

Efficient Multicultural Management, IQ, CQ, and EQ

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Abstract

The complexity of relationships in a multicultural workplace poses significant challenges for managing cross-cultural environments, including teams, mergers, and partnerships. Scholars and practitioners actively explore the unique skills required for effective multicultural management, particularly by examining a manager's multi-intelligence quotient.

This study seeks to address the research question: How do a manager's Intelligence (IQ), cultural (CQ), and Emotional (EQ) quotients contribute to effective global management and an organization's overall performance?

In addition, a conceptual framework has been developed to create a structured research process to understand the traits of skilled and effective global managers. This framework also addresses existing theoretical gaps, such as inconsistencies and ambiguous findings regarding the relationship between a manager's intelligence quotients and their effectiveness in navigating cultural diversity challenges.

This research aims to enhance the validity of existing literature while addressing the pressing need for a comprehensive theory. Furthermore, the framework could deepen practitioners' understanding of the advantages of the relationship between effective management and managers' intelligence in cross-cultural contexts.

In conclusion, knowledgeable managers can foster positive outcomes for international organizations by effectively motivating and guiding their teams and promoting organizational growth. To excel in this role, they should possess three essential intelligence skills: IQ, EQ, and CQ.

Keywords: Global Business, IQ, Cultural Diversity, Emotional Intelligence, Leadership Paradigm, Cultural Intelligence

1. Introduction

"The integrated essence of the manager is in the three elements of management: business management, management of managers, and management of employees and work" (Drucker, P. F, 1994).

Globalization has significantly impacted the business environment, leading to developments in leadership paradigms and the foundational elements of organizational management, organizational structure, strategy, and finance. One critical change in the cultural landscape has resulted in significant differences and the emergence of multicultural challenges in management positions.

It is not enough for the leader to get a good education and a high IQ score. The new leader must be able to influence a culture and meet

a higher standard of essential abilities, such as influencing people, connecting with people, building teams to provide customer services, and retaining employees. This requires a talented manager.

Industrial and occupational psychologists use intelligence tests (individuals and groups) to assess the intellectual abilities of leaders. Intelligence is a great advantage, especially in challenging jobs that require keen people to perform them. It is not less important to be able to use dimensions to predict performance in a wide variety of real-life environments.

To be effective, global managers must exhibit global capabilities in multiculturalism. Researchers are concerned that ventures' high

failure rates are often linked to the dynamic and complex business environment that presents significant managerial challenges, mainly due to cultural diversity in the workplace.

Businesses operating in different countries or regions face challenges and opportunities associated with various cultures, which adjoin those experienced by domestic companies. These cultural differences influence various organizational aspects, including communication, negotiation, leadership, and employee management. Additionally, in terms of consumers and marketing behavior, failure to adapt to local preferences can lead to difficulties in sales. Consequently, top management must develop specific skills to succeed in the global business environment. They must improve their understanding of the complex relationships between proficient skills and global business management.

Scholars have proposed considering two additional pertinent forms of intelligence—cultural and emotional intelligence—that may predict global managers' effectiveness. Both forms of intelligence set a framework for understanding and managing cross-cultural leadership and interpersonal relationships. They indicated that the factors impact leadership competence in navigating organizational cultural differences by facilitating the assessment and development of manager's multicultural intelligence and emotional acumen.

While previous research has predominantly concentrated on domestic business management, future studies must ascertain whether these findings apply to international business contexts. Furthermore, several researchers underscore the necessity of developing new measurement tools designed explicitly for assessing global leadership skills.

Finally, much of the current organizational strategy focuses on analyzing attitudes rather than examining the characteristics of multiculturalism and their impact on management. Future research should investigate the social and cultural attributes that may influence leadership and management effectiveness in diverse environments. However, how leaders and managers can identify, develop, and implement these capabilities to benefit global organizations remains ambiguous. There is an urgent need for a comprehensive theory that explains the interrelationships among intelligence quotient, emotional intelligence, and cultural intelligence, as well as their connection to management effectiveness.

The theoretical framework (*see Figure 1*) is grounded in a comprehensive review of academic literature and insights from practitioners. It outlines a research process to address the traits of skilled and effective global managers with high intellectual, cultural, and emotional intelligence levels. Additionally, this framework aspires to enrich existing literature by providing further data and qualitative support for prior research findings.

2. Literature Review

2.1. Efficient Cross-Cultural Management

In the contemporary, intricate, and diverse global business

landscape, effective management necessitates a profound comprehension of human behavior and social intelligence. Leaders must be sensitive to each team member's mood and motivations to exert a meaningful positive influence within the organization. Accordingly, leaders must possess specific competencies, including the capacity to navigate intercultural interactions, engage in effective networking, exhibit flexibility, and manage teams within varying cultural contexts [1-6].

For a global organization to thrive, it is essential to have competent leaders or managers who possess an awareness of various intelligences pertinent to effective global management [4,6]. Such leaders must adeptly collaborate at both local and global management levels and be equipped to confront diverse economic, political, and cultural challenges. They must adopt a multicultural framework and respond flexibly to local demands while embracing cultural diversity [7,8]. To cultivate teams founded on trust and respect, leaders should establish robust structures, processes, authorities, and a culture responsive to social, geographic, and organizational complexities [6,9].

Management responsibilities can be classified into twelve distinct roles under four primary categories: assignment, social interaction, organizational modification, and external relations. The assignment category emphasizes efficiently utilizing personnel, equipment, and resources to attain organizational objectives. Social interaction encompasses team members' development, support, recognition, empowerment, and training. Organizational modification involves envisioning and facilitating change and innovation, promoting intellectual stimulation, encouraging risk-taking, and fostering organizational learning. The external relations category involves cultivating connections with the external environment, which includes networking, monitoring external factors to identify potential risks and opportunities, and representing the organization [10-12]. Each component enables a global organization to thrive in diverse environments—a risk-taking culture enabling a learning organization to adapt to new challenges and opportunities. Managers must lead by example, demonstrating agility in thought and action and promoting a mindset focused on continuous improvement and innovation. External Factors: The relationship between an organization and its external environment is essential for success. This aspect highlights the manager's role in networking and building relationships that can lead to new business opportunities. Additionally, managers must vigilantly monitor external factors that pose risks or present opportunities. This includes staying updated on market trends, competitor strategies, and changes in regulatory landscapes, as well as effectively representing the organization in various forums. Managers are vital in driving organizational transformation within a diverse global context. They provide targeted training to build trust, promote teamwork, and create structures that embrace social, geographic, and cultural complexities [4,9,13].

Recent scholarly literature underscores that multiculturalism in international business presents challenges and opportunities. Notable challenges include communication barriers, stereotypes

and biases, conflicts from divergent beliefs and values, and compliance with legal and regulatory frameworks [13]. Conversely, opportunities for global enterprises encompass enhanced creativity, diverse perspectives, improved problem-solving and decision-making capabilities, and increased employee commitment [13].

Ongoing research regarding the competencies of effective global leaders continues to expose a gap in empirical studies. Despite an expanding understanding of theoretical constructions, leadership effectiveness remains vague, with insufficiently defined determinants [5].

2.2. Cross-Cultural Differences

Cross-cultural interactions are frequently involved in work-related situations, such as long-term assignments overseas. When people transition from the known to the unknown, they experience challenges in a cross-cultural environment, such as language, communication, and interaction difficulties. As a result, cultural misunderstandings arise due to a need for more emotional awareness and understanding of the expected behaviors [13,14,15].

A critical factor in organizational management and the effectiveness of leaders is "National Culture." This concept shapes the perceptions of both leaders and employees regarding their immediate environment [15].

The differences between cultures arise from distinct backgrounds. As children grow, they begin to shape their understanding of the culture around them, learning to navigate the norms present at home and within their families and friends. This cultural understanding enables them to function effectively within their society [16,17]. It establishes certain assumptions,

beliefs, norms, and attitudes that affect how individuals interpret their reality and behavior, thus influencing their understanding of the foundational principles within their society.

Workplace cultures can vary significantly in attitudes, behaviors, communication styles, organizational goals, deadlines, and budgetary considerations. Furthermore, these cultural differences in behaviors and attitudes can lead to employee misunderstandings.

Professional literature is mainly based on famous theories regarding national cultural critical influence on the cross-cultural principle. First, Hofstede (1980, 2001), whose theory is based on five foundations of the cross-cultural idea: *Power distance*, *Uncertainty avoidance*, *Individuality vs. Collectivism*, *Masculinity vs. Femininity*, and *Long/Short-term orientation*. Power distances show how a specific society observes the basic phenomenon of power inequality in public.

Uncertainty Avoidance- This shows that the cultural public approaches change, risk, innovation, and more. *Individuality vs. collectivism*- How a specific society relates to a fundamental phenomenon of the relationship between the individual and society. *Masculinity vs. Femininity*- How a society relates the

gender dilemma. *Long/Short-term orientation*- Cultures with long-term orientations focus on the future and reject short-term success in favor of success in the long term; they also emphasize qualities of persistence, perseverance, saving, and long-term planning.

Short-term, differently, is focused on the short-run success or pleasure and emphasizes the present time. [14,15].

The second theory, GLOBE (2004), developed the theory to include nine more detailed dimensions of national culture that impact individual behavior. The first four are like Hofstede's theory, and the other five are more specific to Hofstede's factors, such as Future orientation, Gender agility, Orientation to Performance, Individual orientation, and Assertiveness [14,15].

Kunos and Karima (2019) assert that practitioners acquainted with these theories could effectively address staff conflicts and establish collaboration in their multicultural workplace. Reminding, effective leadership role, i.e., confront and succeed despite the different culture's perceptions, norms, beliefs, and attitudes toward work [14]. If not correctly handled, it might raise confusion and hinder successful implementation in the organization. Leaders should be culturally and socially sensitive and promote creative motivation through managerial manipulation [7,15,17].

2.3. Intelligence Quotient (IQ).

IQ measures an individual's abilities using numbers and best predicts which leaders and employees will learn the most as they progress on the job. The score is determined by many factors, including special knowledge, memories, understanding visualizations, vocabulary abilities, and perceptual ability. In predicting success at work, the more professional and complex the job is, the higher the accuracy [18,19]. There are two groups of intelligence tests: tests for groups in which large numbers of contestants can be tested simultaneously. Moreover, individual tests, especially when there is some uncertainty about the subject, and it is essential to see how the subject tries to solve test items. The manager's intelligence abilities are measured by the IQ (features such as analytical, logical, and reasoning ability). The importance of IQ increases due to its ability to help identify personal cognitive abilities, and more than that, this ability develops through appropriate preparation, calculated inference, and thinking and treatment of the specific subject. Murtaza et al.'s (2020, p. 8) findings show that individuals with a high IQ have better problem-solving abilities and perform their duties better.

It also helps organizations choose a suitable manager for them. However, individuals with a high score do not necessarily mean that the organization will prosper under his management. A high IQ does not necessarily predict the ability to influence culture, a way to connect with people, build teams, provide good service to customers, and retain them, as is expected of such a manager [6].

2.4. Cultural Quotient (CQ)

An individual's ability to function effectively in unfamiliar settings of cultural multiplicity [20]. It is a concept based on four areas:

meta-cognitive, cognitive, motivational, and behavioral. *Meta-cognitive*- the individual's cultural perception through intercultural interactions and involving high-level perceptual strategies. *Cognitive* means knowledge with a sophisticated mental perception of a cultural environment that gives an individual a starting point to anticipate and understand a cultural system with a social pattern within the culture. *Motivational*- an ability to direct attention towards learning situations of various cultures. *Behavioral*- a capacity to display verbal and non-verbal appropriateness when interacting with people from diverse cultures [21].

It is a powerful competence for predicting the performance of management tasks in an intra- cultural environment, a collection of personal characteristics that allow the global leader to change. Effective leaders must overcome difficulties of cultural adjustment and reach a better cultural adaptation to diverse cultures in the workplace [6]. Moreover, he must have the motivation to translate the acquired knowledge and produce a cultural strategy for his behavior (to present verbal and non-verbal actions in interaction with various cultures individuals). He ought to understand and manipulate any unfamiliar culture, adjust his behavior, and design a constructive collaboration of diverse cultural settings [22,23,6].

Lima and his colleagues (2016) designed and presented a valuable and valid measurement scale for CQ assessment. The scale is based on twenty-one items regarding five factors of global organization: leadership behavior, adaptability, development and learning, organizational intentionality, and organizational inclusion. For example, in (1) leadership, "the organization provides the leaders with cross-cultural training." (2) In the structural factor, "the organization knows how to solve cultural differences relating to the organizational expectations." [24].

2.5. Emotional Quotient (EQ).

The ability to control one's mood through self-awareness, improve it through self-management, grasp its influence through empathy, and behave to raise one's morale and that of others by managing relationships [25,6].

Emotional intelligence (EQ) encompasses the ability to navigate personal and social dimensions, further delineated into five key areas: personal awareness, personal regulation, personal motivation, empathy, and social ability [26]. Personal awareness involves recognizing one's own emotions, while self-regulation pertains to the capacity to manage those emotions in a way that fosters positive outcomes. Self-motivation refers to the ability to harness enthusiasm to drive constructive actions. Empathy is characterized by actively listening to others, and social skills encompass the competencies necessary for building and sustaining relationships [26].

Research indicates that a leader's emotional intelligence significantly impacts their effectiveness in decision-making, particularly under challenging or complex circumstances [27,6]. Furthermore, professionals observe that emotional intelligence and cognitive intelligence exhibit similar characteristics. Both

contribute to an individual's ability to communicate effectively, maintain emotional control in various situations, and exhibit greater behavioral flexibility compared to individuals with lower levels of emotional intelligence [3]. As emotional intelligence improves, individuals demonstrate enhanced adaptability in workplace settings, societal interactions, and other environments [28,3].

The literature provides essential measurement instruments for evaluating emotional intelligence, including the Emotional Quotient Inventory developed by Bar-On in 1997, which encompasses fifteen items such as self-awareness, social responsibility, and optimism, and Schutte et al.'s (1998) Emotional Intelligence Scale, featuring thirty-three items related to EQ [29]. For instance, items include (1) "I am aware when my feelings change" and (2) "I help individuals to feel better when they are distressed."

Leaders and managers with high levels of emotional intelligence are positioned to positively impact their organizations, fostering competitive advantage and promoting organizational growth. Their remarkable abilities to motivate, guide, and enhance the capabilities of their subordinates are pivotal to overall success.

2.6. IQ, CQ, and EQ Interrelationship

IQ, CQ, and EQ are the most significant competencies for multicultural leadership in the global business environment. They also comprise important tracks in training multicultural management and developing organizational performance [27].

The literature assumes that CQ and EQ have, on the one hand, distinctive components; on the other hand, they have overlapping skills, such as an ability to interpret cues, openness to experience, and appropriate behavior (Crowne, 2009). More than that, in cross-cultural circumstances, individuals need to interact with others effectively. Several examples showed that CQ and EQ are complements, i.e., a human being with emotional intelligence perceives at the same time what differentiates the different people, and a person with cultural intelligence can infer what is expected and determine the non-universal traits [28,10,20].

Cognitive Intelligence (CQ) and Emotional Intelligence (EQ) play a significant role in leadership, particularly in decision-making processes related to three essential skills: external relationships, cross-cultural adaptation, and negotiation. Consequently, both forms of intelligence are critical for navigating cultural diversity.

While EQ complements Intellectual Quotient (IQ) in fostering high-quality interpersonal relationships, CQ emerges as another vital component of intelligence that enhances understanding of diversity when engaging in multicultural environments.

CQ is recognized as a sociocultural and individualistic dynamic that manifests within cultural diversity. Although EQ is inherently linked to cultural contexts, being culturally adhesive, it is, in contrast, not inherently bound to any specific culture and is characterized by a set of general traits applicable to diverse

situations. Emotional intelligence emphasizes a leader's capability to interact effectively with others while remaining attuned to their own emotions and those of others. In contrast, CQ emphasizes the leader's effectiveness in engaging with individuals from different cultural backgrounds.

In his article in Forbs, the president of Marchant Fleet Company in South America notes that managers must integrate IQ and EQ into their competency pool. Kim (2020) also adds that integrating the two is relevant to all areas of life. However, there is still much room for researchers and practitioners to investigate the dynamic business environment and the relationship between EQ and IQ and firm performance.

A study conducted by Kim in 2020 examined the relationship between EQ, IQ, and corporate performance, with a particular focus on executives within Vietnamese corporations. The findings indicated that emotional intelligence and cognitive ability positively

contribute to organizational performance. Furthermore, the study revealed that managers exhibiting higher levels of EQ and IQ are more likely to drive enhanced company performance. Notably, emotional intelligence's impact on organizational performance was more significant among male managers than their female counterparts. Additionally, younger managers with elevated levels of EQ and IQ were shown to exert a more significant influence on company performance than their older counterparts. These insights imply that organizations should prioritize emotional intelligence and managerial competencies in hiring and human resource management practices.

Research exploring the interrelationships among IQ, CQ, and EQ is still in its early stages, with a prevalence of limited findings necessitating further investigation. Moreover, these dimensions' collective contributions and benefits to global organizations remain unclear.

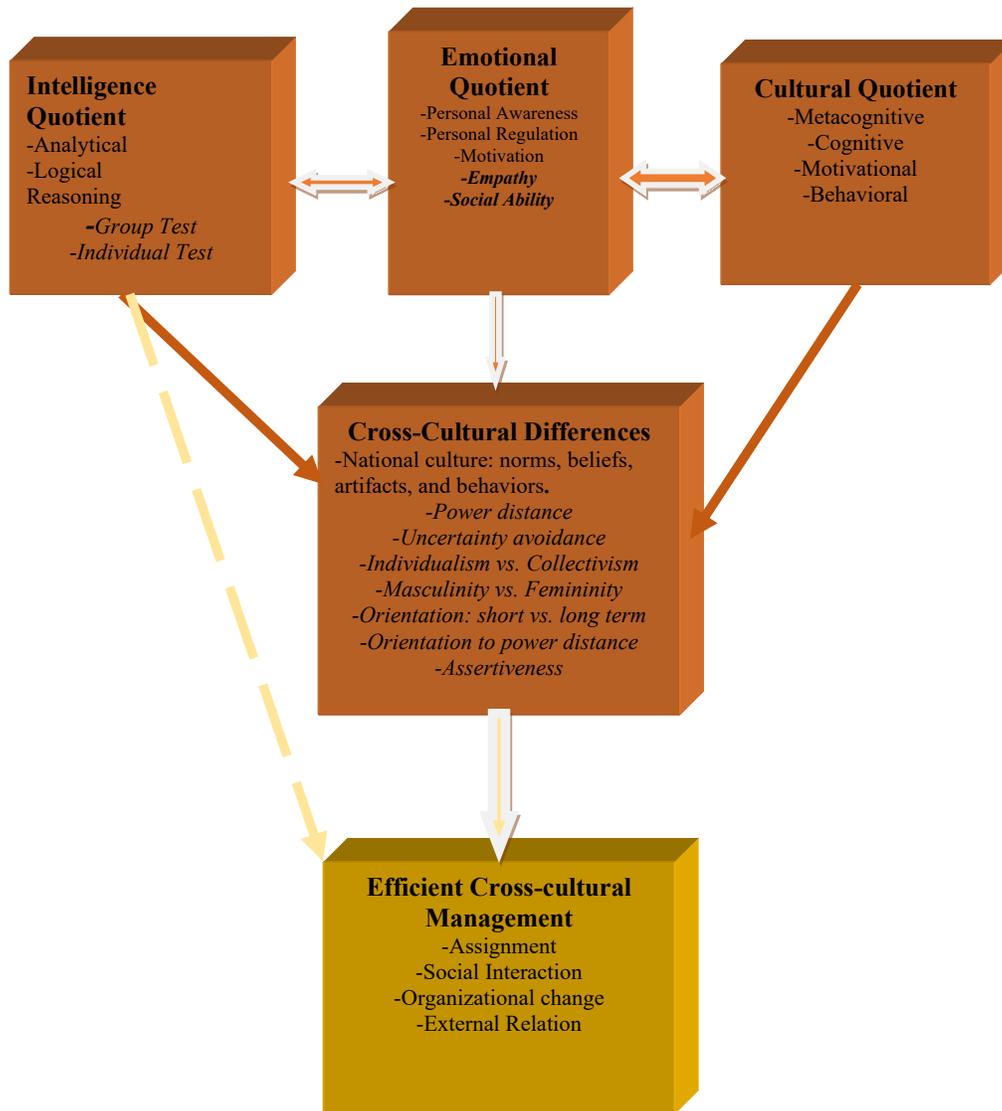


Figure 1: Conceptual Model " Efficient Multicultural Management ".

3. Conceptual Framework

This study delves into the concepts and theories presented by scholars and practitioners regarding multicultural organizational management and the challenges associated with diversity that impact managers' competencies. Cultural diversity is intricately linked to emotional and cultural sensitivity. The study is structured to summarize the theoretical foundations and culminates in proposing a suitable solution.

The framework comprises five key constructs: cross-cultural management, cultural diversity, cognitive intelligence, cultural intelligence (CQ), and emotional intelligence (EQ).

The concept of *effective cross-cultural management* is anchored into twelve distinct roles under four primary categories: assignment, social interaction, organizational modification, and external relations. The assignment category emphasizes efficiently utilizing personnel, equipment, and resources to attain organizational objectives. Social interaction encompasses team members' development, support, recognition, empowerment, and training. Organizational modification involves envisioning and facilitating change and innovation, promoting intellectual stimulation, encouraging risk-taking, and fostering organizational learning. The external relations category involves cultivating connections with the external environment, which includes networking and monitoring external factors to identify potential risks and opportunities and representing the organization.

Cross-cultural Differences- Cultural interactions often occur in work-related situations, especially during long-term overseas assignments. Individuals face challenges adapting to unfamiliar environments, such as language barriers and social interaction difficulties, leading to misunderstandings due to a lack of emotional awareness. The literature identifies differences in five cultural dimensions—"Power distance," "Individualism vs. Collectivism," "Masculinity vs.

Femininity," "Uncertainty avoidance," and "Long-term vs. Short-term orientation"—that shape cultural interactions.

The intelligence quotient is critical to success, providing cognitive capabilities and problem-solving skills. The effects of a high IQ on a leader enable them to effectively execute strategic plans, analyze data, recognize patterns, make informed decisions, solve complex problems, identify challenges, and manage innovative solutions.

Cultural Quotient- A persona skill that operates efficiently in various cultures by involving a set of behaviors using skills like language, flexibility, and interpersonal qualities. It is a concept that includes the following four terms: Meta-cognition, cognition, motivation, and behavior.

Emotional Quotient helps a person control his mood through self-awareness, modify it through self-management, grasp its influence through empathy, and behave to raise one's morale and that of others by managing relationships. EQ is ability in two main

aspects, personal and social, and in five dimensions: personal awareness, personal regulation, personal motivation, empathy, and social ability.

4. Future Research

The conceptual framework is firmly grounded in extensive and well-established research literature. However, there is a pressing need for more empirical studies to validate and strengthen its reliability regarding the effectiveness of international managers in cross-cultural organizations. This framework highlights the significant impact of three key intellectual skills. At the same time, it invites future researchers to delve into additional intelligence factors crucial for success in global management across diverse cultural contexts. Exploring the effects of various management styles and the role of training and professional development can deepen our understanding of this field and contribute to creating more effective management practices in intercultural organizations.

5. Conclusions

International management requires leaders who excel in two crucial areas: business management, which encompasses global competencies in strategy, operations, marketing, and research and development, and expertise in managing human resources within multicultural environments. To function effectively in this role, such leaders must develop a unique skill set that sets them apart from domestic leaders and enables them to navigate the complexities and unpredictability of the global business landscape. High-level intelligence managers can drive positive outcomes for international organizations by effectively motivating and guiding their teams and promoting organizational growth. They should possess three essential intelligence skills:

1. Intelligence Quotient (IQ) – the ability to analyze and tackle problems effectively.
2. Cultural Quotient (CQ) – the capacity to adapt and thrive in diverse cultural settings.
3. Emotional Sensitivity – This includes personal and social skills that enable them to understand and manage their emotions and those of others.

Establishing a clear conceptual framework that links emotional and cultural intelligence to a leader's personality and effectiveness as an international manager is vital. Given the current confusion and gaps in the literature concerning the relationship between personal intelligence and managerial effectiveness, especially in global contexts, there is an urgent need for more empirical research in cross-cultural organizational management.

The proposed theoretical framework from the literature review offers a solid investigative approach to exploring the traits of skilled and effective global leaders with high CQ and EQ. From a practical standpoint, this framework can provide valuable insights for organizational leadership, helping to clarify the personal competencies necessary for successful global leadership. Moreover, organizations can utilize this framework as a training

model to foster future leadership and staff development.

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