

Can cultural intelligence be used as a predictor of expatriates' performance in their mission? - An empirical research on cultural intelligence (CQ) dimension in the success of expatriation.

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Résumé

In recent years the interest for research on expatriation has grown in line with the observed globalization of the economy. Many organizations have developed a true international activity, whether by genuine choice or by obligation in order to maximize chances of success and sustainability of their activity. Geographical expansion and trade globalization often induce the need for competences movements. This has generated a growing demand for expatriates, fuelling in turn the demand for a better understanding of its mechanisms with a growth in research.

Given the usually considerable costs linked to expatriation organizations are becoming more and more mindful of the return on investment they can achieve when involving an expatriate. In that context organizations welcome any approach which can help ensure that selected expatriate have reasonable chances of success in their mission.

Cultural intelligence (CQ) has often been mentioned as facilitator for expatriate's performance and several studies have confirmed that. The objective of the current study is to add to the empirical evidence that CQ impacts the expatriate's performance and is a valid predictor of his performance, while also exploring a new angle with the potential predictive improvement given by the assessment by the supervisor of the expatriate rather than only by the expatriate assessing himself.

A sample of expatriates from a variety of origins and companies, and posted truly around the world, have answered a questionnaire designed after recognized research on CQ, cultural adjustment and cultural effectiveness, replicating Lee & Sukoco (2010) study on CQ impact on expatriate performance. Simultaneously a number of the supervisors of these expatriates also filled the same questionnaire, giving their views on the same dimensions of their subordinate expatriate, in order to explore the difference of both groups (expatriates and supervisors) in assessing key variables.

Mots Clés

cross-cultural adjustment, cultural effectiveness, cultural intelligence (CQ), expatriate performance, expatriate