currently employs more than 140 nationalities worldwide, UAE nationals remain the single largest identity with more than 3000 employees which are approx. 29% of the total workforce.

On the other hand, due to significant financial loss declared in 2016, EY has announced a major restructuring to create a new sustainable strategy which has already started in 2017. The new business operating path includes initiatives to simplify business processes, organizational restructuring and leadership change with the aims of achieving cost efficiency, greater productivity measures and increase revenue. Short-term impact, such as leadership change in executive level, can be observed, however, the long-term effects of changes cannot be predicted at this stage.

1.3 Project Rationale
Nowadays, as a comprehensive effect of the globalization, the number of multinational companies has rapidly increased that has also resulted in having a cultural diversified workforce. As an inevitable impact of the interaction among nations, the need for cross-cultural studies increased to assess how cultural diversity can impact the morale, collaboration and effectiveness of a cultural diversified workforce.

Also, the new era has provided handful opportunities to develop new approaches and concepts to handle cultural diversity to be able to recognize dissimilarities and value differences effectively. A new phenomenon had arisen in recent years, so-called ‘cultural intelligence’ which can be adapted to create a potential benefit for both the individuals and firms while managing cultural diversity in a cross-cultural work environment.

Importantly, Ghemawat and Reiche (Ghemawat & Reiche, 2011) highlights, cultural value differences are significantly important for multinational companies that are impacted by the interaction of various national cultures on daily basis. Considering corporate profile, Etihad Airways has been selected which can provide a great platform to study the impact of cultural diversity on the workforce management while also considering the possibility to develop cultural intelligence a form of managing diversity.

Building on this foundation, this research includes the review of the recent studies completed in regards to the cultural intelligence to assess the possibility of adapting cultural intelligence as a technique to manage cultural diversity at the workplace. Also, this research project aims to assess the feasibility to feature cultural intelligence as a method to take advantage of differences and minimize the potential shortfalls caused by diversity. As CIPD (CIPD, 2015) factsheet suggests, diverse workforce can enhance company growth by developing new products, open up new market opportunities, improve market share and broaden an organisation’s customer base. Lastly, it is also examined whether a direct link can be identified between cultural intelligence and diversity management in order to achieve effective workforce management.

1.4 Research Question
The research question is framed to address the main subject which will be investigated throughout the research project in a line with the literature review. Following is the proposed research question:

‘How feasible is to incorporate cultural intelligence into the workforce diversity management practices within a cultural diversified organization?’

Importantly, based on the collected data, selected research methodology will strongly support the aim to find an ultimate answer to the research question.

1.5 Research Aim and Objectives

The purpose of this research is to examine the possibility of incorporating cultural intelligence into the workforce management practices while also considering how cultural diversity can be managed in a line with the completed literature review.

The dissertation has the following four objectives:

a) To critically analyze the notion of cultural intelligence and its specific attributes relevant to the organization,

b) To evaluate how cultural diversity management takes part of the current organizational culture,

c) To evaluate the challenges of managing cultural workforce diversity, and

d) To evaluate the possibility of incorporating cultural intelligence to manage diversity.

1.6 Scope of Research

The scope will include an assessment on how cultural diversity can be managed at the workplace while also defining challenges and advantages of the workforce diversity. It will also be investigated whether a directly link can be identified between cultural intelligence and diversity management in order to achieve effective workforce management.

On the other hand, the scope will only be limited to investigate the link between cultural intelligence and diversity management practices in a cultural diversified
organization from workforce management prospective. Accordingly, the research will only include Workforce Planning professionals’ prospective in regards to the research question

1.7 Methodology

In terms of research method, a qualitative research method has been selected. One-to-one, semi-structured interviews will be conducted with a wide range of open-ended but pre-defined questions. Also, non-probability and purposive sampling is selected based on the profile of the targeted participants.

The research project will specifically target to obtain an opinion of the professionals working within the case study organization, at the Workforce Planning division of Terminal Ground operation in particular. Referring to their current job title and work experience, interviewees will only be asked to participate in the research if they are currently fulfilling a position within the Workforce Planning division, at Etihad Airways. Also, in order to complete this research project, participants will be asked to provide a non-biased professional but technical insight on the challenges they may face in their current role related to workforce management and provide their viewpoint whether cultural intelligence can be incorporated in the current resource management and diversity management practices.

Initial sample size includes 7 workforce management professionals which cover the entire population of the current workforce planning team. Selected employees will be asked to participate on a voluntary basis. The rationale behind the sample size is the headcount limitation of the employees who possess this specific knowledge that is required to provide professional and relevant responses in regard to the research questions.

Data collection will be processed by recording audio responses which then will be transcribed into Word document. Though, if any participant request for her or his responses being not recorded but willing to participate in the research, then questionnaire will be shared to gain written response. Collected data will not be
altered, paraphrased or falsified and analysis of findings will be processed in an ethical manner.

As non-standardized responses will be given, it is necessary to develop a database where information can be stored. By having a database, responses can be categorized and summarized to identify whether there is a link between cultural intelligence and diversity management. Also, supporting and contradicting responses can be highlighted, along with matching patterns and recurring argument in regards to the research questions which also leads to determine the ultimate outcome of this research.

As a limitation of the methodology, time constraints and the relatively restricted sample size must be highlighted as it impacts the generic implication of the findings.

1.8 Outline of Chapters

The structure of this dissertation is defined below:

1.8.1 Chapter 1. – Introduction

The purpose of this section is to provide an insight into the selected research topic while also presenting a rationale to justify the research question. Besides presenting a corporate review of the selected organization, this section also determines the scope, research objectives and brief introduction to the methodology or the research project.

1.8.2 Chapter 2. – Literature Review

Literature review section outlines the theoretical frameworks and key concepts in regards to the notion of cultural, cultural intelligence and cultural diversity management. This section will also highlight key arguments based on the existing literature review relevant to the research question.

1.8.3 Chapter 3. – Methodology

Under the methodology section, it is discussed how the research is to be undertaken and justification is provided to describe how the particular research
method was selected. Also, data collection method is detailed with an explanation provided on how data analysis contributes achieving research objective. Lastly, methodology section provides a clarification on the sampling and ethical consideration.

1.8.4 Chapter 4. – Findings and Analysis

Following the data collection, this chapter presents the collected responses from the semi-structured interview as a filtered and consolidated summary for analysis. Graphical presentation of the consolidated and summarized responses is also used to highlight key findings for better understanding. This chapter also includes a discussion comparing the responses to the key arguments identified in the literature review section in order determine whether findings correspond to the research objectives.

1.8.5 Chapter 5. – Conclusion and Recommendation

The purpose of this chapter is to conclude the ultimate findings from the analysed data in comparison to the literature. Following the critical analysis of the data, a conclusion is drawn for each research objective respectively as well as for the research question on its own. Recommendation for future research is also suggested while also considering the limitation of this research project.
Chapter 2

Literature review

2.1 Introduction

Literature review outlines the initial findings of the main theoretical frameworks, concepts and key arguments concerned with topic of culture, cultural intelligence, cultural diversification and diversity management which are relevant to research question.

2.2 Notion of Culture

‘Culture’ is a long debated term as researcher and academic scholars have defined in a great many different ways while debating how culture is conceptualized and presented among members of a society or even, based on its reflections on an individual.

Some agree that culture can be defined on the level of nations not considering individual attributes as cultural characteristics are shared among all members of society. Accordingly, commonly used form of culture has described it as a homogenous, commonly shared set of values and as a common way of thinking among individual in a particular society (Hofstede 1983; Shwartz, 1992; Browaeys and Prices, 2011). Simirlary, Ratner (2005) states that if an ‘individual participate in a common, coherent culture that is structurally integrated at the societal level’.

Even though some scholars agree that culture can be interpreted by considering nationwide similarities and shared values of a particular society, others argue that culture can be defined without considering individual personality traits.

Researchers argue that people from the same nation may not commonly share values but display cultural attributes that distinctly different from one another (Nakata 2009, Trompenaars 1997). Building on this idea, Craig and Douglas (2006) states using a geographical setting (e.g., nationality) or ethnic
background as a proxy for culture is no longer relevant, since geographically localized cultural units are rapidly disappearing.

Importantly, considering both definitions, it must be highlighted that differences across and among nations exist and values, principles and norms can possibly vary among individuals. Therefore, in order to embrace cultural diversity and to unlock positive impact of divergence, differences must be recognized and effectively addressed.

2.3 New phenomenon arisen: Cultural Intelligence

Cultural intelligence (CQ) was conceived at the turn of the 21st century, when the world was experiencing unprecedented globalization and interconnectedness (Ang & Van Dyne, 2015). Due, rapid growth of multinational and multicultural companies, leaders needed to learn how to manage effectively in a cross-cultural context as well as in domestic affairs. Developing greater understanding and defining specific interpersonal skills or even set of skills to cope with the change became unavoidable. However, there was no overarching theoretical framework tying the numerous cultural competency constructs together (Ang et al., 2011 cited in Sternberg and Kaufman, 2011). Consequently, a new concept, so-called ‘cultural intelligence’ was formulated which provides an indication of one’s ability to function in culturally diverse scenarios.

2.4 Defining Cultural Intelligence

As a relatively new phenomenon, researchers have developed wide range of intercultural frameworks to conceptualize the term ‘cultural intelligence’. Earley and Ang (2003) state cultural intelligence is built upon the intercultural settings, it is motivated by practical reality of globalization and focuses on intercultural settings.

Considering that intelligence should go beyond cognitive abilities, Early and Ang (2003) constructed a multidimensional model which includes four complementary categories of intelligence on an individual level. This concept compromises metacognitive, cognitive, motivational and behavioural dimensions (Ang et al., 2011 cited in Sternberg and Kaufman, 2011).
Metacognitive CQ refers to the control of cognition: the processes individuals use to acquire and understand knowledge (Ang et al., 2007). While cognitive CQ reflects knowledge of norms, practices, and conventions in different cultures acquired from education and personal experiences (Ng et al. 2012, cited in Ryan et al., 2012). On the other hand, motivational CQ acknowledges that most cognition is motivated and that the magnitude and direction of an individual’s energy represents motivational intelligence (Ang et al., 2006). Lastly, behavioural CQ reflects an individual’s capability to exhibit appropriate verbal and nonverbal action while interacting with people from different cultures.

As a foundation of this definition, CQ refers to a person’s capabilities and not personal traits. At the same time, CQ is not specific to any particular culture but is a culture free construct that transcends cultural boundaries (Ng et al. 2012, cited in Ryan et al., 2012).

Similar to the definition provided by Early and Ang, David Livermore defined CQ as an extent to which a person capable to function effectively in a multicultural context (Livermore, 2011). Building upon the foundation that a person’s CQ level is largely rooted in personal capabilities, such as internal motivation, thinking, consciousness and adaptability, four capabilities of cultural intelligence has also been defined as ‘The Four Capabilities of CQ’ (Livermore et al., 2012).

Respectively, each category has other subcategories to define certain skills that enable a person to measure a level of cultural intelligence which includes:

Figure 1. The Four CQ Capabilities (Livermore et al., 2012)
• CQ Drive is measuring interest and confidence in functioning effectively in culturally diverse settings (Livermore, 2011). Sub-dimensions are the following:
  o Instinct interest,
  o Extrinsic interest and
  o Self-efficacy
• CQ Knowledge is referring to knowledge about culture and its role while interacting. Sub-dimensions are the following:
  o Cultural general understanding and
  o Context-specific understanding.
• CQ Strategy is measuring the ability to strategize while interacting in an intercultural context. Sub-dimensions are the following:
  o Planning,
  o Awareness and
  o Checking.
• CQ Action is the aptitude of acting appropriately in cross-cultural situation. Sub-dimensions are the following:
  o Speech acts,
  o Verbal actions, and
  o Nonverbal actions.

The four capabilities of cultural intelligence provide a hands-on framework on how to use interpersonal skills to adapt to a situation and effectively function when cultural context changes. Similarly, Hodge (2017) states CQ is the ability to relate to culturally diverse situations, as well as work effectively in them. By applying this hypothesis, it means that cultural intelligence can determine how well a person will be able to perform in a cross-cultural work environment.

On the other hand, cultural intelligence can be defined as an elusive phenomenon which refers to an ability to perceive and interpret someone’s action in a right context without knowing the person. Similarly, Early and Mosakowski (2005) defined culture intelligence as ‘an outsider’s seemingly natural ability to interpret someone’s unfamiliar and ambiguous gestures the way that person’s compatriots would’. They proposed that a person’s
emotional/motivational, physical and cognitive capabilities can be divided into three sections such as body, head and heart. Also, they suggested that most manager would fit at least one six CQ profiles which are defined as the provincial, the analyst, the natural, the ambassador, the mimic and the chameleon.

An other alternate definition of CQ was established by Brooks Peterson (2011). He defined CQ as ‘the ability to engage in a set of behaviours that uses skills and qualities that are tuned appropriately to the culture-based values and attitudes of the people with who one interacts’ (Brooks, 2011). Unlike other scholars, he does not provide a detailed classification of cultural intelligence based on competencies which can be measured but rather focusing on ‘intelligence’ part of the term which suggests more highly developed aptitude. He proposed to go beyond other theories considering competencies versus incompetency and defined CQ as a mix of various aspects of multiple intelligence theories while focusing on four areas such as linguistic, spatial, intrapersonal (aka emotional) and interpersonal intelligence. He recognizes CQ as a combination of knowledge, cultural recognition and specific aptitudes. The knowledge of culture reveals facts and cultural characteristics and the recognition represents awareness of oneself and others, and specific skills mean behaviour.

Considering the numerous definition, it can be concluded that researchers and scholars tried to define the merit of this new subject which can equip an individual with necessary capabilities, knowledge and skills to be able to interact effectively in a cross-cultural context. Though, different models and theories indicate similarities either linked to culture dimension or personal traits, however, CQ is still subjected to numerous interpretation as no universally accepted notion is proposed to date.

2.5 Criticism of Cultural Intelligence

As CQ is a relatively new subject and groundbreaking theories were mainly produced in the past two decades, scholars and researcher mostly tried to identify the specification of this subject by proposing newer and newer definition
rather than simply disproving an existing classification. However, as the subject grown and gained importance in the field of cultural studies, criticism has also arisen to question the validity of the new concept.

Importantly, Turner and Trompenaars (2006) noted three major criticisms in regard to the creditability of the concept of CQ such as:

a. cultures are said to be entirely relative in their values, so holding one culture to be more intelligent than another is discriminatory,

b. cultural studies are said to be a form of postmodernism, whereas to have one central definition of culture is modernist,

c. attempts to categorize cultures are said to be crude stereotypes lacking subject.

They have contested these arguments and concluded that three hypotheses meet the objections to cultural intelligence while also noting that CQ is a potential concept (Turner & Trompenaars, 2006).

Also, Blasco et al. (2012) pinpointed a challenge while they critically analysed the concept of CQ. They highlighted that the current concept of CQ is lacking observable exemplars as empirical examples used to validate the concept of CQ are representing cultural unintelligence rather than cultural intelligence. They state that CQ appears to be more idealized, since, it represents the antithesis of an empirically founded abstraction – cultural unintelligence which creates an issue on the testability and validity of CQ (Blasco et al., 2012).

An other major criticism was proposed by Brooks (2011). He argued that both the word ‘culture’ and ‘intelligence’ can be interpreted in various ways, thus, the existing definitions are arguable and sometimes even controversial. He also argued that the concept of ‘intelligence’ suggest something quantifiable, whereas the validity of standardized test related to culture is highly questionable considering the possibility of a person being culturally bias. He also suggests that focus should lie on defining and increasing cultural intelligence and not measuring it. Similarly, as only a few scientific techniques have been created to measure CQ, Thomas et al. (2012) also suggested that CQ measurement and it
is validity is questionable due participants are asked to rate the account of their own effectiveness which is unlikely reliable.

Referring to the criticism provided by researchers, it is clear that the notion of CQ requires further investigation to erase any doubt questioning the validity of this new concept. Though, regardless the major critiques, CQ is inevitable in the age of globalization and it perceived as an important tool for international business as overcome cross-cultural barriers.

2.6 Developing Cultural intelligence

Once the importance of CQ is recognised, organizations shall focus on implementing a strategy for CQ development. Although, development strategies shall begin by completing an assessment to measure one’s CQ capabilities, tools measuring CQ competencies will not be discussed in this research paper due it is out of scope.

Focusing on CQ development, a comprehensive guide was outlined in a SHRM report (Livermore and Van Dyne, 2011) issued in 2011 which includes three complementary strategies to develop cultural intelligence.

First one is experience and reflection. This strategy offers development by constant interaction with people from a different culture which shall be followed by thoughtful reflection to assess what individuals have experienced and learnt. Recent studies (Ng et al., 2009; Shofek and Eraz, 2008) also agreed that experience can also help to learn how to act and behaviour appropriately in a cross-cultural context. Similarly, MacNab (2011) demonstrated a systematic process which was designed to increase CQ capacity by engaging with people from different cultures. As Early and Ang (2003) suggest that interacting with people from different cultural background can activate conscious cultural awareness to adjust their cognition to the appropriate context.

Alternatively, CQ can also be developed through training and coaching. Courses can include small group discussion whereas trainers and coaches can explain key cultural values and differences. Participants shall also complete an assessment to measure CQ capabilities which then will lead to further
discussion on cultural differences. These sessions are ideally suited to supplement an overall training approach to CQ due it provides an integrative mental model for working effectively across cultural value differences (Livermore and Van Dyne, 2011). Moreover, cross-cultural training to be a significant intervention for the purpose of developing capabilities in an intercultural context (Osman-Gani, 2000; in Rohmetra and Gupta, 2014). Though, training session can be conducted on the subject of ‘CQ’, there is no substitute for on-the-job training when it comes to improving CQ (Livermore and Van Dyne, 2011).

Though, training and coaching can be valuable, participants shall take ownership to enhance CQ potential. Following the assessment, personal CQ development plan can be created to enhance cultural intelligence. Although, a personalized plan can be an effective way to develop CQ, it requires accountability and responsibility from the learners’ prospective while peers shall complete regular assessments to evaluate progress.

2.7 What is diversity?

Due to the rapid growth of the international market and increasing number of multinational organizations, a change can be viewed in demographics at the workplace as different age group, gender and nationalities come together at the workplace. As a result, companies likely to develop a diversified workforce.

What is diversity? Diversity can be defined as the countless way human beings are similar as well as dissimilar from one another throughout the world (Scott, 2012, cited in Byrd and Scott, 2014). Similarly, Kreitner and Kinicki (2013) defined diversity as various difference and similarities existing among individuals.

According to Dessler (2011) diversity refers to the variety or multiplicity of demographic features that characterize a company’s workforce, particularly in terms of race, sex, culture, national origin and religion. Considering the various mix of differences, diversity makes the workforce heterogeneous (Saxena, 2014).
Broadening the definition that is only focusing on similarities and dissimilarities, Trompenaars and Hampden-Turner (2012) suggested that ‘diversity should be seen as the rich, varied perspectives and approaches that members of different groups contribute’. For that reason, embedded values such as cultural principles and behavioural norms should also be taken into account as these differences are likely to impact generic approach to work.

To sum up, diversity is a mix of similarities and differences considering personal attributes, look, belief and/or even cultural background. However, diversity is only viewed and discussed in terms of cultural differences in this research paper and investigation will be limited to look at difference arising in a cross-cultural context not considering personal characteristics.

2.8 How cultural diversity can impact the organization?

Given that multicultural work environment is created, it became essential to recognise dissimilarities and value differences by addressing differences in the workplace. It is vital to understand, especially in a multicultural work environment, why people behave, think and approach work in a certain way.

Even though diversity is an apparent drive while managing workforce for any international organization, firms have a tendency to overlook the importance of diversity management procedures. As Adler (2007) noted managers tend to recognize cultural differences when they realize that people from diverse cultures behave differently and that those differences affect the way in which their organizations function.

Importantly, diversity can add value to the organization in various ways. Clemons (2006) suggests that diversity can help to retain, motivate and utilize workforce effectively and also can improve the quality of decision making. Further to this, Early et al., (2011) incorporated the element of CQ by stating ‘without the insights offered by cultural intelligence, employees are at a disadvantage when making strategic decisions (Early et al., 2011).

On the other hand, failure to address issues arising from the differences can result in a major damage on the companies’ corporate profile. As Cox and Blake
(1991) highlight, organizations that fail to make appropriate changes to more successfully use and keep employees from different backgrounds can expect to suffer a significant competitive disadvantage compared to those that do. Similarly, Adler and Gunderson (2008) suggested that cultural diversity strongly affects relationships external to the organization, given that it has both clients and employees in other countries.

Apart from external impact, diversity can also affect the internal structure at all levels of international organizations (Browaeys and Price, 2008). Importantly, people’s culture, whether we consider national cultural or only individual level, is one of the cultural spheres which have an impact on the day to day interaction among employees.

Organizations with high cultural diversity must develop an appropriate diversity management plan to overcome challenges and to unleash the hidden potential created by cross-cultural context. As Lautman (2015) suggest that bringing varied forces and resources can promote better result by integrating and engaging people from disparate background and perspectives.

Leaders and line managers have a crucial part in the process of creating effective diversity management procedure. Importantly, leaders should promote diversity and promulgate the assumption that diversity is desirable (Schein, 2010), while they also need to be trained in understanding what the organisation aims to gain from diversity and in managing people in such a way that they can achieve their full potential (Godwin, 2005).

On the other hand, to embrace diversity, organisations should focus on developing inclusive approaches to employment policies and practices and personal behaviours by managing equality and diversity issues in ways that support business contexts and circumstances (CIPD, 2015). According to the CIPD (2016) factsheet, diversity management practices are aiming to accommodate their employee’s demographic and personal differences to maximize their contribution achieving organizational goals.

Prior to any possible occurrences of both external and internal impact on the organizational structure, it is vital to recognise the existence of cultural
differences in order to address them effectively. Leaders must develop a diversity management practice which can promote and embrace diversity while also considering the potential benefit of diversified workforce.

2.9 How to use cultural intelligence to manage cultural diversity at workplace?

Nowadays, due to rapidly expanding workforce diversity, employees can either be seen as a liability with possible limitations or else, employees can be viewed as assets for an organization which can lead to great opportunities if the workforce is managed in a culturally intelligent way. Similarly, Karma and Vedina (2009, cited in Arora and Rohmetra, 2013) suggest, when managers function in multicultural workgroups, it becomes necessary for them to acquaint themselves with the cultural intelligence skills in order to effectively handle intercultural situations.

As a concept, cultural intelligence is focusing on the capabilities of a person to function effectively in a multicultural environment while interacting with different nationalities. As a result of the cross-cultural interaction, CQ has a number of potential benefits of the workforce management. CQ allows individuals to gain a better understanding of cultures enabling them to work in a positive and compassionate way with people from various cultures (Hodge, 2017). Moreover, using cultural intelligence in the business arena helps global C-level managers to understand the benefit of working with diversity in order to achieve higher performance and greater business success. (Lautman, 2015).

When cultural diversified workforce is managed strategically, then the need for cultural intelligence kicks in, since, the best possible result cannot be achieved without incorporating an intelligent approach for people’s management. As Arora and Rhometra (2010) agree, to manage global interconnectedness as well as gaining a competitive advantage by leveraging cultural diversity to bridge the gaps, CQ is key managerial competency to deal effectively with people from different cultural backgrounds (Arora and Rohmetra, 2013).

On the other hand, CQ can help to develop a greater understanding while also building trust. As Lautman states (2015) ‘it is important to use own cultural
intelligence to treat people from different cultures appropriately, in order to build trust relationships with foreign employees and colleagues.' Also, interaction with different culture will eventually lead to understanding the most elemental which formed a person (Early and Mosakowski, 2004).

Apart from workforce management, CQ also has a potential benefit to fast-track the adaption process for newcomers. As CQ can also refer to the degree of adaptability, it can determine how well a person can relate and work in a cross-cultural context. Lucking CQ, as Early and Mosakowski (2004) suggested, can cause an interloper to get confused and face difficulties while adapting to a new environment where organizational culture is enforced by the companies’ vision, departments, divisions and even profession. Consequently, it would be beneficial to include CQ assessment as part of the new joiners’ induction plan to measure their capabilities to adapt to a new environment in order to provide adequate support.

To sum up, in multicultural business where crossing boundaries became part of the everyday life, it became an imperative aptitude to effectively adapt and blend with foreigner cultures to achieve successful partners. This also means that the knowledge gap in terms of cultural principles and attributes are now being exposed a lot more often. Therefore, being able to handle differences in working styles and behaviour when mixes of cultures are involved can have a number of potential benefits for any organization.

2.10 Chapter Summary

To sum up, this chapter has included the critical review of available literature which was used as a foundation for this research project. Literature review included the latest theories concerning cultural intelligence, CQ development, diversity and cultural diversity management in regards to the research question and research objectives.

Further to literature review, this research paper tends to fill up the gap in a field of cross-cultural studies considering CQ by assessing the possibility to incorporate CQ as a form of workforce management in an intercultural context.
Chapter 3

Methodology -

3.1. Introduction

The following chapter provides a comprehensive overview of the methodology used to undertake this research project. This section includes a summary of the selected research strategy and research approach while also providing a justification on the research method chosen to complete data collection. Also, ethical consideration is addressed to ensure that data collection and analysis were carried out in a truthful manner.

3.2. Research Philosophy and Approach

Armstrong et al. (2014) suggest that research is ‘about the conception and testing of the ideas and hypotheses, which allows the researcher to apply technique’, whereas, research methodology can be considered as a philosophy or general principle which will guide the research (Dawson, 2009).

Various studies were completed by academics to define research paradigm using different classifications and descriptions. One of these theories were developed by Saunders et al. (2009) who constructed the so-called ‘research onion’ which categorizes different ideologies and techniques into layers of the research. Following the segregation (Figure 2.), can lead to define the research methodology depending upon the research topic.

![Figure 2. Research onion (Saunders, Lewis, & Thornhill, 2009)](image-url)
First layer of the section is concerned with the research philosophy, which can be defined as the nature of the knowledge which also contains important information on how the researcher views the world (Saunders et al., 2009). In terms of business studies, four main research philosophies are differentiated such as pragmatism, positivism, realism and interpretivism.

Second layer will determine the research approach which can be defined as either deductive or inductive. Deductive research is about “developing a hypothesis (or hypotheses) based on existing theory, and then designing a research strategy to test the hypothesis” (Wilson, 2010). While inductive approach follows same steps but reversing the order. It begins with data collection based on the topic of interest and once a significant amount of data is collected, then research will look for a particular pattern to develop a theory.

Referring to the research question, which tends to assess the feasibility of incorporating a new phenomenon in current management practices, inductive approach and qualitative data collection was selected as the best fit research approach to complete this research project.

### 3.3. Research Strategy

Referring to the rationale and scope of the proposed research topic, a deductive and quantitative research method was selected to complete research project. According to Armstrong (2014) quantitative research approach can be used to provide insights into situations and behaviour so that meaning of a particular occurrence can be understood.

As a qualitative research method, one-to-one semi-structured interviews were conducted which included pre-defined and open-ended questions. Participants were asked to provide a non-biased professional but technical insight on the challenges they face in their current role related to workforce management and also to share their viewpoint on whether cultural intelligence can be incorporated as diversity management instrument.

The interview questionnaire was designed to explore whether a possible link can be established between cultural intelligence and diversity management in a
cultural diversified organization. In regards to research objectives, questions were articulated to assess:

- the challenges that workforce management professionals are facing in their current role,
- to define cultural intelligence and its importance on their profession,
- to assess whether cultural intelligence can be incorporated in the diversity management practices and
- to assess whether cultural intelligence can have a potential impact on the way that a culturally diversified workforce is managed.

Secondary data was collected from academic books, journals, articles and electronic resources and was presented in Chapter 2 as a literature review and will be used to conclude findings in Chapter 4.

3.4. Sampling

A sample is a selection of individuals draw from the target or parent population which is intended to reflect this population’s characteristics in all significant respects (Brewerton and Millward, 2001).

According to Saunders et al. (2012) sampling can be used to define the size of the targeted audience when:

- it would be impracticable to survey the entire population;
- budget constraints prevent from surveying the entire population;
- time constraints prevent from surveying the entire population;
- data has been collected but results needed quickly.

Depending upon the research method, sampling can fall under two different categories such as random (probability) sampling and non-random (non-probability) sampling.

As research topic is particularly focusing on a specific aspect of the workforce management and diversity management, the pool of employees who were able
to provide valuable responses was limited. Accordingly, based on the profile of the targeted participants, non-probability and purposive sampling was selected. This sampling method allowed to specifically target professionals who possess extensive knowledge and work experience in the field of workforce planning.

Initial sample size included 7 participants that had covered the entire population of the workforce planning team, those who are directly involved in the workforce management processes and whose work involves managing cultural differences both directly and indirectly. The rationale behind the sample size was the headcount limitation of the employees who possess this specific knowledge that is required to provide professional and relevant responses in regard to the research question.

3.5. Piloting

Piloting can be used a valuable instrument for reflection and revision of a project to avoid errors (Ruel et al., 2015). Piloting can also assist in eliminating ambiguous questions as well as in generating useful feedback on the structure of the interview (Birmingham and Wilkinson. 2016).

Accordingly, pilot testing of the questionnaire was conducted to validate questions, to evaluate whether any amendment is required and to ensure questions were orchestrated to receive constructive responses that can assist achieving research objectives.

3.6. Data Collection

Qualitative research method has been selected to complete primary data collection. Semi-structured, one-to-one interviews were conducted with subject matter experts who were asked to response a range of pre-defined, open-ended questions.

Structured interviews were conducted based on the pre-defined questionnaire (Appendix. 1.) which was prepared and pilot tested prior to the first interview session. Questions were asked in the pre-defined order to ensure consistency and to keep communication flow continuous.
Where possible the interview was recorded, though who did not agree to have his answers recorded but still wanted to participate in the research, then questionnaire was sent to gain written answers.

Secondary data were collected from academic sources such as journals, books and Cardiff Mets. Secondary data related to the company profile was obtained from social media profiles, corporate website and official webpage.

### 3.7. Data Analysis

As qualitative research type has been selected, primary data was collected in a form of interviews. Data collection was processed by recording audio responses which then were transcribed into a Word document.

Importantly, participants were asked to provide non-biased responses to a set of pre-defined and open-ended questions in a one-to-one interview. As non-standardized answers were given, it was necessary to develop a Metadata log to categorize, filter and summarize responses. By having a database, it was easier to identify supporting and contradicting responses, matching patterns and recurring argument in regards to the research questions. Moreover, a database was used to conclude ultimate findings of the research and support recommendation for future research.

### 3.8. Validity and reliability

While completing a research, it is significantly important to ensure the data recording is accurate and interpreted in a logical but standardized way to avoid bias.

According to Saunders et al. (2016) “validity refers to the extent to which the researcher has gained access to a participant’s knowledge and experience”. While reliability on concerned with the “degree to which different items probing the same construct produce similar results” (Ruel et al., 2015).

Below is the list of initiatives which will be completed to ensure the validity and reliability of this research:
• **Internal validity:** only professionals working in the field of workforce management were selected to participate based on the relevant professional expertise and work experience.

• **External validity:** secondary data such as literature review and information related corporate profile was collected from trusted sources.

• **Sample size:** will include the number of carefully selected participants based on their job profile relevant to the research topic.

• **Data collection:** to ensure consistency, a same set of questions were asked and responses were recorded either in audio format or writing.

• **Data analysis:** qualitative responses were recorded, sorted, filtered and summarized to assess a possible link between cultural intelligence and cultural diversity management and to determine the final outcome of the research.

In regards to reliability and validity, selected research approach is justified and facilitated the production of this research project which can also provide a platform for further research.

3.9. **Ethical consideration**

Ethical consideration was maintained throughout the research in a line with the university ethics protocol. Accordingly, ethics approval Nr. 2016D5705 was granted by Ethics Board of Cardiff Metropolitan University.

Referring to the sample selection, qualified professionals were asked to participate in the research on a voluntary basis. A participant information sheet was prepared and handed over to all participants prior to data collection which was also discussed verbally to highlight the extent of their involvement in the research. Participants were also informed that they have a right to withdraw from participation through all stages of the process without providing any justification. In regards to privacy protection, participants it was also reconfirmed verbally that collected data is treated confidentially while anonymity is offered to all participants who wish not to disclose personal information.
Also, written consent was gained from all participants confirming their volunteer participation by signing the participation consent from (Appendix 5.).

Lastly, participants were informed that collected data will not be falsified or altered but will be presented in a truthful manner to avoid deception and misinterpretation while completing data analysis.
Chapter 4

Findings and Analysis

4.1. Introduction

Following the data collection process detailed in the methodology chapter, this chapter will outline the findings of this research project. Data analysis is completed to assess what has been explored in regards to the research objectives and research question.

In addition, presentation of findings is constructed in a way which enabled the researcher to systematically analyse qualitative data collected from the semi-structured interviews. As a result, data findings are presented in a comprehensive and informative way which will lead to the formulation of conclusion and recommendation in Chapter 5.

4.2. Research attributes

4.2.1. Qualitative Data Collection – Semi-structured interviews

Referring to section 3.6, semi-structured interviews were conducted as a primary data collection method. According to Harell and Bradley (2009) interviews can be useful method to collect data about one’s belief, practices and opinion in regards to the research objectives and research question. Importantly interviews are about asking purposeful questions and carefully listening to the answers (Saunders et al., 2012) while also encouraging participants to talk about the main subject in order to develop a meaningful verbal exchange in terms of research objective.

Accordingly, questions were designed to explore the opinion and professional expertise of the participants in regards to the research objective. As the questionnaire included hypothetical, ideal and leading type of questions it was significantly important to ask additional questions when answers were not explicit or comprehensive in order to mitigate the potential risk of misunderstanding. Apart from the additional questions asked for a greater understanding, the flow of the conversation was predetermined by the pre-defined order of questions in the questionnaire (Appendix 1).
4.2.2. Qualitative Data Analysis - Data processing

As qualitative data is strongly dependent on one’s perception and opinion, it was significantly important to present responses in a way it was received while trying to identify patterns or themes. Thus, to ensure the reliability of the research, no data was altered while completing the data analysis. As supporting evidence, both transcription and written responses are added as an Appendix 3 and 4.

Following the transcription, data was organized and a Metadata Log was created. Importantly, to categorized data, descriptive coding was used to summarize a central theme of each response respectively, while also highlighting important remarks for the analysis. Extracts are referenced in Chapter 4, while Metadata log is added as Appendix 2.

4.2.3. Sampling and Response rate

As it was outlined in section 3.4, due to the nature of the topic, sampling size was limited to 7 participants who could have possibly contributed to this research project. Following the initial consultation, 5 out of the targeted 7 employees agreed to participate in the research. All 5 participants were invited to participate in a 30-minutes semi-structured interview on 7th Mar 2018. 4 respondents accepted and participated in the interview, while 1 participant forwarded written responses instead of the interview recording due work-related obligations. Out of the 2 employees who decided not to participate, 1 declined his contribution due other commitments and 1 employee withdrew due to time constraint.

Importantly, respondents have participated in the research on a voluntary basis; though, some of the participants requested for anonymity while they were given consent. To ensure confidentiality and ethical consideration, responses are presented in such a way that information provided will not be attributable to a particular individual. Thus, confidentiality will be provided by referring to participants as Respondent 1, 2, 3, 4 and 5.

4.2.4. Profile of Participants
Participants were selected based on their job title and work experience, as only professionals who fulfilled a position within the Workforce Planning division of Terminal Ground Operation, within Etihad Airways, were asked to participate in this research. As below table (Table 1.) indicates, selected employees have a job title related to workforce and resource planning and have completed a min. of 3 years in their current role.

<table>
<thead>
<tr>
<th>Participation Attribute</th>
<th>Respondent 1</th>
<th>Respondent 2</th>
<th>Respondent 3</th>
<th>Respondent 4</th>
<th>Respondent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Data Collection</td>
<td>7th March 2018</td>
<td>7th March 2018</td>
<td>7th March 2018</td>
<td>7th March 2018</td>
<td>8th March 2018</td>
</tr>
<tr>
<td>Documentation Type</td>
<td>Recorded interview</td>
<td>Recorded interview</td>
<td>Recorded interview</td>
<td>Recorded interview</td>
<td>Written response</td>
</tr>
<tr>
<td>Current Title</td>
<td>Manager Workforce Planning</td>
<td>Resource Planning Officer</td>
<td>Workforce Allocation Manager</td>
<td>Workforce Planner</td>
<td>Senior Manager Resource Planning</td>
</tr>
<tr>
<td>Q1 - How long have you been working in your current role?</td>
<td>4 years.</td>
<td>7 years.</td>
<td>Running 5 years.</td>
<td>Just under 4 years.</td>
<td>Just over 3 years.</td>
</tr>
<tr>
<td>Q2 - What past experience do you have in the field of workforce planning?</td>
<td>Head of HR.</td>
<td>No previous work experience.</td>
<td>Worked for Culture and Heritage Authority (government organization in Abu Dhabi)</td>
<td>Prior to current role, 8 years experience within a workforce planning team for ground handler in UK.</td>
<td>18 years experience - has led (resource) planning teams at 3 different airports for 2 different companies</td>
</tr>
</tbody>
</table>

Table 1. – Participant’s Profile

As professionals working in a field of workforce planning, they are in a position to provide an insight on the challenges they may face while managing a culturally diversified workforce and they could also contribute assessing whether cultural intelligence can be incorporated in the current resource management and diversity management practices.

Apart from considering current role, respondents were asked to share previous work history in regards to workforce planning. All respondent had an extensive work experience relevant to workforce planning apart from 1 participant – Respondent 2. Though, this shall not be considered as a major attribute, since, she is the most senior staff with her 7 years experience in the current role.
4.3. Link between previous cross-cultural work experience and management of a cultural diversified workforce

Following the questions related to previous work experience, respondents were asked whether previous cross-cultural work experience would be determinant to successfully manage cultural diversified workforce.

Table 2. – Question 4

<table>
<thead>
<tr>
<th>Question</th>
<th>Respondent 1</th>
<th>Respondent 2</th>
<th>Respondent 3</th>
<th>Respondent 4</th>
<th>Respondent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 - In your opinion, is experience in a cross-cultural work environment determinant to manage a cultural diversified workforce?</td>
<td>It is not.</td>
<td>Yes and No</td>
<td>Very important.</td>
<td>Definitely, it is important to have previous experience.</td>
<td>Would be an advantage but it is not essential as it can be learnt over time.</td>
</tr>
</tbody>
</table>

Based on the distribution of the answers (Table 2.), consensus cannot be determined. 2 out of 5 agree that previous work experience is important while Respondent 5 also highlighted that ‘it would be an advantage, though it is not essential’. Also, Respondent 2 highlighted the downside of having previous experience as it can lead to ‘developing prejudices’. On the other hand, Respondent 1. clearly stated that ‘previous experience is not determinant as it cannot guarantee successful people management.’

Despite the negative perception, numerous studies have proven that cross-cultural experience can have a positive impact on people management in an intercultural situation. Ng et al. (2009) theorized that CQ moderates the extent to which individuals can transform their international experiences into experiential learning to enhance their leadership effectiveness (Ng et al., 2009, cited in Ryan et al., 2012). Also, Livermore and Van Dyne (2015) pointed out that individuals are far more like to internalize and understand intercultural differences when it is directly experienced.

4.4. Cross-cultural encounter: adaptability and challenges
Following participation profile and previous work experience, respondents were asked to describe how they interact in an intercultural context. Key responses are extracted from the Metadata log (Table 3.) as follows:

<table>
<thead>
<tr>
<th>Question</th>
<th>Respondent 1</th>
<th>Respondent 2</th>
<th>Respondent 3</th>
<th>Respondent 4</th>
<th>Respondent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q5 - How do you adapt to a cultural situation when you need to interact with people from different cultural background?</td>
<td>Approach with respect and great awareness</td>
<td>Strive to achieve clear communication to avoid misunderstanding or misinterpretation</td>
<td>Approach people with a right mindset to get people interconnected</td>
<td>Approach with care. Respondent takes into consideration the other person’s cultural beliefs by being aware of the culture surrounding</td>
<td>With openness and willingness.</td>
</tr>
<tr>
<td>Q6 - How easy you find to interact with people from different culture in your current role?</td>
<td>Respondent likes to interact with others. It is eye-opener.</td>
<td>It is challenging but respondent enjoys interacting with others.</td>
<td>Respondent found it relatively easy to interact with people from various cultures</td>
<td>Respondent finds it really easy due she approaches everyone with respect.</td>
<td>Depending upon the culture.</td>
</tr>
</tbody>
</table>

Table 3. - Question 5 and Question 6

In Q5, respondents were asked to assess how they adapt to cross-cultural situation. Each respondent provided a different approach emphasizing on the key aspect of the communication, awareness, being open and respectful. No single ability or personal trait could be concluded, since, a mix of aptitudes is required to adjust to a new cultural context. As Hester (2005, cited in Box et al., 2015) states, the impact of cultural exposure generates the need to foster skills dealing with new people with unique customs coming from many unique places in the world.

In Q6, respondents were asked to evaluate the level of the adaptability by defining how easy they interact with others. Respondents either found it ‘relatively easy’ to interact with people from different cultures or noted possible challenges but still enjoyed the interaction which can also be an indicator of CQ. As Early and Ang (2003) suggest, finding a point of entry to a culture easily can be a sign of CQ, since, individuals with high cognitive CQ tend to have profound cultural knowledge which makes it easier to blend in (Ang et al., 2011, cited in Sternberg and Kaufman, 2011).
Following two questions (Q7 and Q8) are interlinked as in Q7 respondent were asked to emphasize on the important elements needed to successfully manage workforce diversity in current role, while in Q8 respondents were asked to underline the challenges they face while interacting with different nationalities in their current role.

**Figure 3. – Q7: Important factors to successfully manage cultural diversified workforce**

The above graph depicts the distribution of perceived factors strongly emphasizing on ‘Understanding’ with a leading score of 3 (out of 5) followed by ‘Respect’ (2 out of 5). Looking at coherent responses for Q8, whereas 4 out of 5 participants identified misunderstanding and misinterpretation as biggest challenges referring to both language barrier and generic understanding developed as part of a cultural identity, an apparent connection can be identified between the responses for Q7 and Q8. Also, effective team management and coherent thinking were added to the list of challenges faced.

Consolidated findings were found complementary, since, ‘Understanding’ was recognized as a vital factor to manage cultural diversified workforce while lacking understanding would lead to the biggest challenge which was identified as ‘Misunderstanding’ and ‘Misinterpretation’. Though, ‘Understanding’ was identified as the most important factors it needs to highlighted that understanding of culture only and its impact does not guarantee success but it can help to reduce the possibilities of failure (Mead & Andrews, 2009).

**4.5. Cultural Intelligence by definition and its importance**
As an attempt to gain a common understanding on the notion of ‘CQ’, question 9. to 12. were designed to assess the general awareness of the definition and its importance in the current workforce diversity management process. Extended responses are depicted Metadata log (Appendix 2.).

Firstly, respondents were asked to provide a definition of the term ‘Cultural Intelligence’. Respondents were not advised on the context they need to look at while providing a definition but were encouraged to share how they perceive and approach the notion of ‘CQ’. Accordingly, cultural intelligence was defined as:

- **Respondent 1.**: ‘...knowing the different contributes or attributes actually that make a person who he/she is.’
- **Respondent 2.**: ‘...knowing how you could use culture to solve a problem or how we approach a problem.
- **Respondent 3.**: ‘...being knowledgeable about the person you are speaking to. Being aware of the person, where he/she is coming from and what he/she has grown up with
- **Respondent 4.**: ‘...being aware of different cultures.’
- **Respondent 5.**: ‘...developing awareness in regards to culture.

Coherence can be determined based on the commonalities of the responses, as respondents were particularly focusing on having a necessary ‘knowledge’ and ‘awareness’ related to cultural attributes. As Hodge (2017) states CQ allows individuals to gain a better understanding of cultures enabling them to work in a positive and compassionate way with people from various cultures.
In terms of personal CQ development, 80% of the participants (Graph 1.) had thought of deepening own CQ knowledge as well as would find helpful learning techniques and methods (Graph 2.) on how to improve CQ. Although, 1 out of 5 participants was not sure whether these techniques are applicable in a situation, whereas emotions are involved and also argued whether ‘bulk’ approach can be applied across cultures.

Importantly in Q12, respondents were asked to assess whether cultural intelligence can be considered as a valuable skill while managing cultural diversified workforce. 4 out of 5 participants (80%) agreed that CQ can be considered as an important skill. On the other hand, Respondent 2 could not decide as she argued that CQ development and cultural awareness can lead to developing prejudice which can also induce a negative impact on how workforce is managed.

To sum up, referring to the corresponding responses measuring the importance and value of CQ, it can be seen that majority (4 out 5 participants) of the respondents expressed their willingness to deepen their knowledge in regards to CQ and consider CQ as a valuable aptitude to enhance effectiveness in current role.

4.6. Diversity Management as part of the organizational cultural

In this section, respondents were asked to assess the extent to which degree the organizational culture takes part of the diversity management.
In regards to the supporting cultural diversity or even embracing cultural diversity as part of the organizational culture, mixed responses were received. Majority of the participants (3 out of 5) shared the idea that cultural diversity is not supported. Although, 1 participant noted the existence of such a process along with an other participant who also highlighted that still there is a room for improvement when it comes to raising awareness. Meanwhile, in Q14, 2 participants agree and 2 participants disagree that organizational culture embraces diversity while remaining 1 response indicated support but only to a certain extent.

Considering the unfavourable responses, it can be seen that improvement in regards to diversity management is required. It is not enough to recognise differences, but organizational culture shall embrace diversity to unleash potential value created by divergence. Similarly, Torrington et al. (2014) suggest that diversity management is about treating difference as a positive asset while valuing differences rather than finding a way of coping fairly with it.

Despite the non-coherent result gathered for Q13 and Q14, there is a unanimous response to Q15 which highlighted a significant gap in regards to direction provided to handle cross-cultural conflicts. Importantly, Ang and Van Dyne (2015) suggested that it is expected that a person will develop a lower trust towards others if they do not share the same ethnic group. Thus, without appropriate direction in case of a cross-cultural conflict, low trust level can
contribute to deepening misunderstanding and increase uncertainty which can significantly impact the outcome of the disagreement.

In a contrast with Q15, responses to Q16 also resulted in inconsistency as 2 participants agreed that CQ is considered while managing diversity while 3 participants did not agree with this statement. Thus, it cannot be concluded whether organizational culture currently applies CQ while managing cultural diversity.

4.7. Correlation between cultural intelligence and cultural diversified workforce management

Following the purpose of this research which was to assess whether cultural intelligence can be incorporated as workforce management tool in cultural diversified organization, the last section was about investigating the correlation between CQ and workforce diversity management.

In a contrast with Q7, where participants were asked to highlight important elements to successfully manage workforce diversity in current role, Question 17 is specifically attributed to investigate the most important factors needed in general while managing cultural diversified workforce. The respondents were requested to identify at least three factors persuading them to be among the most important ones. Responses are consolidated and displayed in the order of importance in Graph 6. below.

<table>
<thead>
<tr>
<th>Most important factors to manage cultural diversified workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
</tr>
<tr>
<td>Empathy</td>
</tr>
<tr>
<td>Awareness</td>
</tr>
</tbody>
</table>

Graph 6
**Graph 6. – Q17: Most important factors to manage cultural diversified workforce**

Importantly, the top three factors were identified as ‘Understanding’, ‘Communication’ and ‘Respect’. Importantly, the top 2 factors have also been considered in studies of Early and Ang (2003) and Livermore (2011), and were used as a foundation while defining dimensions of CQ.

<table>
<thead>
<tr>
<th>Understanding</th>
<th>Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early and Ang (2003)</td>
<td>Metacognitive CQ</td>
</tr>
<tr>
<td>Livermore (2011)</td>
<td>Behavioural CQ</td>
</tr>
</tbody>
</table>

In Q18 and Q19 (Table 4.), respondents were asked whether they would consider CQ as an important element to successfully manage workforce diversity while also exploring their perception of incorporating CQ in the current diversity management practices.

<table>
<thead>
<tr>
<th>Question</th>
<th>Respondent 1</th>
<th>Respondent 2</th>
<th>Respondent 3</th>
<th>Respondent 4</th>
<th>Respondent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q18 - Do you consider cultural intelligence as an important element to successfully manage a cultural diversified workforce?</td>
<td>It's very important. It's actually stepping stone. 'If you are not culturally intelligent, you cannot manage that diversified workforce.'</td>
<td>It can have a great use if it properly structured. 'They could have built the company and the organization in a different way and made it work. (referring to the current organization)'</td>
<td>It is an important element. It is an important element in managing a huge workforce, especially culturally diverse variables.'</td>
<td>It is important. Due if you're not culturally aware then how can you successfully manage your team that has different cultures, different understandings?'</td>
<td>Yes. 'I think at the very least a basic understanding is key but the more the better. Some cultures require greater understanding than others.'</td>
</tr>
<tr>
<td>Q19 - How do you feel about incorporating cultural intelligence in the current diversity management practices?</td>
<td>It is number one. 'If you are not culturally intelligent, you cannot manage that diversified workforce.'</td>
<td>'I think that greatly helps and interesting in daily exchanges.'</td>
<td>Would prefer smaller workshops. To be able to use icebreakers to break the silos which can enhance interaction and can support learning more about cultures.</td>
<td>Respondent would be happy about it and would embrace it. 'It would increase awareness and could equip a person with a knowledge/skill on how to deal with conflicts and situations.'</td>
<td>Beneficial. 'More we understand and can use the better we will be at managing our people.'</td>
</tr>
</tbody>
</table>

**Table 4. – Question 18 and Question 19**

In a lack of contradicting response to Q18, it was unanimously confirmed by all respondents that CQ is an important element while managing cultural diversified workforce. Moreover, CQ was regarded as a ‘stepping stone’ by Respondent 1, while Respondent defined CQ as an ‘important element in managing a huge
workforce, especially culturally diverse variables’. Similarly, Ang and van Dyne (2015) suggest that CQ is a vital ability which refers to a general set of capabilities needed to handle a situation characterized by cultural diversity.

In Q19, exploring the possibility of incorporating CQ in the current diversity management practices, CQ is also viewed positively overall. Respondent 2 stated that CQ can ‘greatly help ... in daily exchanges’, while Respondent 5 found CQ greatly ‘beneficial to understand more for a better people management’. Likewise, Ang et al. (2011, cited in Sternberg and Kaufman, 2011) states that CQ can be used as a complementary form of intelligence that explain variability in coping with diversity.

In Q20 (Table 5.), respondents were asked whether it would be important to develop CQ in a form of training or seminar.

<table>
<thead>
<tr>
<th>Question</th>
<th>Respondent 1</th>
<th>Respondent 2</th>
<th>Respondent 3</th>
<th>Respondent 4</th>
<th>Respondent 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q20 – In your current role, do you think it would be important to develop cultural intelligence in a form of trainings or seminars?</td>
<td>Classroom training or having seminars is may be important. But developing intelligence comes with experience.</td>
<td>Yes, definitely.</td>
<td>Prefer seminars, not necessarily trainings. ‘Because you don’t really train a person on someone’s culture but seminars would be more informative.’</td>
<td>Would prefer an interactive, open discussion, whereas ‘each person gets an opportunity to give their opinion.’</td>
<td>Not sure of the effectiveness of both. ‘But a method to share such information would be a good idea.’</td>
</tr>
</tbody>
</table>

Table 5. – Development of CQ in a form of trainings or seminars

In terms of CQ development (Q20), responses indicated a high deviation, thus, no clear consensus could be determined. Respondent 2 shared the idea of developing CQ in form of training and seminars while Respondent 5 questioned the effectiveness of both. Though, Respondent 3 and Respondent 4 agreed that seminars or open discussions would be a great way to develop CQ, Respondent 1 argued that even though, sessions conducted on the topic of CQ can be useful, hands-on experience would be a far productive form of development. Although, common agreement on the way of development was not determined, it was clear that a practical and effective way of CQ development would be beneficial based on the individual responses. Similarly, Livermore (2016) suggests that CQ development allows individuals to adapt
their motivation, work style and way of communication while learning from differences to create better solutions. (Livermore, 2016)

Last questions were concerned about measuring the impact of incorporating CQ as a form of managing cultural diversified workforce by asking respondents to highlight a potential benefit and possible shortfall. Below table (Table 6.) presents the consolidated and summarized responses. Detailed responses and additional remarks can be found in the Metadata log (Appendix 2.).

<table>
<thead>
<tr>
<th>Potential benefit of incorporating CQ as a form of managing cultural diversified workforce</th>
<th>Possible shortfall of incorporating CQ as a form of managing cultural diversified workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improving team effectiveness / Can help to engage with the team</td>
<td>Stereotyping</td>
</tr>
<tr>
<td>Creating a better and creative work environment</td>
<td>Being biased</td>
</tr>
<tr>
<td>Creating a transparency based on respect, understanding and acceptance</td>
<td>Change in one's personality</td>
</tr>
<tr>
<td>Better people management/effective people management</td>
<td>Due to the volume of information it would be hard to learn/remember specific characteristics</td>
</tr>
<tr>
<td>Increase sensitivity - empathy</td>
<td>Can possibly lead to friction</td>
</tr>
<tr>
<td>Improved communication</td>
<td>Misinterpretation/ Misunderstanding</td>
</tr>
<tr>
<td>Improved performance</td>
<td></td>
</tr>
<tr>
<td>Support learning from one another</td>
<td></td>
</tr>
<tr>
<td>Developing greater awareness</td>
<td></td>
</tr>
<tr>
<td>Develop greater understanding</td>
<td></td>
</tr>
<tr>
<td>Developing knowledge on how to deal with cross-cultural situations</td>
<td></td>
</tr>
</tbody>
</table>

Table 6. – Potential benefit and possible shortfall of incorporating CQ as a form of managing cultural diversified workforce

While studies are mostly concerned with the advantage of adapting CQ at workplace a significant proportion of disadvantages were also highlighted.

Benefits highlighted by respondents included the development of understanding, awareness and knowledge, improved communication, team effectiveness and effective people management which all contribute to performance of an organization. Also, advantages listed above can positively contribute an individual’s effectiveness to function in cross-cultural situation as it was investigated in the studies of Earley and Ang (2003), Livermore (2011) and Early and Mosakowski (2005).
On the other hand, possible challenges caused by stereotyping, misunderstanding and misinterpretation were also acknowledged that can lead to friction. Though, the impact of these occurrences hold a different severity measure, for instance stereotyping affect someone’s personality while misunderstanding can clearing in particular situation, the positive impact is still significantly higher than the possible shortfall based on the gathered data.

4.8. Chapter Summary

This chapter presented the findings of the research which was undertaken in a way it was described in Chapter 3. – Methodology. This chapter also included the analysis of data related to the link between previous cross-cultural work experience and management of cultural diversified workforce, cross-cultural encounters in terms of adaptability and challenges, cultural intelligence by definition and its importance, diversity management and lastly, the correlation between CQ and cross-cultural workforce management. As only qualitative data were collected, findings were presented visually by using graphs and tables including quotations extracted from the Metadata log.

In Chapter 5., findings presented in this chapter and literature review will be used to draw a conclusion in regards to the research question and objectives.
Chapter 5

Conclusion and Recommendation

5.1. Introduction

The purpose of this chapter is to discuss the findings presented in Chapter 4, while also incorporating relevant literature review in reference to Chapter 2. Data analysis will be processed to conclude whether research findings meet the research objectives and research question. Besides, limitations and recommendation for further research is also outlined in this chapter.

5.2. Conclusion: Research Objectives

This research project was intended to assess the feasibility of incorporating culture intelligence as workforce management tool within a cultural diversified organisation whereas Etihad Airways was selected as a case study organization. Conclusions are made considering each research objective and research question based on the literature review and qualitative data.

5.2.1. Objective 1. - To critically analyze the notion of cultural intelligence and its specific attributes relevant to the organization

Earley and Ang (2003) stated that cultural intelligence is built upon the intercultural settings and it is motivated by practical reality of globalization. Building on the foundation that cultural intelligence is a newly existing phenomenon, the first step of this research project was to define the term of ‘CQ’.

- Respondent 1: ‘knowing the different contributes or attributes actually that make person who he/she is.’
- Respondent 2: ‘knowing how you could use culture to solve a problem or how we approach a problem.’
- Respondent 3: ‘being knowledgeable about the person you are speaking to. Being aware of the person, where he/she is coming from and what he/she has grown up with’
- Respondent 4: ‘being aware of different cultures.’
- Respondent 5: ‘developing awareness in regards to culture.’

Table 7. – Cultural intelligence defined by Respondents
As a commonality identified among the responses received (Table 7.), CQ can be defined as knowledge and awareness in regards to different cultural attributes which explicitly indicates similarities to CQ definition provided by Early and Ang (2003), Livermore (2011) and Early and Mosakowski (2005).

To emphasize on the importance of developing CQ, Livermore and Van Dyne (2015) suggest that cultural intelligence focuses on how well individuals can relate and work across cultures which have a direct impact on one’s performance and effectiveness. Also, Hodge (2017) emphasized the importance of understanding how CQ could improve day-to-day activities of a business as CQ can help to create a tailored approach that closely ties with workers’ regular experience. Similarly, it was also concluded by 80% (4 out of 5 participants) that CQ development would be an important factor to enhance effectiveness and respondent would gladly learn techniques to develop CQ.

While discussing the value of CQ development, it is also noteworthy that recent studies (Ng et al., 2009; Shofek and Eraz, 2008) identified a positive link between international experience and CQ which can also assist managing cross-cultural situations effectively. Though, advantages were highlighted, given responses did not indicate a strong necessity of having previous cross-cultural work experience as essential factor to manage cultural diversified workforce effectively.

To sum up, responses to define meaning of CQ and its importance met the requirement. Although, similarities were drawn, responses did not entirely support the theories which were outlined in Chapter 2.

5.2.2. Objective 2. - To evaluate how cultural diversity management takes part of the current organizational culture

Importantly, individual’s cultural identity, considering a proportion of employees versus the breakdown of particular ethnic and/or social groups among employees, can have a direct impact on how organizational culture shaped. Consequently, there is a need for any organization to draw upon effective workforce diversity strategies to create constructive diverse work settings. (Scott 2012, cited in Byrd and Scott, 2014).
Accordingly, as the case duty organization proven to have a diverse workforce with having employees from more than 140 nationalities worldwide, it was crucial to assess whether cultural diversity management reflects on the current organizational culture. Though, the unanimous outcome could not be determined due to high deviation of the responses, majority of the respondents suggested cultural diversity management is lacking support and cultural diversity is not truly embraced. Therefore, it can be concluded that the current practice is contradicting to the work of Cox and Blake (1991), Adler (2007) Trompenaars and Hampden-Turner (2012) and Livermore (2016) who agreed that diversity is existing term that the organization needs to deal with. Moreover, diversity not just needs to be managed effectively but need to be treated as a positive phenomenon to reduce the negative impact of those differences on the organization.

On the other hand, the source of the cultural differences might be seen as a less dominant factor; however, the different values and beliefs rising from this divergence can be an indicator for conflicts or disagreement at the workplace. As it was highlighted by Shaban (2016) diversity could lead to conflicts due distinct attitudes and beliefs, thus, diverse teams were more likely to be found engaged in more conflicts. Consequently, respondents were asked whether there is a clear direction provide in regards to handling cross-cultural conflicts. Even though, it would be vital to have corporate direction on how to handle, cross-cultural conflicts, consolidate responses clearly depicted the lack of process.

Lastly, respondents were also asked whether they find any indication of CQ being considered while managing cultural diversity in the current organizational context. Summary of the responses was not conclusive, though the majority of the respondent suggested that CQ is not being considered. In terms of cultural diversity management, lack of CQ can be considered as potential drawback can impact organizational performance negatively. As, Karma and Vedina (2009, cited in Arora and Rohmetra, 2013) suggest accepting diversity as an organizational value and recruit managers based upon cultural intelligence traits can create success for the business. Further to this, Lautman (2015) notes that
using CQ in the business helps global C-level managers to understand the advantage of working with diversity to achieve higher performance and greater organizational success.

To conclude findings while also deviation in the responses, even though literature review supported the need to have effective cultural diversity procedures and policies in place, the status of this process development in the current organization is questionable and further actions need to be taken in order to gain advantage from the diversity by also reducing negative implications of differences.

5.2.3. Objective 3. - To evaluate the challenges of managing cultural workforce diversity

Importantly, individual’s perception in regards to people’s management, communication, social interaction and even business protocol may vary based on their understanding of cultural differences and knowledge on how to accommodate needs arising from the specific characteristics of a particular culture. Accordingly, one objective was to evaluate the challenges faced by respondents while managing cultural diversified workforce while also touching on the topic of adaptability.

Primarily, respondents were asked to define what is essential while adapting to a cross-cultural situation while also assessing the level of their adaptability in such a situation. As no pre-defined answers were given, a mixed of responses were received emphasizing on key aspect of the communication, awareness, being open and respectful. Consider the responses and studies completed by Early and Ang (2003), Livermore (2011) and Early and Mosakowski (2005), it is important to note that these traits and abilities as also considered as a key to effectively function in a cross-cultural context and also used a base of a CQ dimension theories. Also, respondents found ‘relatively easy’ to adapt to an intercultural situation that can also be an indicator of having high CQ level. As Livermore (2016) suggest, individuals with high CQ can manage differences easily, while those with low CQ are continuously frustrated when working with diverse workforce.
Respondents were also asked to name the most important element to successfully manage workforce diversity in their current role while also indicate the biggest challenge they face. Accordingly, consolidated findings indicated, ‘Understanding’ as crucial element while the biggest challenge which was identified as ‘Misunderstanding’, ‘Misinterpretation’ along with ‘Effective team management’ and ‘Coherent thinking’.

By recognising ‘Understanding’ as an important factor to manage cultural diversified workforce, the need for CQ has a strong base. As Box et al. (2015) state: ‘the development of culturally competent personnel involves the understanding of the cultural differences and being sensitive to the intercultural conflicts that arise’. Moreover, emphasizing on the element of ‘understanding’ also support the theories outlined in section 2.6 commenced or built with a perception that understanding culture is a fundamental step in a process of developing CQ.

Besides, a number of challenges were also identified related to communication, diverse team management and generic thinking. Similarly, Byrd and Scott (2014) recognized the challenges of diversity by suggesting that diversity occurs in a way of having a workforce from numerous cultures who are knowing, behaving and communicating in various ways. Agrawal (2012) also suggested that managing diversity presented as a great challenge for those who has the liability to manage diverse teams. In addition, Jehn et al. (1999) also noted that diverse teams may find it challenging to incorporate their values, diverse backgrounds, and norms and manage to work together.

To sum up, a great number of challenges were identified while also discussing the importance of adaptability. Though, challenges could have been investigated further and practical problems could have discussed in depth in order to develop a more critical evaluation.

5.2.4. Objective 4. - To evaluate the possibility of incorporating cultural intelligence to manage diversity
In a line with the last objective, respondents were asked to answer a series of question pertaining whether cultural intelligence can be used to manage cultural diversity.

Importantly, respondents commonly agreed that CQ as a crucial element to successfully manage cultural diversified workforce which support the studies of Early and Ang (2003), Livermore (2011), Early and Mosakowski (2004) and Brooks. Moreover, all respondent have positively welcomed the idea of incorporating CQ in the current diversity management practices.

In regards to CD development in a form of training or seminars, no census could be determined. Though, a mix of responses is also supported the different approaches discussed in section 2.6 to develop CQ, which included the possibility to conduct training and coaching sessions while also emphasizing on the importance of the personal experience. As Thomas et al. (2012) suggested the development of CQ by learning from social experience means paying attention to and appreciating critical differences in culture and background between oneself and others. Also, by having a measurement tool for obtaining feedback on CQ from others also helped to stimulate personal reflection, awareness, and further development (Ng et al. 2012, cited in Ryan et al., 2012).

Supporting the legitimacy of incorporating CQ, numerous advantage/benefit has been identified. Benefits highlighted by respondents included the development of understanding, awareness and knowledge on how to handle cross- cultural situation which is supporting the views of Earley and Ang (2003), Early and Mosakowski (2005) and Brooks (2011). Moreover, the list of advantages included improved communication, team effectiveness and effective people management was among the advantages which were also acknowledged by Livermore (2011) and Ng et al. (2009).

Overall benefits identified by respondents show great similarities to the specific returns predicted by Livermore and Van Dyne (2015) which are:

- intercultural adjustment,
- Cultural judgment and decision-making,
- Intercultural negotiation effectiveness,
- Trust, idea sharing and creative collaboration,
- Positive impact on the overall performance.

Despite the high number of benefits, a significant number of disadvantages were also acknowledged questioning the effectiveness of adapting CQ at the workplace. Developing stereotypes was recognised as major setback which was also identified by Turner and Trompenaars (2006). On the other hand, it was also noted that incorporating CQ can lead to fraction which support the claims of Hodge (2017) who suggested that regardless how diverse a workplace environment is, people tend to forget that not everyone is the same which can lead to issues with the work being done as well as causing friction in the workplace.

Lastly, the possibility of a change in one’s personality was also highlighted as a negative impact for those who are lacking confidence in own abilities or values while adapting to a new cultural context. This statement is also supported by Early and Mosakowski (2004) who suggested that people who are somewhat detached from their own culture can more easily adopt the mores of an unfamiliar host.

To sum, referring to the corresponding responses, it can be concluded that CQ can be used a workforce management tool and would add a positive value to current diversity management practices.

5.3. Conclusion: Research Question

‘How feasible it is to incorporate cultural intelligence into the workforce diversity management practices within a cultural diversified organization?’

Drawing on the conclusion of each research objective, it can be stated that there is a need and also willing to incorporate CQ in the current workforce management practices. Numerous advantage and potential benefit have been highlighted throughout the research, while limitations and shortfall did not go unnoticed either. Though, objectives were discussed separately, overlapping among specific attributes can be noticed, since, the feasibility of connecting cultural diversity management to CQ initiatives was supported as an outcome.
While recognising cultural diversity, questioning how to adapt also became evitable. How certain individuals can succeed in a multicultural work environment and others cannot? What makes someone able to instantly adapt to a cultural situation when dozen of cultures involved?

Essentially, the process of developing cultural intelligence requires more than understanding, acknowledgment or sensitivity. To achieve a successful and effective workforce management, it is important to look beyond the notion of cultural awareness and learn how to operate and manage across different cultural contexts. Moreover, to be able to embrace cultural diversity and harness potential benefit of the divergence, it is vital to improve one’s skill not just to understand and be aware of the dissimilarities but to develop intelligence, cultural intelligence in particular, for better people management.

On the other hand, whether definition of culture is determined based on geographical commonalities or social binding, or the personal experience of an individual that helped to develop values and belief, it is essential to consider that cultural identity will robustly impact how an individual handle cross-cultural interaction as it was also demonstrated in this research.

5.4. Limitations and recommendation for future research

Following the completion of the research, it is important to reflect on the outcome of the research, to review methodology and identify limitations which can be considered for further research. Importantly, defining and acknowledging limitations shall be view as a vital step to increase reliability and validity of any further research conducted on the chosen research topic.

5.4.1. Sampling

Relatively small sample size shall be considered as a limitation of this research project, as only professional working in a particular division of the case study organization were asked to participate in this research project.

In order to develop a broad but more generic outcome of the research topic, researcher needs to look at the possibility of extending the sample size while
also involving multiple organizations that employ professionals working in the same specific field.

5.4.2. Data collection and Analysis

In this research project, only qualitative data collection method, semi-structured interviews in particular, was selected as it is detailed in Chapter 3. Prior to the interview, an interview questionnaire was prepared which has included a series of open-ended questions. Interviews have lasted for about 30 minutes.

Referring the conclusion, questionnaire design could have been developed further including more in-depth or even a bit more technical questions. Also, the possibility of incorporating more close-ended questions and (in certain questions) providing pre-defined answers that respondents could have selected from, should have been considered to reduce the risk of having inclusive result.

For future research, it is recommended to also use a complementary data collection method to develop at least two variables for further data analysis. Alternatively, the inclusion of survey or a questionnaire coupled with a Likert scale and closed-end questions would have enabled the researcher to mix quantitative data with qualitative data. As qualitative data tend to be more personal, since participants are asked to share an opinion, feedback and perception, a mixed approach would have helped to gather quantifiable raw data, define variables and set up a conclusion also using numeric data. Closed-ended questions could have also been used to reduce the possibility of producing an inconclusive outcome.

5.4.3. Reliability

Even though sample size was relatively small and all participants were working for the same organization and belong to the same division, responses gather for a particular question were distinctly different from one another. Differences between one’s perceptions and professional opinions made it hard to generalize responses or to define a pattern in some questions. Thus, the generalizability of these responses can also be questioned, especially if number of inconclusive questions is high.
In some cases, responses were close to the same meaning which led to the possibility of inferring a common theme, while in some questions, Q10 and Q11 in particular, it was not possible to conclude one ultimate outcome due to high deviation of interpretations.

Therefore, the reliability of the research is only limited to assess the feasibility to incorporate cultural intelligence as a workforce management tool in the case study organization based on the professional opinion of those who are currently working in the workforce planning division and participated in the research.

**Word count: 12,991 words**

n.b. excludes acknowledgment, statements, title and content page, tables, appendices, reference list
References


[Accessed 20 December 2017]


Appendix 1 - Semi-structured interview questionnaire

SEMI STRUCTURED INTERVIEWS

Name of Researcher: Anita Jonas
Student Number: st20133561
Title of Project: An assessment on the feasibility of incorporating culture intelligence as workforce management tool within a cultural diversified organisation
Ethics Approval Number: 2016D5704

<table>
<thead>
<tr>
<th>Order of semi structured interview</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ask respondent approval to use recording systems</td>
</tr>
<tr>
<td>2</td>
<td>Ask respondent to sign and acknowledge consent form</td>
</tr>
<tr>
<td>3</td>
<td>Ask Background questions</td>
</tr>
<tr>
<td>4</td>
<td>Discuss relevant work experience</td>
</tr>
<tr>
<td>5</td>
<td>Discuss challenges facing (if any) while managing cultural diversified workforce in current role</td>
</tr>
<tr>
<td>6</td>
<td>Discuss generic awareness of the term 'cultural intelligence' and its importance relevant to current role</td>
</tr>
</tbody>
</table>

| Q1. | How long have you been working in your current role? |
| Q2. | What past experience do you have in the field of workforce planning? |
| Q3. | How can you describe your first cross-cultural encounter when you started managing cultural diversified workforce? |
| Q4. | In your opinion, is experience in a cross-cultural work environment determinant to successful manage a cultural diversified workforce? |
| Q5. | How do you adopt to a cultural situation when you need to interact with people from different cultural background? |
| Q6. | How easy you find to interact with people from different culture in your current role? |
| Q7. | What element do you consider important to successfully manage workforce diversity in your current role? |
| Q8. | In your opinion, what is the biggest challenge you faced while interacting with different nationalities in your current role? |
| Q9. | How would you describe cultural intelligence in your own terms? |
| Q10. | Have you ever thought of deepening your knowledge in regards to cultural intelligence to enhance own effectiveness in your current role? |
| Q11. | Would you find it helpful to learn techniques and methods to improve cultural intelligence? |
| Q12. | Do you think that developing cultural intelligence can be valuable skill whilst managing cultural diversified workforce? |
| Q13. | In your opinion, do you think that current organizational culture support cultural diversity management? |
| Q14. | In your opinion, do you think that current organizational culture embrace cultural diversity? |
| Q15. | Do you think that current diversity management provides a clear direction on how to handle conflict related to cross-cultural differences? |
| Q16. | Do you find any indication of cultural intelligence being considered while managing cultural diversity in the current organizational context? |
| Q17. | Discussing the link between cultural intelligence and workforce diversity management (if any) |
| Q18. | In your opinion, what are the most important factors to be considered whilst managing a cultural diversified workforce? |
| Q19. | Do you consider cultural intelligence as an important element to successfully manage a cultural diversified workforce? |
| Q20. | How do you feel about incorporating cultural intelligence in the current diversity management practices? |
| Q21. | In your current role, do you think it would be important to develop cultural intelligence in a form of trainings or seminars? |
| Q22. | In your opinion, what would be the potential benefit of incorporating cultural intelligence as form of managing cultural diversified workforce? |
| Q23. | In your opinion, what would be the possible shortfall of incorporating cultural intelligence as form of managing cultural diversified workforce? |
## Appendix 2 – Metadata log

<table>
<thead>
<tr>
<th>Research Title</th>
<th>An assessment on the feasibility of incorporating culture intelligence as workforce management tool within a culturally diversified organisation: a case study on Etihad Airways</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation Attributor</td>
<td>Respondent 1</td>
</tr>
<tr>
<td>Date of Data Collection</td>
<td>7th March 2018</td>
</tr>
<tr>
<td>Documentation Type</td>
<td>Recorded interview</td>
</tr>
<tr>
<td>Current Title</td>
<td>Manager Workforce Planning</td>
</tr>
<tr>
<td>Q1</td>
<td>Q1 - How long have you been working in your current role?</td>
</tr>
<tr>
<td>Q2</td>
<td>Q2 - What past experience do you have in the field of workforce planning?</td>
</tr>
<tr>
<td>Q3</td>
<td>Q3 - How can you describe your first cross-cultural encounter when you started managing culturally diversified workforce?</td>
</tr>
</tbody>
</table>
**Q4** - In your opinion, is experience in a cross-cultural work environment is determinant to successful manage a cultural diversified workforce?

<table>
<thead>
<tr>
<th><strong>Q5</strong> - How do you adopt to a cultural situation when you need to interact with people from different cultural background?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q6</strong> - How easy you find to interact with people from different culture in your current role?</td>
</tr>
</tbody>
</table>

| It is not. Due 'having previously worked in cross-cultural work environment doesn't actually give a guaranteed success in managing'. | Yes and No. It is determinant due 'you need to have an understanding and if you have not manage cultural diversified workforce before, situation can be challenging' But it has a negative impact too as 'while working with different cultures you may start to develop prejudice which will impact how to attend a particular situation where different cultures are involved'. | Very important. 'It's imperative that people understand where each one is coming from.' | Definitely, it is important to have previous experience. 'Due if you don't experience it and you don't understand then it's very difficult to manage a team'. | Would be an advantage but it is not essential as it can be learnt over time'. |

| Approach with respect and great awareness. 'You need to be aware on how you display yourself and your body language when you are talking with different nationalities'. | Strive to achieve clear communication to avoid misunderstanding or misinterpretation. | Approach people with a right mode to get people interlinked. | Approach with care. Respondent takes into consideration the other person's cultural beliefs by being aware of the culture surrounding. | With openness and willingness. |

<p>| Respondent likes to interact with others. It is eye-opener. 'So more you interact with people from different nationalities, the more you will understand the reason behind their behaviours'. | It is challenging but respondent enjoys interacting with others. | Respondent found it relatively easy to interact with people from various cultures. 'The easiest way is treat everyone with respect'. | Respondent finds it really easy due she approaches everyone with respect. 'As long as you have an awareness and understanding then you shouldn't find it difficult to integrate with others'. | Depending upon the culture. Easier to interact with similar cultures but 'hard part is adjusting to different levels for different cultures'. |</p>
<table>
<thead>
<tr>
<th>Q7</th>
<th>Q7 - What element do you consider important to successful manage work diversity in your current role?</th>
<th>Emotional intelligence and understanding different cultures is very important. Though, it has a down side due stereotyping comes in.</th>
<th>Communication and empathy.</th>
<th>Respect, listening, acknowledging and to be educated on different cultures.</th>
<th>'Understanding and respecting that belief and culture regardless of whether you agree or disagree.'</th>
<th>Patience, understanding and compromise.</th>
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<tr>
<td>Q8</td>
<td>Q8 - In your opinion, what is the biggest challenge you faced while interacting with different nationalities in your current role?</td>
<td>Challenge is to manage a team of different nationalities to work in harmony as one team regardless their differences and to add value to the team bringing in their differences in a positive way.</td>
<td>Being misunderstood or misinterpreted by others.</td>
<td>Misinterpretation. 'You may say something very simply and very straightforward may be interpreted by different cultures in different ways. You need to speak the same language to all the cultures.'</td>
<td>'Biggest challenge is trying to adopt a thinking to the situation'. 'Trying to get a point across but because of the understanding it becomes very challenging'.</td>
<td>'Language is always the biggest challenge as lack of ability to communicate effectively.'</td>
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<tr>
<td>Q9</td>
<td>Q9 - How would you describe cultural intelligence in your own terms?</td>
<td>'Cultural intelligence is knowing the different contributes or attributes actually that make person who he/she is.'</td>
<td>'Cultural intelligence is knowing how you could use culture to solve a problem or how we approach a problem.'</td>
<td>'Cultural intelligence is being knowledgeable about the person you are speaking to. Being aware of the person, where he/she is coming from and what he/she has grown up with.'</td>
<td>'Cultural intelligence is being aware of different cultures. Being aware of the country that you're from while also being aware of the country you are currently living in and the people that you're interacting with.'</td>
<td>'Cultural intelligence is developing awareness in regards to culture.'</td>
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<td>Q10</td>
<td>Q10 - Have you ever sought of deepening your knowledge in regards to cultural intelligence to enhance own effectiveness in your current role?</td>
<td>Continuous learning is never harm. 'Interaction with people within the same culture actually gives you that broader knowledge on how we can manage people. This specific point will minimize stereotype.'</td>
<td>Yes. Knowledge can help to make sense of certain situations and will assist to better handle these occurrences.</td>
<td>Absolutely yes. 'The minute you accept culture is the way it is, you know, that's the first step in really being able to deal with different cultures.'</td>
<td>No. 'More you are in that situation and around it, the more you become aware.'</td>
<td>Yes. 'It is important to understand other cultures as best possible.'</td>
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<tr>
<td>Q11</td>
<td>Q11 - Would you find it helpful to learn techniques and methods to improve cultural intelligence?</td>
<td>It would be helpful. 'You're not trying to know the person personally, but you trying to understand the person culturally.'</td>
<td>Maybe, in certain cases but when emotions get involved, I don't think any framework or techniques will be hopeful. I don't think you can just apply a bulk approach.' Respondent would rather learn a technique on how to handle a difficult situation not just because it's cultural but due it's difficult in the situation itself.</td>
<td>It would be a great idea. 'Having little workshops, they are not only more interesting but you get to know a lot more.'</td>
<td>Definitely, yes.</td>
<td>Yes. 'More you know/understand the better and the easier it will be to manage effectively'.</td>
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<tr>
<td>Q12</td>
<td>Q12 - Do you think that developing cultural intelligence can be a valuable skill whilst managing cultural diversified workforce?</td>
<td>Yes.</td>
<td>It could be, again positive and negative. 'You know, it may help or again, it may create more prejudice if you haven't had that sort of experience before.'</td>
<td>Yes. 'We have so many different cultures, so it's important that you know these cultures, that's your way of interacting with them.'</td>
<td>Yes. 'More you are aware, you know the techniques in order to communicate not to offend people. It gives a kind of a view of you that you are aware of others culture and you respect that culture'.</td>
<td>Yes. 'More you know/understand the better and the easier it will be to manage effectively'.</td>
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<tr>
<td>Q13</td>
<td>Q13 - In your opinion, do you think that current organizational culture support cultural diversity management?</td>
<td>No, it does not.</td>
<td>No. 'Even though, we work in a very diverse environment, I actually don't think that was literally meant to be diverse.'</td>
<td>No. 'I don't think there's any importance given to culture, to culture intelligence in our organization. And we recognize the fact that we are a cultural diverse organization, but at the same time we don't have the skills or the tools or the know how to put all of this together.'</td>
<td>It is not enough. 'With the number of different nationalities within the organization respondent does not think there's enough awareness of each culture.'</td>
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<td>Q14</td>
<td>Q14 - In your opinion, do you think that current organizational culture embrace cultural diversity?</td>
<td>No, it does not. 'Current organization has clusters doesn't have an identity, doesn't have a pure culture that is linked to it.'</td>
<td>No. 'It looks like people are embracing working at a culturally diverse environment, it again, I think comes down to prejudices and looking down on other people.'</td>
<td>Yes, it does. 'If you want more efficiency, we need to incorporate some sort of cultural intelligence.'</td>
<td>Yes, as an organization, they try too. ' (as an organization) they respect for other people's culture, especially when it comes celebrations like Diwali or Christmas.'</td>
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<td>Q15</td>
<td>Q15 - Do you think that current diversity management provides a clear direction on how to handle conflict related to cross-cultural differences?</td>
<td>No, it does not.</td>
<td>Definitely not. 'I think that should have been something that we all go through'.</td>
<td>Not really. 'There is nothing in place to aid a manager in a respect of how to deal with cross-cultural differences.'</td>
<td>No. 'I don't think there is enough awareness. If you don't have enough awareness about different cultures and how can they effectively show you how to manage a disagreement in between.'</td>
<td>No. Respondent thinks that this area would be beneficial and could help managing workforce which is very different and mixed culture.</td>
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<td>Q16</td>
<td>Q16 - Do you find any indication of cultural intelligence being considered while managing diversity in the current organizational context?</td>
<td>Yes, but it is not across so we are consistently inconsistent.</td>
<td>No. 'At least not in our day-to-day world.'</td>
<td>I think in our division, it's more appropriate and much better. Relatively be better managed but as an organizational, I don't think it is.</td>
<td>Probably, no.</td>
<td>Yes. Respondent sees this with consideration of what certain cultures need and expect.</td>
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<td>Q17</td>
<td>Q17 - In your opinion, what are the most important factors to be considered whilst managing a cultural diversified workforce?</td>
<td>Accept, respect and encouragement. 'Also, if you are culturally intelligent you need to understand that there are differences, not assuming that everyone is the same.'</td>
<td>Awareness, communication and empathy.</td>
<td>Language as a way of communication, respect and knowledge.</td>
<td>People's personality, communication and attitude. Also, understanding, you have to be sympathetic to a certain degree and you have to be a listener, approachable. Being aware as 'you need to understand how those the kind of pieces of a puzzle are going to fit together and how you can best as a manager make everyone come together.'</td>
<td>'Understanding of religion/faith and requirements associated to each in terms of what is important to the employee.'</td>
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<td>Q18</td>
<td>Q18 - Do you consider cultural intelligence as an important element to successfully manage a cultural diversified workforce?</td>
<td>It's very important. It's actually stepping stone. 'If you are not culturally intelligent you cannot manage that diversified workforce.'</td>
<td>It can have a great use if it properly structured. 'They could have built the company and the organization in a different way and made it work. (referring to the current organization)'</td>
<td>It is an important element. 'It is an important element in managing a huge workforce, especially culturally diverse variables.'</td>
<td>It is important. Due 'if you're not culturally aware then how can you successfully manage your team that has different cultures, different understandings.'</td>
<td>Yes. 'I think at the very least a basic understanding is key but the more the better. Some cultures require greater understanding than others.'</td>
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<td>Q19</td>
<td>Q19 - How do you feel about incorporating cultural intelligence in the current diversity management practices?</td>
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<td></td>
<td>It is number one. 'If you are not culturally intelligent you cannot manage that diversified workforce.'</td>
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<td>I think that greatly helps and interesting in daily exchanges. 'We can have the ability to have learnt conversations about a situation and we can see each other's point of view.'</td>
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<td>Would prefer smaller workshops. To be able to use icebreakers to break the silos which can enhance interaction and can support learning more about cultures.</td>
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<td>Respondent would be happy about it and would embrace it. 'It would increase awareness and could equip a person with a knowledge/skill on how to deal with conflicts and situations.'</td>
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<td>Beneficial. 'More we understand and can use the better we will be at managing our people.'</td>
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<td>Q20</td>
<td>Q20 - In your current role, do you think it would be important to develop cultural intelligence in a form of trainings or seminars?</td>
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<td>Classroom training or having seminar is may be important. But as a first step only, it will not make you culturally intelligent it will give you awareness. It won't give you the intelligence. Developing intelligence comes with experience. Experience of failing.</td>
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<td>Yes, definitely.</td>
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<td>Prefer seminars, not necessarily trainings. 'Because you don't really train a person on someone's culture but seminars would be more informative.'</td>
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<td>Would prefer an interactive, open discussion, whereas 'each person gets an opportunity to give their opinion.'</td>
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<td>Not sure of the effectiveness of both. 'But a method to share such information would be a good idea.'</td>
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<td>Q21</td>
<td>Q21 - In your opinion, what would be the potential benefit of incorporating cultural intelligence as form of managing cultural diversified workforce?</td>
<td>Create a better team with creative, better work environment same work environment, transparent work environment based on respect and understanding and accepting each other and this is how it will move forward.</td>
<td>Can help to understand their needs, wants and requirements but it can be negative (disadvantage) too as it can lead to develop stereotypes. Cultural intelligence by using cultural diversity for marketing purposes or to enhance customer (both internal and external) experience can be used for organization's advantage. Can also support learning from each other. Can also support team effectiveness by complimenting each other as a team, as one identity.</td>
<td>Being able to better manage people and better communicate with people. 'Incorporating cultural in diversity management, what you telling them is you have your culture, but you're not the only culture. You can survive in an environment that is multicultural and you can still work with people who are of different cultures.'</td>
<td>Managers more aware of the team, more aware of what is going on around them. They become more engaged with their team. They can manage more effectively. Become more sensitive to people. Developing greater understanding. Knowing how to deal with certain situations or given the tools or techniques to do with that is very beneficial</td>
<td>More effective management which can only lead to better performance.</td>
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<td>Q22</td>
<td>Q22 - In your opinion, what would be the possible shortfall of incorporating cultural intelligence as form of managing cultural diversified workforce?</td>
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<td>'The disadvantage of implementing this in the workplace is stereotyping is one of them because then we would assume that everyone behave the same thing.' The second the second one is it might change who you are as a person.' 'And, that's why implementing in cultural intelligence is very important for the team leader or the manager to actually emphasize about we're not asking us or we are not asking the team to um, how you call it to adapt or take what other people are doing, it is only about understanding, accepting (and) respect.'</td>
<td>Stereotyping - being biased.</td>
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<td>Can end up being biased while forming own opinion. 'The knowledge is not bad. It's just how you use that knowledge in which is important. If you are trained on how to use that knowledge is not just getting the knowledge but how to use it. That's important.'</td>
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<td>Misunderstanding. Misinterpretation of how things should be handled which could lead to friction. Though, if you're biased you are not culturally aware.</td>
<td>Considering the high proportion of different nationalities it would be difficult to learn and remember a specific characteristics of each culture, respectively.</td>
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Appendix 3 – Interviews’ transcription

INTERVIEW – Respondent 1

A: Hi XYZ
RESPONDENT 1: Good morning. How are you?
A: Okay, we are good. So we are gonna start the semi-structured interviews related to the topic, uh done by the researcher Anita Jonas.

Q1

A: So, uh, my first question is related to your work experience. Yeah, which is how long have you been working in your current role?
RESPONDENT 1: In my role?
A: Yes,
RESPONDENT 1: Four years. Okay, my current role.
A: Yeah. What is your position?
RESPONDENT 1: Manager workforce planning.
A: Okay and you're working, uh, four years now. Okay.
RESPONDENT 1: Yeah.

Q2

A: What past experience do you have in the field of workforce planning?
RESPONDENT 1: Other than workforce planning or including..
A: ... whatever it is related to workforce planning.
RESPONDENT 1: Ah God. Ah processor engineering, uh, Uh time and motion studies, uh, staff utilization, uh automation of processes within the HR decision. Those are the things that I used to do before I joined workforce planning within the HR function as a Head of HR.

Q3

A: Okay, how can you describe your first cross culture encounter when you started managing cultural diverse workforce?
RESPONDENT 1: Interesting.
A: Okay.
RESPONDENT 1: It is very interesting because you assume that everyone thinks and feels and behave the way you do but in reality, it's not. And, that's why communicating or managing you have to be very very careful what you say and how you say it. But in reality, it's not easy to actually work or manage a team with different cultures.

Q4
A: Okay. In your opinion, an experience of cross-cultural work environment is it determinant to the successful manager cultural diversified workforce? So, you do you think that uh, preliminary cross-cultural work environment experience working in a different work environment, different nations would be essential to successfully manage cultural diversity workforce?

RESPONDENT 1: Just the fact of being able of having previously worked in cross-cultural work environment doesn’t actually give you a guaranteed success in managing. So no, it is not in my opinion. Um, uh a aramount drive to be able to actually successfully manage to cultural diversified workforce.

Q5

A: So, we are gonna continue with question 5 which is related to the challenges while managing cultural diversified workforce in current role. So how do you adapt to cultural situation when you need to interact with people from different cultural background?

RESPONDENT 1: Well. It is a very interesting question. Adapting to different people’s culture mainly come first from respect. For me if you respect different culture, you don’t need to understand it, you don’t need to agree with it as long as you actually respect it. Respect the human being sitting in front of you regardless the background or culture. It is very important. And that’s why I said in my previous answer, experience in work with different cultures does not give you an asset or not a main driver for you to be able to manage different culture, because you can have 0 cultural sensitivity regardless whether you worked with people from different cultures or not.

A: Let’s say if you have a meeting..

RESPONDENT 1: Yes.

A: .. that you know that different nationalities will present even by the look, let’s say wearing traditional clothes (dress). Do you also choose based on the perception of this person that how you are gonna act, how you are gonna approach them? How you are gonna communicate with them?

RESPONDENT 1: It's not a perception. It's knowledge. For example, if I know that specific nationality for example, or specific background more than the nationality I do not shake hand with a lady. If my audience consist of (people) this type of a background I do not go to try to shake hand with them. So, it is not about perception, it is about awareness. More of what you face. I have been in meeting when you have people, even a body language can be misunderstood not only the words you say but your body language. And that's why you need to be aware on how you display yourself and your body language when you are talking with different nationalities. Because with some nationalities, for example, using my finger to point at someone can be perceived as being rude, even though, the intentions are not. In my nationality is fine, it does not mean anything. What I try to do currently because I have been working and I have studied about cultural diversity, so what I do is, I try to use international kind of body language instead of my own cultural body language.

Q6
A: The next question is actually relate to this. That how easy you find to interact with people from different culture?

RESPONDENT 1: You know what? I love it.

A: Okay.

RESPONDENT 1: Seriously, I love it. It is an eye opener. Because it is not only about what you see from a person, it is a small, a very small piece of what drive them to act like this. So more do you interact with people from different nationalities, the more you will understand the reason behind their behaviours or about how do they interact or how they do things the way they do it.

Q7

A: Okay. What element do you consider important to successfully manage workforce diversity in your current role?

RESPONDENT 1: Emotional intelligence is one of them. And this is when we talk about the intelligence. Previously, IQ was the number 1. for the people to be able to manage people. It was considered as number 1. For me IQ is not but EQ is the most important. Emotional intelligence and understanding different cultures is very important. And for me, I found it amazing once you try to understand how people react. However, it has a down side to it, because the minute you start to understand certain culture, stereotyping comes in. Starting thinking that everyone comes from this background will behave the same which is not true.

Q8

A: Okay. What do you think what was the biggest challenge that you faced while interacting with different cultures in your current role? Can you consider stereotyping as a challenge?

RESPONDENT 1: Stereotyping is not a challenge for myself. Remember, when you manage people you have 2 challenges. The first one is the challenges is what you have with the team. The other one is, how team interact within themselves, with each other. I have five different nationalities (in my team). It is not a challenge that I have for myself, but it is how can this group coming from 5 different nationalities work together in harmony without having (such a situation when one of them is) offended, or this person is not approachable because (where) he/she comes from.

A: So, do you think that diversity is a challenge?

RESPONDENT 1: At the beginning, everything is a challenge. Everything can be a challenge. It is how you manage it than it will become actually not a challenge but a positive thing. Usually, people when you say challenge they look at it as a negative thing. For me, challenge is a positive thing, personally. From the positive side, yes it is challenge, but a positive challenge. Because this is how you get the best out of the work that you have to do to work as a team and not individuals. Because, everyone can bring something different on
the top of their academic knowledge but due to their culture they look at things how they brought up, can add value to the team.

A: Okay.

Q9

A: My study as you know actually trying to investigate whether cultural intelligence can be used as a workforce management tool. We talk about emotional intelligence and now I just would like to know how would you describe cultural intelligence in your terms?

RESPONDENT 1: How would I describe it?

A: Yes. (cultural intelligence)

RESPONDENT 1: Well for me cultural intelligence is knowing the different levels... of the different contributes or attributes actually that make person who he is. So what we see usually is the tip of the iceberg from a person you see how he or she reacts, uh, but we don't know what drives this out. So I just give you an example. Okay, it is challenging when we have a manager coming from low power distance society culture versus an employee who comes from a high-power distance business society. But, for example, the manager's perception is to challenge me, you know I am your manager, fine, you can challenge me where the employee presenting oh he's my boss. If I ask him to jump I will not ask why I would ask how high. So, knowing that this person’s culture’s one of the attributes of his culture is this then it's the cultural intelligence would push that manager to actually make that person speak up, challenge, come to the table not just be a doer. If it makes sense, right?

Q10

A: It does. I mean, I'm just considering your point of view. Do you think this is the question inside have you ever thought of deepening your knowledge and intelligence to enhance effectiveness of your current role? Do you think it can be useful?

RESPONDENT 1: Continuous learning is never harm. Of course, it can. Because here again, interacting with a specific culture doesn't always give you 100%, how everyone from this culture would react. Right? So, culture is a very big term. What is the culture? is it because, I'm from a certain country and everyone in that country follow certain culture, or is it a religious driven culture or is it um, social driven culture, but people don’t behave the same thing. So the more interaction with people within the same culture actually gives you that broader knowledge on how we can manage people. This specific point will minimize stereotype.

Q11

A: The next question is actually coming to this point, but it's a more specific by learning techniques and methods to improve culture intelligence. Do you think it would be helpful to learn techniques and methods to improve cultural intelligence?
RESPONDENT 1: I think it is. If you leave it, you know for me curiosity is very important as a manager. Okay, you have to be curious. You're not trying to know the person personally, but you know to ... trying to understand the person culturally for me. So, I would love to be spending more time within the team to ask normal things not only related to work and that's why unfortunately, I don't do it myself. I would love to do it, but meetings and I'm not saying outside work but meetings that are not only in the workplace. So going to a remote place to work. It creates that environment of more openness is something new, a new location. It's still doing the same job, but the new location for a day, for example, what actually enhances this.

Q12

A: So again, then do you think that it would be cuter intelligence as a skill it would be valuable to manage cultural diversified workforce?
RESPONDENT 1: Yes. Absolutely.
A: Okay. So the next session where we move it's really to the current organizational culture and diversity management.
RESPONDENT 1: Yeah.

Q13

A: So, do you think that the current organizational culture support cultural diversity management?
RESPONDENT 1: Where I work?
A: Yes.
RESPONDENT 1: We're talking about specifically where I work?
A: Yes.
RESPONDENT 1: No, it doesn't.
A: Okay.

Q14

A: Do you think that the current organizational culture embrace cultural diversity?
RESPONDENT 1: No, it doesn't.
A: Why do you think? Just be a specific as you want to be specific?
RESPONDENT 1: I can be very specific; anyway I am saying this to you. A minute you start recognizing people based on their culture and background, you're killing your cultural intelligence or the safe and open-minded cultural awareness.
A: What you mean by culturing this case is a culture on the level of Nations. Correct?
RESPONDENT 1: Yes.
A: Okay.

RESPONDENT 1: Okay. So your question is here. This is question number 13 and 14.

A: 13 and 14. Yeah. 13 was whether if it does support and 14 was that it does embrace.

RESPONDENT 1: And this is the thing. It is very important when you work in the multicultural, diversified company to be able to create an organizational culture. A lot of organizations failed to do that. You still have clusters and the actual organization doesn't have an identity, doesn't have a pure culture that is linked to it. Where the current organization we are working, you don't have an organizational culture you have clusters culture. Where my previous employer, it was about the organization's culture, everyone works in a way that supports organization. Okay.

Q15

A: Well, then it's partially has a link to the next question, question 15, whether the current diversity management provides a clear direction how to handle conflicts related to the cross-cultural differences?

RESPONDENT 1: We don't, at all. It's unfortunate but this is a big part of what HR should be doing, but we don't.

Q16

A: Okay. Um, then the next question, I think you already answered but just let's make it recorded that do find any indication of cultural Intelligence being Incorporated while managing cultural diversity management in the current organizational context? Do you find any cultural intelligence Incorporated in the current organizational culture? So you have the diversity management is not really handled in terms of culture. Well, but do we have any fragments or elements of culture intelligence?

RESPONDENT 1: Yes but it is not across so we are consistently inconsistent. Let me put it this way. Okay. So, it all depends, here again, because you don't have an organizational culture, you have.... you can have a departmental culture where the manager or the leader of that area is culturally intelligent that actually works. That's it, you know what I mean. But it is not applied across, at all.

Q17

A: Okay. Let's move to the last section which is uh, which is considered between the cultural intelligence and workforce diversity management. We try to establish the link, if there is anything your opinion. So what are the most important factors to be considered while managing a culturally diversified workforce? Can you list like three most important components?

RESPONDENT 1: I'm trying to think about, so acceptance is one of them. Uh respect is another one. Uh, you have few, you have first you have to respect,
you have to accept people. You have to um, how you call it to have to respect because each one of these mean a lot of things, so I'm trying to not to duplicate.

A: I personally miss one out of this...

RESPONDENT 1: **Accept, respect, encourage** is another one. So encouragement or constant encouragement and interaction is very important as well. What do you miss about this?

A: You did not say, 'Understand'?

RESPONDENT 1: Yes, I was thinking about it. For me to accept someone, I need to be able to understand that.

A: That's why I (thought), but obviously this is what you interpret...

RESPONDENT 1: Yes.

A: ...and based on this you put it down exactly like step by steps basically which can be an actual flow...

RESPONDENT 1: Yes.

A: ...of have to get to know someone in order to manage them or to lead them. Yes, why you didn't think you'd understand?

RESPONDENT 1: I assume that understanding comes before accepting someone. I don't understand them before I accept. Understand the differences not understand only the person okay? I cannot accept something unless, I understand it first. So for me in order to accept someone part of the acceptance the first step of accepting something is to understand it. If not, I won't accept it.

A: Okay, so you think that it was like kind of basic which you didn't mention it is the part of...

RESPONDENT 1: Yes for me. I look at it as if we talking about cultural diversity and cultural intelligence. If you are culturally intelligent you need to understand that there are differences. You know like me, not assuming that everyone is the same.

Q18

A: Fair enough. Um, we did talk about cultural intelligence... But what do you think would it be an important element for managing diversity to be culturally intelligent or just the fact of cultural intelligence can be incorporated to manage workforce.

RESPONDENT 1: **If you are not culturally intelligent you cannot manage that diversified workforce.** It's as simple as that. It's not important. It's very important. It's actually stepping stone. And this is the difference actually.

A: Okay.

RESPONDENT 1: That depreciates between a manager and a leader. A manager can walk in the room with 200 people tell them you do this, you do that ... a leader adds a personal thing to it. Yes, he knows how things should be managed and how things should be done. But this is where the interpersonal skills kick in, a part of it is the cultural intelligence.
Q19

A: So with this, I think you answered question 19, which was... no no no. No. No, it's good. That was about how do you feel about incorporating culture intelligence? It's the same as you said.

RESPONDENT 1: For me it is number one.

Q20

A: Okay. Uh, what do you think would it be important to develop culture into a form of trainings or seminars? So let's see again. It comes back to like the question of leaders being born yes or experience gives it to them. I mean you gather culture intelligence let's say by experiencing it with interacting with different people

RESPONDENT 1: or training it.

A: but do you find it? It would be useful to actually learn it or to develop it further.

RESPONDENT 1: Look, I come from learning and developing background for many many years. Okay and I will always believe in one thing you can take the horse to the water, but you cannot make a drink. Okay, and sitting in classrooms, which I am not against is one small part. **Experience make you a good leader you born a leader because you have some qualifications in you, but in order for you to be a good leader, it's experience more than sitting in the classroom or seminar.** For you to be culturally intelligent or culturally aware. It's not only about sitting in the classroom... in the classroom or having seminar is may be important. But as a first step only, it will not make you culturally intelligent it will give you awareness. It won't give you the intelligence. The intelligence you make it yourself as a human being and sometimes believe me. It's by failing. So many times to be you will have to be culturally stupid, first you make mistakes. And believe me; I have experienced it with myself. And this is how you care and I’m not saying I’m culturally genius. But what I am saying is, if you don't fail you will not learn from it.

Q21

A: Okay, fair enough. We reached the last two questions. Um question 21 is about what is the potential benefit? What do you think? What would be the potential benefit of incorporating cultural intelligence by managing cultural diversity Workforce? And the last one is going to be what would be the possible shortfall. It's like advantage and disadvantage.

RESPONDENT 1: So advantages are much more than disadvantages for me incorporating cultural intelligence. It's very important because you'll be able to get the best out of each and every employee. You have, you can have the same academic background but here again, you (and) your culture and your... how you were born how you were raised. How you have you grew up the how you call it? The... the values that you have in your life are completely different from one person to another and that's why the benefits of implementing, I mean cultural intelligence. **We create a better team with creative, better work**
environment same work environment, transparent work environment based on respect and understanding and accepting each other and this is how it will move forward.

Q22.

A: Do you see any disadvantage before you brought up stereotype...so obviously when you are cultural intelligent. Let’s say we are humans. So as you said like stereotyping when you are culturally aware and you learn about cultures, you may actually discover things that you may don’t like. You may not accept, do you think there is any disadvantage associated to this?

RESPONDENT 1: I don’t think accepting something is given right not or accepting something. I as a human being, I should accept your views, your values your whatever. I’m free to embrace the moment, you know, I’m free to say, to agree with them or not. But the exact this piece of it is not. How can I put it? It’s your god-given right. Okay, to have your own culture, to behave how you want to behave, its your right? I can accept it. It's different than embracing. It will be coming like, you know, the disadvantage of implementing this in the workplace is stereotyping is one of them because then we would assume that everyone behave the same thing.

RESPONDENT 1: Okay, the second one is it might change who you are as a person. So I’ll start looking at I like this in her culture and some people because of their lack of confidence in their own abilities and their own values. They will start taking values from other people or other people's cultures which will make them more confused person than an actual complete person. And, that’s why implementing in cultural intelligence is very important for the team leader or the manager to actually emphasize about we’re not asking us or we are not asking the team to um, how you call it to adapt or take what other people are doing, it is only about understanding, accepting (and) respect. It’s not about you to become one.

A: Okay. Is there anything that you want to add? We finished the questions.

RESPONDENT 1: Look, it's a very interesting topic, but it's a very wide topic and if you ask different, um different people who are actually knowledgeable about this, they will come with different opinion. I’ve worked in a multicultural environment for the past 23 years and the multicultural for me is not two people in different from the two countries. We're talking about 100 different nationalities working the same place.

Okay, when I started this in 1995, I used to be in the tube at 35,000 feet with 14 different nationalities working together as one and it is challenging but and sometimes it’s frustrating begin because you do something that you offend people that you didn’t mean to offend people and it breaks that conversation. I don’t like him he is rude but with time and that’s why I said you need to fail before you become successful the time it becomes one of the greatest assets that not only the manager will have but the whole organization will benefit from everyone actually implemented it, right?

A: Okay. Thank you. Do you have any questions to me?
RESPONDENT 1: No, I don't but ... I have one question for you, did you choose this topic or you were given to you?
A: No, I have chosen it.
RESPONDENT 1: It is amazing. Well done. It is a very deep topic.
A: Thank you, then. We finished the interview. Thank you.
INTERVIEW – Respondent 2

A: Hi XYZ. So we will be starting to do the recording. I just would like to ask you to tell me your name and your current position.

RESPONDENT 2: My name is XYZ and my current position is resource planning officer.

Q1

A: I think I proceed with the interview, we will have 22 questions related to different fields of the organizations in the selected subject. The first one is going to be some experience related question. I would like to ask you to tell me how long have you been working in your current role?

RESPONDENT 2: Yeah, I've been working in my current role for the past six years. I'll just start at my seventh year.

A: Okay. Did you have any experience in a field of workforce planning?

Q2

RESPONDENT 2: Workforce Planning? No.

Q3

A: How you can describe your first cross cultural encounter when you started, let's say first day when you came, not necessarily just talking to one person. But when you really felt that this is a cross-cultural work environment.

RESPONDENT 2: Yeah, because I previously had um studied in a you know different environment before where we had many students from abroad and I was working part-time in the university, international students office. So, I think I already have enough exposure, uh, working with different cultures. However, even though I had that kind of encounter before, I think it was second or my third day in the workplace, you know with a phone call from a staff member with a request that I had to deal with. And, that was really difficult for me because we had completely different understanding of the request which led to some clashes between me and the staff member and I think that was a day when I noticed like, you know, I am now in a different environment and I'm gonna have to deal with different situations because of the cultural background.

A: Okay, you talk about you working in international student office primarily before you started working. Did you have any previous experience cross-cultural experience? Let's see if it's not ready to work but life experience.

RESPONDENT 2: Yeah, well up until I was uh, you know, I started to study at the university, NO. Even though, I did study in high school, uh, which was a German high school. So we had students who immigrated back to Turkey from Germany. So they originally Turkish but coming back from Germany to relocate to Turkey and I witnessed their struggles, you know coming back to a culture which was alien to them, even though, they were originally from this country.
A: Okay. So your first cross-culture encounter outside of work can be connected to the university studies.

RESPONDENT 2: Yeah or even high school when I thinking about that.

Q4

A: Okay. Do you think that a cross-cultural experience would be essential for successfully managing cultural diversity?

RESPONDENT 2: Uh, yes and no. I think I would say yes, first of all because you know, you need to have an understanding and if you've never done this before it may actually be very challenging for you. But at the same time as you work with different cultures, I think at some point it also, uh, you may start to be a bit... I don't know how to phrase it correctly but almost racist so you have your own prejudice and because of your prejudice you attend to the situation. So, you already have an opinion about the person and his cultural diversity or background and you approach the situation with that caution. Let me put it this way. So maybe if you've never dealt, you know with anyone with a different cultural background before, you may have had handled the situation differently not haven't had that kind of prejudice. So as I said, it could actually be positive or negative depending how we handle the situation again.

A: Very interesting. Good. We would move to the challenges if there is any in the current role.

Q5

A: I would like to know how do you adapt the cultural situation when you need to interact with people from different countries and background?

RESPONDENT 2: Yeah. I think the most important way is the communication because there are so many misunderstandings that may be happening and most of them, you know, they will drill down to communication, I think. And, whether that it's verbal, it could even be hand gestures or body language because we all you know, look at the other person and see what they're doing then, you know, everything could be interpreted in different ways even like... I don't know how you wave your head for example could mean different things in different cultures, so they could be misinterpreted by the person.

Q6

A: Do you find it easy to interact with people from different culture?

RESPONDENT 2: Maybe, I think as I go along I actually enjoyed us even if it's a challenge. I think, I am also very interested in different countries and different languages. You know, I try and learn so it could be that you know, even though sometimes yes, I do find it challenging. It's kind of a love and hate relationship almost what I have.

A: Do you associate challenge as a negative term?

RESPONDENT 2: Not necessarily, not always.
Q7
A: What element do you consider important to successfully manage workforce diversity in your current home?
RESPONDENT 2: Well again, I will need to go with communication and empathy. Yeah, I think this is equally important because sometimes we're communication fails even though you can understand what the other person is trying to, you know say or you know mean you can always try and emphasize with them and I think that solves usually half of the problems.

Q8
A: Okay. Next question is actually connected to this one. What do you think, what would be the biggest challenge? What was the biggest challenge that you faced in your current role while interacting (with different nationalities)?
RESPONDENT 2: Being misunderstood or misinterpreted by others and I probably do the same thing, you know for other people.

Q9
A: Yeah, and we moved to the section which is related to cultural intelligence itself. For you, If I say the term culture intelligence, what does it mean to you? How you can describe cultural intelligence?
RESPONDENT 2: Well, I think what I hear cultural intelligence is may mean something like Um, you know how you could use, uh culture, you know to solve a problem or how we approach a problem. Maybe, maybe you see the problem whether it is the problem or not, you know, maybe your understanding of that may translate to your cultural intelligence. That's what I could imagine.
A: Okay. Have you ever thought of deepening your knowledge?

Q10
RESPONDENT 2: Yeah, I would love to do that yes.
A: Do you think it is crucial in your role?
RESPONDENT 2: Well, as I said again, you know, you could be a bad thing or a good thing but I may have passed that threshold where I now have negative media connections, you know of certain things so it may actually help me at this point if I could, make sense of certain things that I have maybe heard or experienced. So, if somebody actually told me what these were or how I could actually better handle them. In the future, obviously, I think it would really help.
A: I think we will come back to this because we have a question. Actually, it's gonna be the last question related to this.

Q11
A: Would you find it helpful to learn techniques and methods so not just like learning the term but put it in a more. Let’s say a framework, on how to handle people by using techniques to improve cultural intelligence, helpful for you?

RESPONDENT 2: I think, it could be in certain cases because sometimes when emotions get involved, you know, I don’t think any framework or you know, techniques will be hopeful and I don’t think you can just apply, you know, uh, you know bulk approach and that would just be painting everyone in like one brush, which I also don’t think is a good way even though they may be coming from the same background. I think how I would want to let’s say learn a technique on you know, how to handle a difficult situation not just because it’s cultural, you know, but it’s difficult in the situation itself. Yeah, so which may not really have culture attached to it. But again, that would be my understanding.

A: For you when it comes to culture and culture itself. Do you define culture in the level of nations?

RESPONDENT 2: Not just the nation’s because even within the nation you may have so many different, you know cultures or traditions or backgrounds, you know, even maybe in the you know, in the family itself. You may have different, um experiences, you know, which um, you know makes you stand apart from the others, you know, so even though you may have you know, I don’t know you come from the same country or we lived in the same city. I don’t think it even that gives you things that are in common with other people. I don’t think you know, it’s not necessarily always, you know, you be painted with the same brush.

A: Okay, so just coming back to the techniques and methods just to let me get my understanding. So, you think let’s say a generic approach and a generic knowledge in terms of cultural intelligence. Let’s say how to handle people, it would be more useful than actual techniques or methods apply in to someone knowing the diversity which can exist among nations?

RESPONDENT 2: Yes. Exactly. So I would rather, you know deal with the situation, you know, like if you’re emotionally compromised, you know, I need to know how to handle that and not every technique, you know, I learn in a textbook may actually help me.

Q12

A: Okay, the last question related to this section is that do you think the developing culture intelligence can be a valuable skill to manage cultural diversity?

RESPONDENT 2: Yeah, it could be...again positive and negative. You know, it’s may help or again. It may create more prejudice if you haven’t had that sort of experience before.

A: Okay, then we are moving to the section which is related to the current organizational culture and diversity management. Feel free whatever you wish to say, uh based on your opinion.

Q13
A: So in your opinion, do you think the current organizational culture, support cultural diversity management?

RESPONDENT 2: I'm gonna have to go with no. Even though, we work in a very, you know, diverse environment. I actually don't think that was literally meant to be diverse. You know, I think we are diverse for other reasons. I know in some companies they actually have that aim, you know, they try to hire from different backgrounds or you know, people who speak different languages or you know, they are in the different age brackets, but here this is certainly not intentional and that's why I don't think like people actually came, you know together around the table, for the right reasons.

Q14

A: Okay. Yeah so link to this. Do you think if we don't think that the culture diversity supported, do you think cultural diversity is embraced in the current organizational culture?

RESPONDENT 2: No. Maybe in the surface but I think beneath it, especially maybe for us also we may be clearly seeing, you know, these kinds of differences and pretenses. Let me put it this way as well. Um, well, it looks like you know, people are embracing working at a culturally diverse environment, it again, I think comes down to prejudices and looking down on other people and again having some sort of idea on what the other people you know, maybe like when dealing with.

A: Do you think it includes stereotyping?

RESPONDENT 2: Yes, I think that is the word I was looking for. Yes.

Q15

A: Okay. Um, do you think that the current diversity management provides a clear direction on how to handle conflicts related to cross cultural difference?

RESPONDENT 2: No. Definitely not. I think that should have been something that we all go through for example, a training course is also even if you've had dealings with other countries before you know, I don't know let's say it could have been all Europeans. Again, here when you come, you know, it's completely different, uh, uh people from different backgrounds, which you may not have encountered. So again, you cannot just apply the same sense that you've learned previously in it because let's say deal with a different kind of people.

A: Okay.

RESPONDENT 2: So again, it could have been very useful. I think to be briefed or trained on that.

Q16

A: Even though, we said that let's say the organizational culture doesn't really support culture diversity and management. But, do you find any indication of cultural Intelligence being incorporated?
RESPONDENT 2: Don't think so. Okay, at least not, you know in our day-to-day world. I have not really observed that.

A: Okay, we move to the last section which is intended to find the link if there is any between cultural intelligence and Workforce diversity management.

Q17

A: In your opinion, what are the most important factors to be considered by managing culture diversified workforce? So, let's say if you need to list the top three factors, which can make you successfully manage the workforce... what those would be? Not, necessarily three... if you have more.

RESPONDENT 2: Yeah, definitely. First of all, I think it's the first one would be maybe **awareness** because maybe also not everyone is always aware that you know, we are in that kind of environment, you know, we're surrounded by people, you know different cultural or you know other backgrounds so it could be awareness. Second one could be **communication** and third again, I would come down to **empathy**.

A: Okay, anything else that you would find important.

RESPONDENT 2: These 3 I think.

A: Not necessarily the top 3 but anything else that you would consider important. Just let me know. Okay?

RESPONDENT 2: Okay.

Q18

A: I know, as we discussed like currently intelligence is not necessarily in place in the current organizational culture. However, would you find it...do you consider cultural intelligence as an important element to successfully manage cultural diversity?

RESPONDENT 2: I think in the industry we work in, it's actually, you know, it could be put into **very great use** if it was um, I think if it is **properly structured**, I think people are intended for this to happen. **They could have built the company and the organization in a different way and made it work.** Yeah, and I think maybe because it's a bit of like coincidental where everyone is, you know, they were not really meant let's say for this or that person to have this role so that he's this kind of background will lead to this kind of understanding that it could have been actually, uh different.

Q19

A: The next question is almost related to this that how would you personally feel about incorporating cultural intelligence in your current role?

RESPONDENT 2: Yeah. Well even like it's funny like, you know in our team again not, it wasn't meant for that but we all come from completely different backgrounds and I think that greatly helps and interesting in our like daily exchanges is like, we may be feeling the same about a situation. But how the employees perceive that and how we deal with the situation may be
completely different. So, we can have the ability to have learnt conversations about a situation and we can see each other’s point of view. Let's say, it could exactly the same thing but usually when dealing with other employees, we don't get to explain it as much and in their eyes, maybe we're not really getting them or understanding them.

A: Do you think diversity in your current team actually support you to be more culturally aware.

RESPONDENT 2: Well, you know what? Yes, also like I don't think we come from like completely different backgrounds like there is nothing wow about it. Um, and I also think, let's say in the current environment where we are, our nationalities are necessarily the majority. So, I think If we've had other people in the team who come from those majorities and not the minorities like us, it could have been a lot more interesting for me personally (She is referring to locals). Yes, because I think they're the ones that I am more distant to you know, whereas maybe I feel closer already to let's say your culture, you know, so I don't find that many differences. Yeah.

Q20

A: Okay. So in your current role do you think it would be important to develop culture intelligence in a form of trainings or seminars?

RESPONDENT 2: Yeah, definitely as I mentioned before, I think I would really be interested.

A: So now we're down to our last two questions. And actually I marked my last question to go back question 10 because this this is intended to ask your opinion about what can be the potential benefit of incorporating cultural intelligence and what can be a potential shortfall possible short for?

RESPONDENT 2: Yeah.

Q21-22

A: How let's say looking at your current role in workforce management not just within the team. Let's say purely focusing on workforce management. What are the let's say advantages and what are the benefits and what are the potential shortfall disadvantages that you would encounter if you would incorporate cultural intelligence?

RESPONDENT 2: Yes, because like the many struggles, you know, we face I think comes from dealing with the employees themselves. So if we are the workforce, you know planners or you know, if you're managing a workforce, we need to be first able to understand their needs and wants and requirements and in the same way, you know the communications both ways, right? So if you're trying to communicate something to them, you know if there is something they to do they need to follow the rules and you know, both sides. Both parties need to have understanding. And, I think even if the way we write these communications come down to our understanding of the population in front of us. We think about how they will interpret what we are saying. So even this communication is drafted in a way that they will be able to
understand and for them, you know, they may actually be using the same thing. Maybe they would not have worded something in this way.

A: So do you think this let's say understanding or awareness can be as a potential benefit?

RESPONDENT 2: Yeah, I think as I was saying before again, I'll go back to that point, you know, where...

A: That's why I did not ask it there, because is more referring to that.

RESPONDENT 2: Yes.

A: So, you are saying that understanding can be interpreted or awareness can advantage and disadvantage.

RESPONDENT 2: Yes.

A: Here, do you also refer to stereotyping?

RESPONDENT 2: Yeah, because also as I said, you know, you already have a prejudice in your mind and you have stereotypes. Let's say, even if you're writing an email to another person might say from a different cultural background you already kind of have something in your mind that how this person may interpret this or may understand this even the level of detail you may go into in your email is completely based on your thinking about the other person will handle the situation.

A: Okay. So, based on this our conversation and your opinion, we cannot... Can I say that you can't really differentiate between significant advantage? Or really significant disadvantage of incorporating cultural intelligence.

RESPONDENT 2: Yeah. Well, as I said the disadvantage, I think it looks to be a bit clearer. Okay and advantages in other places, you know, they may be more distinct and even in our industry. I think uh, if you were really aiming to have to use this cultural diversity in a better way, okay, because you're also serving people who are culturally diverse. So your audience or your customers are also culturally diverse so you could actually make this take this experience and use it, you know in your marketing and where everything else or how you deal with your guests or customers on a daily basis basically, you know, because you're interacting with a similar audience. It's not just your workforce but also your external customers do come from other backgrounds. So, certain organizations actually, that's a big plus and they use it to their benefit. Here, as I said because I think the entire organization structure and the cultural diversity is a coincidence rather directed or driven by (cultural diversity)... That's why, I don't think we are really using all the advantages that could potentially come out of this.

A: Okay. So, let's see if we talk about collaboration cooperation by being culturally aware. Do you think that lets say team spirit or really like cooperation on daily basis or effectiveness...Let's say of our people, do you think would it have any positive impact?

RESPONDENT 2: Yeah, because also like definitely like learn from other countries, even if you say like, I don't learn like I stand out or you know, everyone learns but even if let's say you look at your colleague and if there is a way if there is a better way that they do things, you know, you tend to learn from...
them. And, again, you know there past experiences or you know their cultures, traditions, you know, there are things you know that they may, you know have a tendency to do okay, or maybe they're better communicators or you know, they use their hand gestures so well that they also, you know, stop picking that up from other people. **Certainly, you know, you can always learn from other people.** And also, what I think in every team, okay, you may find you know, there's like one person who may be really good at communication, a person who may be really good in empathy. **So, when it all comes together as a team, you were as one entity and everyone kind...each and every culture compliments each other within the team.**

A: So let's put it that way if my understanding is correct, so by considering only cultural intelligence, it wouldn't be enough. We shall consider like interpersonnel skills and other factors...

RESPONDENT 2: Yeah.

A:....when it comes to (diversity management) so by let's put it that way. Maybe my understanding is wrong. So what you're trying to say that culture intelligence would not be enough as we need to consider the person itself or the team components. So let's say interpersonal skills and the team members to define whether the culture intelligence would be an advantage or can it have a positive advantage?

RESPONDENT 2: Yes. No, I was actually referring to the things you would do. That's because of your background. Okay, because sometimes even how you work. Okay. Um, let's say if you were in back in your country, okay, and then let's say everyone kind of comes from similar backgrounds, you know, there's no diversity you at least you know, the very least speak the same language. So the misunderstandings are minimal. Okay, and it does kind of situations. Okay what you know people will look at is you know your very personal characteristics. Okay or how you deal with situations that way, but I think in a cross cultural environment, okay, what when you may be bringing to the table? Okay, not only your personal characteristics. But also okay your cultural background because also you may have a way to do this or you may have a way of freezing things in your own language. And then you may be Translating that and that sounds so nice .Okay, or it may sound funny and make the other person laugh and it kind of breaks the ice. So, you know, we know how that team is actually complimented, you know by the cultural diversity. So it's not just, you know, a characteristic about you but something that you bring back from your past experiences or from your language from your tradition your religion everything.

A: So we actually did come back to the base of what do you consider as culture?

RESPONDENT 2: Yeah culture. I think you know, it's anything that may actually be different to me really, because what I will consider another culture, it could even be a person, who may be the same nationality of me, but they come from a different city. So they have all these different traditions and you know different ways of speaking. So even that, you know, I will call this as their culture so not necessarily, you know, I'm here talking about all the other people but as I said, even the fact that we speak different languages, it makes the situation obviously more complex in these kind of environments, you know,
where we all come from different countries or even have countries. Let's say where you know, they have 1 billion people and then even from that place you have so many other people, you know that they don't speak the same languages. Yeah, you know, they have their own country differences, you know, so it's quite interesting and experience.

A: Interesting, uh from my end this is the end of the questioner. Is there anything else that you want to add?

RESPONDENT 2: No?

A: Thank you very much for yeah. Is there any question you want to ask for now? Thank you very much for participating.

RESPONDENT 2: Thank you.

A: Thank you, then. We finished the interview. Thank you.
A: Okay, good afternoon. This is Anita and we met in the occasion of processing our semi-structured interview related to my research study first. I would like to ask you to please introduce yourself and just tell me your current position in the organization.

RESPONDENT 3: My name is XYZ and I'm currently the Workforce Allocation Manager at Etihad Airways.

A: Okay. How long have you been working in your current role?

Q1

RESPONDENT 3: Will be touching five years. I think running five.

Q2

A: Okay. What experience do you have in a field of workforce planning?

RESPONDENT 3: I have had very varied experience actually because of working different backgrounds mostly travel related companies. So, I worked for the Heritage and Cultural Authority from Abu Dhabi. That's a government organization again. There was more travel based. But again, we looked at I wouldn't say workforce I'd say as guest related services. And prior to that, I was working for a company called 'Destinations of the World' which is another travel company. There might run was Operations Manager where I was basically opening different offices in the UK and elsewhere but travel-related. My background is more travel-related prior to my current position.

Q3

A: Okay, how you can describe your first cross cultural encounter in your current role when you were managing diverse workforce? Let's say first day you started your position and you had cross cultural encounter. What I mean about this when you really needed to interact with different cultures in your current role.

RESPONDENT 3: I think the first time I really encountered this cultural diversity was when I was asked to implement Workbridge (Resource Allocation system) at that time at the Hub.

A: Can you tell us just what Workbridge is, briefly?

RESPONDENT 3: So Workbridge is an allocation tool, a Workforce allocation. It was moving away from what they were currently using which was excel-based and we were getting into implementing this system which was which was used below the wing. At that point, you know, probably it was the first time I encountered so many different cultures at the same time. Each one, you know at their own way of requesting information or accepting processes. So, it was definitely a different experience. But then again, you know from the background that I had and you know dealing with so many different cultures in my previous work experience, you know how to speak to people from various
cultures, various diversities. So, I think, I was comfortable with the fact that we had so many different cultures and I knew that this was what we have at it, but definitely at the end of the day we are all humans. So, I think that was more important. So in the matter what way you address the situation or problem or training, the bottom line is you treat everyone as a human being. So, I think that's the language that really works.

A: Okay. If you describe this, let's say first encounter what would be one word that you would use?

RESPONDENT 3: One word would be, I think it was different.

Q4

A: Thank you. In your opinion having an experience in a cross-cultural work environment... Let's say previous experience or past experience. Is it a key to successfully manage cultural diversified workforce?

RESPONDENT 3: I think it is. I think it's very important. CI (Cultural intelligence) is introduced across all organizations. Because, it's imperative that people understand where each one is coming from, you know, it's what we do and what is so wrong as we get into assuming things and you know assumption really gets either misinterpreted or misappropriated. So, I think having this intelligence really helps keep everyone on the same page on a level keel, you know, so that we speak the same language. We understand, how to deal with different situations.

A: Okay. So, we reached the second section. Section one is was really interesting. The second one is mainly focusing on the challenges, if any, that you face any by managing cultural diversified fact workforce.

Q5

A: The question which comes to its how do you adopt to a cultural situation when you need to interact with people from different background?

RESPONDENT 3: What I've noticed is people generally like to stick in groups. So if you have different cultures, the general observation is that they'll naturally be attracted to their own cultures and that becomes a challenge because then when you have ideas thrown across, it's usually the group that dominates want to enforce their ideas. I think having the right intelligence and the right mode or modem, to kind of, get people interlinked so to speak, it will get culture cultures to blend together which makes a big difference.

Q6

A: How easy you find to interact with people from different culture you in your current role?

RESPONDENT 3: In my current role? I mean, it also depends on your personality as a person. Apart from my work experience, I also teach and I teach different cultures. So you meet different people and it's a learning
process you get to know different people, different cultures as you go and I think, I found it relatively easier to interact with people from various cultures. Like I said, the bottomline and the most easiest way I do that is treat everyone with respect. I think that's that is key.

Q7

A: I think it's maybe it will be a single answer to the next question as you said it with everyone with respect because it's focusing on that what element do you consider important to successfully manage diversity?

RESPONDENT 3: Yeah that again. It's basically the right ingredients of respect. It's listening. It's acknowledging and it would be definitely to be educated on different cultures. So that you know how to respect if you don't have a clue what culture is, there's no way you can or you could approach the situation.

A: Okay, if we come to this, what is culture for you? How do you define culture?

What is culture?

RESPONDENT 3: That's quite a tricky question because there's so many different way to define cultures. For me culture is made up of the environment that one grows up in. It's made up of their sense of self-belonging and I think that really captures what it is. It's a common commonality between location, language... all of that.

Q8

A: Okay, in your opinion what is the biggest challenge or what was the biggest challenge that you faced while interacting with different nationalities while managing workforce?

RESPONDENT 3: One of the different, the most difficult tasks with workforce management in an environment, that's so vibrant with different cultures is that people sort of or tend to, generally, have their own opinion about a way or sentences faced. So, while I may say something very simply and very straightforward may be interpreted by different cultures in different ways. And the challenge is having that one sentence be phrased in such a way that it meets the same. Speak the same language to all the cultures.

A: So, let's say a challenge can be a misinterpretation?

RESPONDENT 3: Absolutely, misinterpretation of what one says.

Q9

A: We move to the next session. We discuss about what culture means to you... What culture intelligence would mean to you?

RESPONDENT 3: I think, it's simply just being aware of a person's of... being aware of where a person is, where he's from, what he has grown up with and possibly just being more knowledgeable about the person is speaking.
A: Fair enough, thank you.

Q10

A: Have you ever thought of deepening your knowledge in regards to culture intelligence to enhance effectiveness in your current role?

RESPONDENT 3: Absolutely. I mean, it is very important and one of the ways I've been able to do this or being able to interact with different cultures when you meet different people and make friends, you know and have diverse friends, friend circle. That's really helped me because I've got friends who are from different parts of the continent. So, it has because then, you know about their way of life, you hear about their rules and roles and all of that.

A: Do you think that knowledge can also have a sense of negativity associated to it? So let's say not necessarily ... you may not actually filter the information that you get, can it be that you actually get some negative perception by having this knowledge?

RESPONDENT 3: Yes, and it's the line we have to very carefully because you can tend to get biased. Bias in the sense is, you know, as a person you generally feel that what you or your opinion is the best and the only one uh, when you have knowledge of different cultures when you approach them, you do have the tendency of saying, you know, what your way or your culture doesn't work. Uh, but that again breaks it down to low respect. The minute you accept culture is the way it is, you know, that's the first step in really being able to deal with different cultures.

Q11

A: Would you find it helpful to learn techniques and methods in a form of frameworks and methods to improve cultural intelligence?

RESPONDENT 3: I think it would be I think it's a great idea. I think, it's important, uh, when you have little workshops, they not only more interesting but you get to know a lot more, you get to learn a lot. So having little workshops, different cultures really, I think what would be helpful.

Q12

A: Do you think developing cultural intelligence can be a valuable skill while managing cultural diversified workforce?

RESPONDENT 3: I think, it would be because I am pro cultural intelligence just for the mere or the sheer fact that we have so many different cultures not only in this organization, but no matter where, but if it's a church organization, which I am a part of, we have different cultures and diverse.... such a huge diversity. So it's important that you know these cultures, that's your way of interacting with them.

Q13
A: So right now we are moving to the second last section, which is related to the current organizational culture and diversity management. Just feel free to answer whatever is in your mind.

RESPONDENT 3: Okay.

A: Do you think that the current organizational culture support cultural diversity management?

RESPONDENT 3: I don't think so. I don't think there's any importance given to culture, to culture intelligence in our organization. I think, it's we recognize the fact that we are made up of different cultures and we recognize the fact that we are a cultural diverse organization, but at the same time we don't have the skills or the tools or the the know how to put all of this together so that you know different cultures not necessarily start groupism but blended mix with each other.

Q14

A: This is the next question. I mean, even if it does not support do you think that the current organizational culture embraces cultural diversity?

RESPONDENT 3: I think it does. The sheer fact that we are an existing organization which has moved on in 12 years to where we are, speaks that yes. We have different cultures and we have moved in the direction of positive direction. But when you go down to the micro level of of dealing with people, that's where we need to, I think if you want more efficiency, we need to incorporate some sort of cultural intelligence.

Q15

A: Okay. So, do you think that the current diversity management provides a clear direction on how to handle conflicts related to cross-cultural differences?

RESPONDENT 3: Not really. I mean, there is nothing in place to aid a manager in a respect of how to deal with cross-cultural differences. It's entirely a manager who decides on... it's very discretion. That's the risk of things may go wrong things or may go right.

Q16

A: So, last question related to this section is... you briefly touched it, but just to be precise in the answer of this question. Do you find any indication of the cultural Intelligence being incorporated, being considered while managing cultural diversity in the current organizational context?

RESPONDENT 3: For us, in our workforce planning, our workforce management role, I think we touched on it because we recognize the fact that we are dealing with different cultures and I recall XZY always say that we we have so many different cultures that we have to adapt to ways we discuss but the problem is we have one way of doing things. We do necessarily break it down per culture. But that being said we need to find that one which speaks to different cultures instead of finding different cultures.
A: But they think it's more related, I mean cultural intelligence is more incorporated... let's say in the work area or division you are currently work for or in the entire organizational context?

RESPONDENT 3: I think in our division, it's more appropriate and much better. Relatively be better managed but as an organizational, I don't think it is.

Q17

A: The last section which is intended to find a link between cultural intelligence and diversity management, if any. So, in your opinion, what are the most important factors to be considered why managing cultural diversified workforce? So, let's say, if you need to say the top three important factors to successfully manage the cultural diversified workforce, what would that be?

RESPONDENT 3: I think language is number one.

A: Language in a sense of what language do you speak or let's say in a tone and the way of communication?

RESPONDENT 3: Language in the way of communication. Respect again. Respect would be a prime and knowledge.

A: If you have any additional you can say you don't need to stick to the top three.

RESPONDENT 3: These are the three more important because if you don't have the knowledge and you won't have the respect and if you don't have the respect then you won't be able to communicate properly in any language.

A: So then you would like let's say knowledge respect and communication.

RESPONDENT 3: Yes.

Q18

A: Okay. Do you consider cultural intelligence as an important element to successfully manage cultural diversified Workforce? Briefly we touched this topic.

RESPONDENT 3: It is an element, it is an important element. Definitely, it would add value. Having cultural intelligence would never take away anything that you know in a negative sense, but always add some benefit. So I think that yes, it is an important element in managing a huge workforce. Especially culturally diverse variables.

Q19

A: How would you, do you feel about incorporating country intelligence in diversity management practices in your current role?

RESPONDENT 3: I think, we you know, when we go for different workshops, the first thing we had was having icebreakers. And for me, I think, we need to break the silos of you know, groupism. And for that to happen, we need to have these icebreakers. On bigger scale these ice breakers when people get
to interact or learn more about these different cultures. So, I would definitely incorporate it in smaller workshops.

Q20

A: That's the next question is actually. Do you think it would be important to develop cultural intelligence in a form of trainings or seminars?

RESPONDENT 3: I think seminars, not necessarily trainings because you don't really train a person on someone's culture but seminars would be more informative and just knowing about a person, about the different cultures that we have would definitely work in a seminar setting up not necessarily in a training session. Because people generally back away from training especially when it comes to a topic like culture. But when it is seminar and we want information, people are more open to or receptive to (information).

A: Okay. So then, you think that it would be important...?

RESPONDENT 3: Yes.

Q21

A: Okay, we reached the last two questions which are intended to explore the potential benefit of incorporating cultural intelligence in the form of managing cultural diversity workforce and the possible shortfalls. So, basically, what I would like to know from your end... in your opinion, what would be like the advantage and disadvantage, if any, of incorporating culture intelligence?

RESPONDENT 3: I think the advantage is basically being able to better manage people, better communicate with people, to especially, if you want to get a message across, you know, knowing how people will be receptive to a message is important. And to know how they've been reciprocated or receive that message you need to know from where they're coming from. You need to know in what setting they develop or whatever that case may be.

A: Beside, communication and management, do you see any other advantage on how to manage workforce diversity? Let's say coherence of group because you talked about like groupism having let's say clicks.

RESPONDENT 3: Yes.

A: Do you think that having cultural intelligence would ease this kind of grouping and then enhance collaboration among?

RESPONDENT 3: I don't think so... I mean, I would think so because people are generally pushed towards being in a comfortable setting and that's because "I'm this culture. So I want to hang out with my (or) similar cultures" ...but in terms of incorporating cultural in diversity management, what you telling them is you have your culture, but you're not the only culture. You can survive in an environment that is multicultural and you can still work with people who are of different cultures and you can still have the same opinion as you know, because from other cultures. You don't have to be secluded. So, uh for me cultural intelligence really is a way of including people but excluding (non-audible).
Q22

A: Do you see any potential disadvantage, possible shortfall?

RESPONDENT 3: Yeah. I mean the only the only disadvantage I see, is when you when you get into something like cultural diversity can't just go 50% of the way. You have to go all the way because then what happens is if you don't know the entire know how, you don't use the entire (knowledge), you don't follow through on all aspects of this cultural intelligence. **You will end up being biased, you will end up forming your own opinions.** Um, so I think it's very important that you run the more line.

A: So, would you think... let's say directly or indirectly ... let's say directly stereotyping can be a disadvantage by having a greater cultural intelligence? Because you mentioned bias... Do you think bias would actually lead further? Because being biased to something it's not actually having stereotypes or even perception. Do you think that having bias can lead to having stereotypes or build up stereotypes?

RESPONDENT 3: Yeah. I mean, I think that you're right in the sense where we seeing that too much knowledge is not good right, but then again, it's how. **The knowledge is not bad. It's just how you use that knowledge in which is important.** So, I think, It can be biased but again **if you are trained on how to use that knowledge is not just getting the knowledge but how to use it. That's important.**

A: Perfect. This is the end of my questionnaire.

RESPONDENT 3: Do you have anything else you would like to add?

RESPONDENT 3: No. I mean, this is a very important. It was a very interesting topic and especially relevant for us because we are so culturally diversified and we don't have that intelligence.

A: Anything else you would like to ask me?

RESPONDENT 3: Uh, no.

A: Thank you very much.
INTERVIEW – Respondent 4

A: Hi XYZ.

RESPONDENT 4: Hi.

A: So we meet today in the occasion of processing the interview for my research study. First of all, I would like to ask you to introduce yourself, tell me your name and your current position in the organization.

RESPONDENT 4: Okay, my name is XYZ. I am currently a Workforce Planner within our organization. I'm looking after above the wing planning.

Q1

A: Okay, the first section of our questionnaire for the semi-structured interview will be intended to explore your previous work experience or relevant work experience. The first question is that how long have you been working in your current role?

RESPONDENT 4: My current role within this organization just under four years.

Q2

A: Okay. What past experience do you have the field of workforce planning?

RESPONDENT 4: My previous role which I had for eight years was within the workforce planning team for a ground handler. Back in my home country (she is from Manchester, UK - researcher's note) I gradually fell into the role due to a colleague sickness and it just gradually turned into me taking on the full-time role of being the sole workforce planner. And then, from that point on, the team grew, we had another three planners due to the company merging and we became one team which was quite difficult because of different operating procedures and different views on how things would be done. From our perspectives the company that we... I worked for and we would just throw in together. There was no integration between the two teams. There was no leadership and from that point of view.

Q3

A: Knowing that you had previous experience in the field of workforce planning, but not knowing where it has happened. I would like to ask you to describe your first cross-culture encounter when you started managing culture diversified workforce.

RESPONDENT 4: I don't think it starts in with planning. I think it started from when I was on check-in (check-in counter operation - researcher's note) because I started at the airport when I was 18. And working in that kind of environment you come across all different nationalities and different views and you have to be respectful of those views. Even if, you don't agree
with them yourself, that's not your belief. **You have to respect that person's wish and you know, that's the line.**

A: So, basically you had vast experience, cross-cultural experience prior to your role started in the workforce management.

RESPONDENT 4: Yes. Okay. I think that if I hadn't started in the environment that I'm in, I don't think it would happen so soon and my other family members probably wouldn't have come across, from the fields that they're working in.

A: It's based on the nature of the role.

RESPONDENT 4: Yeah.

Q4

A: Okay. In your opinion is experience in cross-cultural working environment would be a key to successfully manage cultural diversified workforce?

RESPONDENT 4: **Definitely. I think, if you don't experience it and you don't understand then it's very difficult to manage a team or even manage interaction between colleagues.** If you haven't come across it and you don't understand it and you don't list down the boundaries that are there, the reasons why people have certain things that they want to stick.

A: Seeing this. Do you think this is important or can it be considered as one of the most important ones?

RESPONDENT 4: I think it's one of the most important things.

A: The next question is related to the challenges, if you face any, why managing cultural diversified workforce.

Q5

A: How do you adopt to a cultural situation when you need to interact with people from different cultural background?

RESPONDENT 4: How do I interact?

A: How do you adopt the situation when you need to interact?

RESPONDENT 4: I think, **I take into consideration the other person's cultural beliefs.** And, I kind of refrain from speaking about certain topics because that wouldn't necessarily be appropriate for that culture. Especially here (Abu Dhabi -researcher's note), I refrain from wearing, you know, clothes that are revealing, making sure I'm covered when I am going into a mall. **it's just being aware of the culture that is around you.**

A: Can you also say or do you have any perception when it comes to culture?

RESPONDENT 4: No, I'll take everything as I find it. I don't judge someone based on their culture or their beliefs. I embrace it (culture). I don't impose my beliefs on anybody else and I wouldn't want that to be the opposite way around. However, when you are working in an environment like we do, **you have to be**
very very aware and it's the country that you live in so you have to abide by certain rules. Some people don't agree with them and I say well, if you don't agree then don't be here, you know.

A: From your perspective as we touched this topic: what do you consider culture? How you would define culture?

RESPONDENT 4: Culture is...uhm. I wouldn't define culture as just religion. Culture is the way in which people are brought up, the way, the beliefs and I don't really know the word...the way things are passed down from generation to generation that can become a culture. So for example, you know all this new technology and social media, that is now a culture. Because younger kids are brought up on that generation, new generation. Or as a my generation, you never had all these things. So that wasn't not part of my (generation).

A: Would you incorporate any geographical attributes by defining culture?

RESPONDENT 4: I think culture is... no. I probably wouldn't because I think regardless of where you live, culture, is culture is part of it on how strongly beliefs and religion are present.

A: Yes. Okay, perfect.

Q6

A: How easy you find to interact with people from different cultures in your current role?

RESPONDENT 4: Really easy, I think because I respect other people's culture. Before coming to work here, I did a lot of research on, you know, the do's and don'ts opening in this area, you know. The religious believes, why things are done that the way they are and I think as long as you have an awareness and understanding then you shouldn't find it difficult to integrate with others that have a different belief or different culture than themselves.

Q7

A: What element do you consider important to successfully manage workforce diversity in your current role?

RESPONDENT 4: Understanding and respecting that belief and culture regardless of whether you agree or disagree.

Q8

A: Okay. In your opinion what is the biggest challenge that you faced while interacting with different nationalities in your current role?

RESPONDENT 4: Biggest challenge is trying to adopt a thinking to the situation. So, what I mean is when you're trying to communicate a certain I know...uhm...what's the word... you're trying to get a point across but
because of the understanding it becomes very challenging. So you have to then rethink, how you go to deliver that.

A: Do find misinterpretation challenging or as a difficulty?

RESPONDENT 4: No, I don't find it. I mean, it's a difficulty. I think, it just makes you think more outside of the box. I think you have to think about other ways that you want to communicate what you want to deliver.

A: Okay.

RESPONDENT 4: It can be frustrating because {non audible}... like inside you can be a little frustrating but I wouldn't say, it is something that would hinder.

Q9

A: We discussed what culture means to you or how you would define culture. Now, I want to know how would you describe cultural intelligence in your own term? People tend to talk a lot emotional intelligence...

RESPONDENT 4: Cultural intelligence is being...I would, my answer that would be, being aware of different cultures. Meaning the impact on day-to-day life. Social impact, on social life... impact on personal life. You have to be very very aware that you know the country that you're from has a complete, maybe a completely different cultural intelligence, more awareness than the country you are currently living in. Or the staff or people that you're interacting with.

Q10

A: Have you ever thought of deepening your knowledge in regards to culture intelligence to enhance own effectiveness in your current role?

RESPONDENT 4: I haven't but you know, the more you are in that situation and around it, the more you become aware. I think, it's probably a good thing that you would become more self-aware and do more research into it because then yes, it would aid you a little better.

Q11

A: Even if, you have never thought of it... of deepening it (her knowledge) but as the topic comes up now, would you find it helpful to learn techniques and methods to improve culture intelligence?

RESPONDENT 4: Definitely. Yeah, definitely.

Q12

A: Do you think that developing cultural intelligence can be a valuable skill while managing cultural diversity?

RESPONDENT 4: Yeah. Yeah.
A: Why do you think that?

RESPONDENT 4: Because you more aware, you know the techniques in order to communicate with your team. So not to offend people and it gives the team a kind of a view of you that you are aware of their culture and you respect that culture. Definitely.

A: Okay, we will move to a section which is a bit related to the current organizational culture in terms of diversity management. Just tell me really whatever you think.

RESPONDENT 4: Okay.

Q13

A: So, in your opinion, do you think that the current organizational culture support cultural diversity management?

RESPONDENT 4: I don’t think it is enough. With the number of different nationalities within the organization, I didn’t think there’s enough awareness of each culture. I don’t think you have the support in place to be able to learn. Even if, you’re not aware of it yourself then I don’t find there is anything: any programs or anything like that.

Q14

A: Okay. The next question is linked to that. Regarding the support we discuss that whether if it does exist or not, but do you think that the current organizational culture embrace cultural diversity?

RESPONDENT 4: I think they try to. So they, you know, they celebrate different days. They especially within this country they do have a respect for other people’s culture, especially when it comes to I do not know... Diwali... they hold for the celebration. They try to understand.

A: Not just the Muslim principles directing those.

RESPONDENT 4: Yeah.

Q15

A: Do you think that the current diversity management provides a clear Direction on how to handle conflicts related to cross cultural differences?

RESPONDENT 4: No.

A: Why do you think that?

RESPONDENT 4: I do not think actually. I think ,it comes from the other question. I don’t think there is enough awareness. If you don’t have enough awareness about different cultures and how can they effectively show you how to manage a disagreement in between.

Q16
A: Okay. Do find any indication of cultural Intelligence being considered while managing cultural diversity in the current organizational context?

RESPONDENT 4: Personally, I would probably say no.

Q17

A: Okay. The last section which is intended to explore the link between cultural intelligence and Workforce diversity, if any. So, in your opinion, what are the most important factors to be considered by managing cultural diversified workforce? So what I did with the rest of the participants as well, if you have let's say top three what you think is it would be more or most important factor to manage cultural diversified.

RESPONDENT 4: I think you have to consider people's personality. So that person's circumstances, especially in this region. Because you have quite a few restrictions, especially with the Muslim workers, female workers, you know, they can't necessarily that husband won't allow them to work at night or not allowed to work in certain hours of a day. That's why we have to be very well aware of those situations.

A: But these restrictions, would you particularly link it to something?

RESPONDENT 4: Link it to?

A: Where do you think those restriction come from?

RESPONDENT 4: Again? It passed down from generation to generation to generation. So, if you have, from my opinion, you have some that are not very strict and they allow whatever they wish to do, but still within moderation and then you have another channel that are very strict.

A: Strict with what?

RESPONDENT 4: Uhm...

A: What I'm trying to find now. What do you think? You said consider personal life, but what you actually come to detail down ... what do you think, what can be the source of this personal life related reductions?

RESPONDENT 4: I think sometimes you have interpretation of religion.

A: Okay.

RESPONDENT 4: I think it can also be from parents so it's been passed down by parents. So you must do this regardless of whether you think it's wrong to wrong. You must do this, you have to do this, you have to do this. So that can be affected.

A: Okay, what else you think it would be an important? Um, so we think to personal life. Let's say identity or family matter ...what other factors are important to be considered while managing the cultural diversified workforce?

RESPONDENT 4: Uhm.

A: In a way how to manage them?
RESPONDENT 4: Yes, geographical location. So again, not necessarily everybody can drive. The area you can working in the common transportation is that available? Those kinds of things, I would consider. (Next) is language barrier. So you have a lot of nationalities working together, may be communicating between them is not easiest.

A: So it’s more like the communication.

RESPONDENT 4: Yes and also attitudes. Because sometimes people, you know may come across from a certain nationality or culture as might aggressive, but that's just the way it is. Whereas the people come across really soft and sweet and nice and that is part of that kind of culture.

A: Okay. If you if you to like the attitude and communication if we are not being that technical when it comes like geographical location. Let’s say using interpersonal skills or some let’s say personal attributes. What would be those factors that you would consider to successfully manage these things?

RESPONDENT 4: Personal attributes as in?

A: Let's say, think we brought up...here. You said adopt thinking, be aware?

RESPONDENT 4: Yes. So would you find, let’s say awareness as an important factor or improving awareness to manage the workforce diversity in a better way? So let's say if we not pure little I talk about technical part of the job itself, but you personally how managed the cultural diversified workforce. What would you say? What are the important skills?

RESPONDENT 4: Important from a management says you have to be understanding, you have to be sympathetic to a certain degree and you have to be a listener, approachable. That is kind of goes back to your other question is, I think being more aware of different cultures when managing a team would be very very beneficial especially if you have a cultural diversified team. So you have four, five, six different nationalities all working within one team. Then you need to understand how those the kind of pieces of a puzzle are going to fit together and how you can best as a manager make everyone come together.

Q18

A: Do consider cultural intelligence as an important element to successfully manage cultural diversified workforce?

RESPONDENT 4: Yeah, I think it is. I think, I think each of these leads on to your previous question when you know, if you’re not culturally aware then how can you successfully manage your team that has different cultures, different understandings.

Q19

A: Personally, how would you feel about incorporating cultural intelligence in the current diversity management practices?
RESPONDENT 4: Happy, happy. I would embrace it. I look forward to you know, learning about different cultures and different nationalities. To give myself more awareness. So when, I am dealing with situations, I am aware of where that is coming from and then with training, like whether training or workshops or things like that you then given the skills to be able to deal with those conflicts or deal with that situation.

Q20

A: Great. In your current role do you think it would be important to develop cultural intelligence in a form of trainings or seminars?

RESPONDENT 4: I would say training is a bit of a situation when you are in a classroom and being taught. I think when it comes to something like this, I think it needs to be more of an open discussion where you have like key topics, you know, whoever's holding the session wants to cover and they navigate you through those topics in a way and that you understand and each person gets an opportunity to you know, give their opinion very much like this. You're given a you're giving your opinion on that specific topic.

A: So it's like an interactive way.

RESPONDENT 4: Yes, rather than being told. This is the way that you should deal with this. This is the way, this is that for this reason and it can only be done in this way. I'd rather have been approached by it's an interactive you're talking about these issues or how you would deal with things in different countries that kind of thing. It becomes more. For me, I would take more from that than being taught straight away.

Q21

A: Okay. We reached now our last two questions which basically would explore the advantage and disadvantage... In your opinion what will be the potential benefit of incorporating cultural intelligence as a form of managing cultural diversified workforce? And the second one, the next one is gonna be the possible short what you can forecast?

RESPONDENT 4: The potential benefit, I would definitely say is...managers more aware of the team, more aware of what is going on around them? They become more engaged with their team. They can manage more effectively.

A: When it come to the team or let's say the workforce itself, do you see any potential benefit?

RESPONDENT 4: Between each other (among team member -researcher's note)? Definitely, because then they become more aware of each other's culture. So it's really hard to describe because you know, you like I know how I would feel if I was in that situation, but it's hard to put into words... kind of become more sensitive to people.

A: Do you think would it impact team coherence?
RESPONDENT 4: I don't think it would impact it. So you mean team behavior?
A: Yeah...
RESPONDENT 4: I think yes, I think you know...
A: ...or even collaboration.
RESPONDENT 4: I think they will be more understanding of each other. They've been together. I think, it's quite important because if you don't understand so you've got to find and you don't understand why they're doing that and you don't make yourself aware then that can cause friction because it's not your belief. But then if you're not willing to make yourself more aware of why that is going on then you're gonna have friction.
A: Okay, then any potential benefit?
RESPONDENT 4: Benefit or disadvantage?
A: Any benefit or we can move to the disadvantage then. Or you can tell me disadvantage and if you find any benefit you can tell me that too.
RESPONDENT 4: The benefit I think is at a personal level.
A: Okay.
RESPONDENT 4: I think having that awareness, knowing how to deal with certain situations or given the tools or techniques to do with that is very beneficial.

Q22

A: Okay. Any possible shortfall of incorporating culture intelligence as a form of managing cultural diversified workforce?
RESPONDENT 4: I would say that misunderstanding.
A: Last question as we talk about potential shortfall.
RESPONDENT 4: Yes.
A: We talked about misunderstanding.
RESPONDENT 4: Yes. Misunderstanding, definitely. Some people may approach things in a different way. So that interpretation of how things should be handled would be different and that could lead to friction.
A: Do you think having knowledge or deepening your knowledge can cause you being biased or develop a different perceptions?
RESPONDENT 4: No, I don't think so. I think because the whole point of is to be culturally aware or not just of your own culture, but other cultures. So, if you're biased you are not culturally aware. Because if you are biased towards your own or within a group of communities then you're not culture aware. You are not culturally diverse, you are not reacting in the way that this is meant to be.
A: Okay. Anything else that you can foresee as a possible shortfall?
RESPONDENT 4: By being culturally aware?
A: By having cultural intelligence incorporated in form of culture diversity management practice? So, using cultural intelligence for diversity management?
RESPONDENT 4: If it is from like data collection, the data that's collected could be. Um, what's the word?
A: Sensitive?
RESPONDENT 4: A Sensitive and B, I'd go for almost the word of fixed... kind of, you know, it's guided in a certain direction. So, I think it would depend on how that data is collected and how it's analyzed by who it's analyzed. Is it a group of only one nationality analyzing this data or do you have all different nationalities looking at the same data coming up with their interpretations sitting together and collaborating to say this is the data intelligence we have collected not just from one source.
A: Anything else?
RESPONDENT 4: I think that's it.
A: Okay. Do you want to add anything else apart from that I mean not for this question now.
RESPONDENT 4: I think the topic that is brought up is a really good topic to discuss because it's a topic that not always touched upon because it's a quite sensitive topic and this way you talking about people's culture and being aware. It's really interesting, really interesting.
A: Anything else you want to ask me?
RESPONDENT 4: No.
A: Then, thank you very much for practicing.
RESPONDENT 4: Thank you.
Appendix 4 – Respondent 5. – Written response

Q1 - How long have you been working in your current role?
Just over 3 Years.

Q2 - What past experience do you have in the field of workforce planning?
18 Years. Have led planning teams at 3 different airports for 2 different companies. 2 in the UK and now Abu Dhabi.

Q3 - How can you describe your first cross-cultural encounter when you started managing cultural diversified workforce?
This was almost immediately after joining the current company. The difference between culture in the UK and the cross-culture in Abu Dhabi was immediately obvious. It was frustrating but enlightening.

Q4 - In your opinion, is experience in a cross-cultural work environment determinant to successful manage a cultural diversified workforce?
Experience would definitely be an advantage as it would allow quicker integration and with understanding more effective management is possible. It is not however essential as it can be learnt over time.

Q5 - How do you adopt to a cultural situation when you need to interact with people from different cultural background?
Willingness to adapt to the workforce you manage is essential. While you may have a best practice in mind this may not always be possible in its purest form. This is the same when communicating or considering those from a different culture. You have to adapt to the best way to achieve the results you need.

Q6 - How easy you find to interact with people from different culture in your current role?
Very much dependant on the culture. Some are more advanced and closer to your own then interaction can be similar to that you are used to. The hard part is adjusting to different levels for different cultures.

Q7 - What element do you consider important to successfully manage workforce diversity in your current role?
Patience, understanding & compromise.

Q8 - In your opinion, what is the biggest challenge you faced while interacting with different nationalities in your current role?
Language is always the biggest challenge as lack of ability to communicate effectively makes everything else more difficult.

Q9 - How would you describe cultural intelligence in your own terms?
Best way to describe it is developing. After 3 years I am definitely more culturally aware but if I think back to year 1 I was naive.

Q10 - Have you ever thought of deepening your knowledge in regards to cultural intelligence to enhance own effectiveness in your current role?
Yes. I think it is important to understand other cultures as best possible especially in my role which deals with people and time.

Q11 - Would you find it helpful to learn techniques and methods to improve cultural intelligence?
Yes, I believe the more you know/understand the better and the easier it will be to manage effectively.

Q12 - Do you think that developing cultural intelligence can be valuable skill whilst managing cultural diversified workforce?
I believe the more you know/understand the better and the easier it will be to manage effectively.

Q13 - In your opinion, do you think that current organizational culture support cultural diversity management?
Yes in terms of having a diverse management structure but not in how to adapt/understand different cultures when you first join.

Q14 - In your opinion, do you think that current organizational culture embrace cultural diversity?
To a certain extent. We have managers from many cultures and it is what helps us to be successful.

Q15 - Do you think that current diversity management provides a clear direction on how to handle conflict related to cross-cultural differences?
No, I think this is an area that would benefit people joining the company especially those from western cultures coming to manage workforces made up of a very different and mixed culture.

Q16 - Do you find any indication of cultural intelligence being considered while managing cultural diversity in the current organizational context?
Yes, we do see this with consideration of what certain cultures need and expect.

Q17 - In your opinion, what are the most important factors to be considered whilst managing a cultural diversified workforce?
Understanding of religion/faith & requirements associated to each in terms of what is important to the employee.

Q18 - Do you consider cultural intelligence as an important element to successfully manage a cultural diversified workforce?
Yes. I think at the very least a basic understanding is key but the more the better. Some cultures require greater understanding than others.

Q19 - How do you feel about incorporating cultural intelligence in the current diversity management practices?
The more we understand and can use the better we will be at managing our people.

Q20 - In your current role, do you think it would be important to develop cultural intelligence in a form of trainings or seminars?
I’m not sure they would be that effective but a method to share such information would be a good idea.

Q21 - In your opinion, what would be the potential benefit of incorporating cultural intelligence as form of managing cultural diversified workforce?
More effective management which can only lead to better performance.
Q22 - In your opinion, what would be the possible shortfall of incorporating cultural intelligence as form of managing cultural diversified workforce?

With such a diverse workforce it would be difficult to learn and remember everything you may need to know especially when it could be so different to your own culture.
# Appendix 5. – Participant consent form

Cardiff Metropolitan University
Ethics Committee

**PARTICIPANT CONSENT FORM**

Cardiff Metropolitan University Ethics Reference Number: 2016D5704

Name of Researcher: Anita Jonas

Title of Project: An assessment on the feasibility of incorporating culture intelligence as workforce management tool within a cultural diversified organisation: A Case Study on Etihad Airways

Name of Researcher: ________________________________

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**Participant to complete this section:**

Please initial each box.

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<th>I agree</th>
<th>I do not agree</th>
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<td>1.</td>
<td>I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.</td>
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<td>2.</td>
<td>I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.</td>
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<td>3.</td>
<td>I agree to take part willingly in the above study.</td>
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<td>4.</td>
<td>I agree to the interview being recorded.</td>
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<td>5.</td>
<td>I agree to the use of anonymised quotes in publications.</td>
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Signature of Participant ________________________________ Date ________________________________

Name of person taking consent ________________________________ Date ________________________________

Signature of person taking consent ________________________________