UNVEILING SUCCESS: INVESTIGATING THE IMPACT OF CULTURAL INTELLIGENCE ON JOB PERFORMANCE OF EMPLOYEES IN HOSPITALITY INDUSTRY

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Abstract

Front desk employees play a critical role in providing discerning customers with individualized and superior service in upmarket hotels that cater to a global audience. Using cultural intelligence is necessary to ensure exceptional cross-cultural experiences, but it also puts more pressure on frontline staff. The purpose of this study is to investigate how cultural intelligence (CQ) affects hotel employees' performance on the job. Regression analysis utilizing Smart PLS was used to look at the relationship between cultural intelligence and job performance among the varied clients of the hospitality industry. A number of upscale hotel employees in India provided primary data voluntarily for this study. The findings show that cultural intelligence significantly affects job performance. This implies that there is a relationship between employees' job performance and their cultural quotient. These results also highlight the significance of cultural competence in raising general job performance and effectiveness in the hospitality industry.

Keywords: Cultural Intelligence, Job Performance, Hospitality Industry, Upscale Hotels, Dimensional Impact.

INTRODUCTION

The intricacy of corporate undertakings has increased due to the growing effect of globalization. Nowadays, managers need to be sensitive to cultural differences in order to interact with people from different backgrounds and adjust to new cultural contexts in today's global workplaces. Leaders must acquire new global competencies in order to thrive in this changing environment. Cultural intelligence (CQ) is a useful characteristic that improves a person's ability to interact with people from different cultural backgrounds. It includes a range of skills and traits that facilitate successful communication in strange cultural settings (MacNab, Brislin, & Worthley, 2012). The ability to identify, comprehend, and react correctly to cultural cues in a variety of contexts is possessed by managers who are culturally intelligent. On the other hand, low cultural intelligence can lead to poor communication, low productivity, a predisposition towards stereotyping, and avoidable confrontations.

Businesses are placing a greater emphasis on the need for managers who can work well in global teams and quickly adjust to a variety of cultural contexts (Early & Peterson, 2004, p. 100). In this field, cultural intelligence (CQ) is a relatively new notion, although research on it is still lacking. There is a rising need for managers who possess cultural intelligence as firms function in more worldwide environments. This emphasizes how important it is to learn more about CQ and how it relates to effective leadership in cross-cultural contexts. Earley and Ang (2003) first proposed the idea of cultural quotient (CQ), which is centered on a person's ability to function well in situations where there is a range of cultural backgrounds (Ang and Van Dyne, 2008). People that possess a high CQ are able to comprehend complex circumstances, analyze the processes at play in a nuanced manner, and modify their leadership style,

communication style, and comprehension to fit different cultural contexts. The dynamics of business and organizations are changing due to globalization, and this has led to a greater understanding of the importance of CQ and the necessity for more study and real-world application in a variety of professional fields.

 CQ is a flexible quality that people can progressively develop and improve. According to Ang et al. (2007, p. 337), there are several aspects of cultural quotient (CQ). When engaging with people from different origins, metacognitive CQ entails modifying one's cultural understanding and becoming ready for cross-cultural encounters beforehand. Conversely, cognitive CQ relates to a person's capacity to identify cultural parallels and differences (Ang et al., 2007, p. 337).Motivational CQ embodies an individual's inclination to engage in adaptive behaviors when confronted with unfamiliar cultural environments (Earley and Peterson, 2004). On the other hand, Behavioral CQ encompasses the capacity to flexibly adjust behavioral responses to suit diverse cultural contexts, including verbal and non-verbal adaptations, as necessitated by cross-cultural interactions (Ang, Van Dyne, and Koh, 2006).

The fundamental elements of work performance in an organization are impacted by a number of variables, such as the job specifications, the vision and objectives of the organization, and the group consensus on the important behaviors that the company considers important (Motowidlo and Schmidt, 1999).It is one of the most important ideas in businesses and organizations, and many scholars refer to it as the dependent variable (Impelman, 2007). According to Campbell (1999), performance results from a confluence of competence, talents, and drive directed toward carrying out official job duties. Academics have emphasized that job performance is multifaceted (Borman and Motowidlo, 1993; Campbell, Gasser, and Oswald, 1996) and includes a range of aspects, including task performance. Task performance is related to knowledge and principles relevant to job performance and includes all official actions and activities needed of employees within the everyday process (Bess, 2001). According to Kramer and Wayne (2004), contextual performance refers to aspects of employment that transcend the job itself, like the connections made with people from the host nation. However, performance that is distinctive to an assignment is associated with specific tasks that are part of the assignment (Caligiuri, 1997).

LITERATURE REVIEW

There are many different definitions and interpretations of culture presented by academics and researchers. Brislin (1993) defined culture as the collective beliefs, attitudes, and presumptions that shape specific behaviors. Shen (1995) also asserts that behavioral patterns—which include how people behave in various contexts and use language to communicate their ideas—may be used to understand culture. According to Wierzbicka (1994), differences in speech patterns and communication styles among people from different ethnic backgrounds are a reflection of different cultural norms and values, which add to cultural variety. Cultural identity is the idea that every culture has distinctive qualities while simultaneously having commonalities with other cultures. According to Hall (1992), our ties to diverse national, ethnic, linguistic, and religious cultures give rise to the complex idea of cultural identity. There are variances and convergences in inclinations and dispositions among all cultural identities in relation to one another.

Organizational culture is an important aspect of culture in a professional setting. According to Brown (1998), it includes the values, attitudes, and learned coping mechanisms that have developed during an organization's history. These cultural components are shown in the organization's physical structures as well as in the behaviors that its members display. The common understanding of the objectives, standards, and procedures of an organization that influences interactions, decision-making procedures, and general workplace functioning is referred to as its organizational culture. It affects the general culture of the company, employee conduct, and communication styles. Furthermore, the identity, cohesiveness, and overall effectiveness of the organization are significantly shaped by its organizational culture. According to Sun (2008), an organization's usual characteristics mirror its organizational culture, meaning that comprehending organizational problems requires using corporate culture as a framework. According to the Society of Human Resource Management (2015), an individual's cultural identity—which includes things like gender, age, sexual orientation, occupation, and ethnicity—has a big impact on businesses.

Cultural variety offers advantages and disadvantages for the health of an organization. Ignoring possible dangers brought on by cultural differences might quickly result in miscommunication. Expressions, gestures, objects, and social circumstances can all have several meanings in different cultures. Studies show that cultural diversity at work may be a factor in cases of workplace incivility, which is defined as treating people rudely, impatiently, and with incivility or disrespect (Welcourne, Gangadharan, & Sariol, 2015). Different cultures may have different ideas on what constitutes rude, harsh, or disrespectful behavior. For instance, although giving something to someone else with your left hand may be considered rude and disrespectful by Indians, Westerners usually do not view it that way (Handoyo, Samian, & Suhariadi, 2018).

Cultural intelligence (CQ)

The term "cultural intelligence" (CQ) describes the capacity and aptitude to recognize and understand people from diverse cultural origins. It also has to do with how well someone can engage or communicate with persons from different cultural backgrounds. Cultural quotient (CQ) is different from emotional quotient (EQ) in that it necessitates cross-cultural understanding. According to Peterson (2004), cultural intelligence (CQ) is the capacity to act in ways that show consideration for the cultural values and viewpoints of people one interacts with. These behaviors can make use of language and interpersonal skills as well as qualities like flexibility and tolerance for ambiguity. The concept was further developed in 2001 by the National Association of Social Workers, who replaced the term "CQ" with "cultural competence." They characterized cultural competence as "a continual array of behaviors, convictions, and habits facilitating people or organizations to cope with different cultures effectively." according to their description. It entails people and systems' capacity to interact politely and competently with people of different languages, cultures, socioeconomic statuses, races, ethnicities, faiths, and other diversity-related characteristics. This approach preserves and respects each person's dignity while acknowledging and appreciating the inherent worth of people, families, and communities.

According to the Society of Human Resource Management (2015), firms looking to implement improvement methods should start by assessing the CQ levels of their personnel. Organizations can use strategies like (i) self-reflection and experiential

learning, (ii) coaching and training programs, and (iii) customized CQ development plans to accomplish this. Through the use of an experiential learning and reflection strategy, businesses facilitate the engagement and interaction of employees who are not well-versed in the culture in question with its members. Employees who are directly exposed to intercultural differences are better able to internalize and appreciate various cultures than those who only read or hear about them. Although direct, hands-on experience cannot be replaced, coaching and training programs is a useful additional tactic for improving CQ. Providing short, two-hour introduction CQ training to cross-functional teams can be incredibly beneficial. Nonetheless, it's a good idea to add targeted CQ training sessions to these in order to address the unique requirements of certain groups. Senior leaders and staff who have trouble getting input from their subordinates can benefit most from coaching. Creating customized CQ development programs is frequently the most efficient way for people to enhance their CQ. According to The Society of Human Resource Management (2015), intercultural assessments have a purpose, but their usefulness is limited unless people consider their own strengths and limitations and set up a feedback system.

Cultural Intelligence and Job Performance

Rezaieekelidbari, Rezaieedizgah, and Rajabijourshari (2012) focused on 217 operating staff members in Iran's Ports and Maritime business in order to explore the complex connection between job performance and CQ. Their research, along with other studies in the literature, continuously emphasizes the important influence CQ has on workers' effectiveness in their jobs. In their study, Rezaieekelidbari et al. (2012) aimed to investigate the relationship between job performance and Cultural Quotient (CQ) emphasizing the significance of CQ in navigating the complex and ever-changing marine business. Their results probably provide insightful information on how people with higher CQ are better able to comprehend, adjust to, and operate productively in multicultural work environments.

Furthermore, the study probably clarified the complex interactions that exist between cultural intelligence and other aspects of job performance, like productivity, efficacy of communication, and cooperation. Rezaieekelidbari et al. (2012) probably advanced our knowledge of how CQ improves organizational effectiveness and creates inclusive, peaceful work cultures by examining these factors. Moreover, their study probably stimulated more research on the application of CQ in several fields and regions, leading academics and professionals to consider its consequences for various industries and cultural environments. By doing this, Rezaieekelidbari et al. (2012) probably triggered continuing discussions and projects meant to develop CQ among staff members and promote cultural competency in businesses across the globe.

Sexton's (2013) study, which examined 257 workers in the motor coach transportation sector, confirmed the role that Cultural Intelligence (CQ) plays in influencing workplace happiness, job performance, and job innovation. Consistent with the conclusions given by Rezaieekelidbari, Rezaieedizgah, and Rajabijourshari (2012), Sexton's research highlighted the critical function that CQ plays in improving several aspects of the working world. The study most likely showed that two parts of CQ—the cognitive and motivational ones—emerged as being very significant in influencing workers' job performance in the motor coach transportation industry. This emphasis on cognitive skills and motivational elements implies that people who are more likely to succeed in

their employment within this industry are those who have an insatiable desire to engage effectively across varied contexts and a heightened capacity to recognize and navigate cultural differences. Furthermore, Sexton's (2013) research probably shed light on CQ's wider effects beyond work performance. The study probably highlighted the many advantages of developing cultural intelligence in organizational settings by exhibiting its noteworthy influence on job innovativeness and job contentment. Higher CQ workers are more likely to contribute creative ideas and feel more satisfied with their jobs, which helps to create a healthy and vibrant workplace culture. They are also more suited to adapt to a variety of work contexts. Moreover, Sexton's investigation of CQ in the motor coach transportation sector probably acted as a spur for additional study and useful treatments that aim to use cultural intelligence to improve employee wellbeing and organizational effectiveness in a variety of industries. A culture of diversity, inclusivity, and creativity within the sector and beyond is likely to be fostered by the study, which sparked conversations on how to incorporate CQ training and development programs into professional development initiatives and employee onboarding.

Jyoti, Kour, and Bhau (2015) looked at 342 banks in India as part of their study to examine the relationship between work performance and Cultural Intelligence (CQ). Their results showed a strong correlation between CQ and job performance, indicating that those with higher CQ typically do better in their professions. Additionally, the investigation probed the dynamics of this association by examining the function of cross-cultural adaptability as a moderator. It was discovered that a critical mediating factor between CQ and job performance is cross-cultural adaptability. Put differently, those who are more adept at adjusting to different cultures are more likely to use their Cultural Intelligence (CQ) to its full potential, which improves their effectiveness at work. For the best possible workplace outcomes, this research emphasizes the significance of both CQ and multicultural adaptability; particularly in heterogeneous environments like the Indian banking industry. It emphasizes how important it is for businesses to help staff develop these competencies in order to improve productivity and flexibility in multicultural settings.

In 2020, 427 front desk staff members of Thai domestic chain hotels participated in a survey carried out by Ratasuk. The study's conclusions showed that among the personnel assessed, Cultural Intelligence (CQ) showed a positive and substantial link with communication efficacy. But a noteworthy finding surfaced, suggesting a negative and substantial correlation between these frontline workers' stress levels and their CQ. Similarly, in a different study conducted in 2020 by Fan, Song, Nepal, and Lee, data was collected from 386 Chinese migrant laborers who were employed in South Korea as well as their managers. The results of this investigation showed that employees' creative acts were positively impacted by Cultural Intelligence (CQ). This effect was ascribed to the participants' increased levels of Cultural Intelligence, which improved information exchange.

These studies highlight the diverse effects of cultural intelligence in various settings. In Thailand's hotel industry, CQ seems to improve the efficacy of communication while also lowering frontline staff members' stress levels. On the other hand, CQ encourages creative behavior in the context of migrant workers in South Korea by enhancing knowledge sharing. These revelations deepen our comprehension of the complex relationships between CQ and well-being and professional performance in a range of work contexts.

Understanding culture and how it influences relationships and career aspirations falls under the category of cognitive (The Society of Human Resource Management, 2015). It consists of two parts: context-specific comprehension, which highlights the significance of culture within certain domains, and cultural-general comprehension, which entails a wide grasp of cultural systems, norms, and values across many social frameworks. While context-specific knowing refers to the application and adaptation of CQ to extremely particular situations and surroundings, cultural-general understanding covers communication patterns, gender role expectations, and religious perspectives across diverse cultures.

The ability to assess one's own strategic thinking prior to, during, and following cross-cultural encounters is known as meta-cognitive ability (The Society of Human Resource Management, 2015). There are three smaller components to this measurement. Planning is being ready for cross-cultural interactions by realizing that different cultures may approach people, subjects, and situations in different ways. In cross-cultural interactions, awareness means being aware of both one's own and other people's thoughts. Checking entails modifying mental models in accordance with the comparison of actual events with previous expectations.

Behavior is the capacity to carry out tasks in various cross-cultural contexts in an efficient and adaptable manner (The Society of Human Resource Management, 2015). It also entails knowing when to modify or stick to one's cultural customs. Speech actions, or particular words and phrases used to transmit various kinds of information, are one component of behavior. Verbal cues, such as modulating speech's loudness, tone, and intensity. Nonverbal cues, such as adjusting body language, distance, and expressions when necessary.

Task performance and contextual performance may be used to assess the work performance of librarians, according to Motowidlo et al. (1997), as reported by Masrek et al. (2017). Task performance in the technical core of an organization involves carrying out technical processes or meeting technical requirements (Motowidlo et al., 1997). It includes all of the official tasks that job descriptions prescribe and specify. Generally, job descriptions and compensation plans within an organization specify behaviors related to work performance (Hartini, Fakhrorazi, & Islam, 2019).

The inclusion of a variety of non-job-related activities in performance evaluation is made possible by the concept of contextual performance. Contextual performance, in contrast to task performance, does not directly support the technical procedures of the company. Rather, it maintains the larger organizational, social, and psychological framework required for the efficient operation of the technical core. Activities intended to strengthen the social and organizational network and promote a supportive team environment are included in contextual performance. These could be helping and working together with others, following organizational policies and guidelines even when they personally conflict, supporting the objectives of the organization, and offering to help out with chores that are not related to one's official job obligations (Motowidlo et al., 1997).

The first-order construct and the second-order construct can be used to form the study hypothesis, respectively. The link between CQ and JP will be the main topic of discussion if the second-order construct is selected. Arnau (1998) contends that the second-order method is superior to the first-order method in terms of theoretical generalizability. Second-order factor models, according to Chen, Sousa, and West

(2005), provide a more condensed and understandable approach. Consequently, a second-order construct with the goal of theoretical generalizability was created for JP. On the other hand, the first-order construct was selected for CQ in order to offer specific insights that should have an impact on JP. As a result, the study's hypotheses are formed appropriately.

H1: Motivation has a positive significant impact on JP

H2: Cognition has a positive significant impact on JP

H3: Meta- Cognition has a positive significant impact on JP

H4: Behaviour has a positive significant impact on JP

RESEARCH METHODOLOGY

To assess the variables outlined in the framework, questionnaire items were adapted from Ang et al. (2007), Koopmans et al. (2011), Van Dyne et al. (2012), and Masrek et al. (2017). Each variable comprised five items, rated on a 5-point Likert scale ranging from "1 = Strongly Disagree" to "5 = Strongly Agree.". Each item's degree of agreement was queried of the respondents. Experts pretested the questionnaire before it was distributed. These experts included two professors with expertise in hospitality and tourism management and general management, as well as seasoned hoteliers with more than ten years of experience. The questionnaire was modified in light of their comments and recommendations.

Using a descriptive research approach, the study investigated the effect of cultural intelligence on front desk employees' job performance in the hotel sector. The study included front desk staff from 3, 4, and 5-star hotels located in various parts of India-country that is well-known for its substantial tourism industry. To achieve the research aims, data were collected from 200 randomly selected staff representing various 3, 4, and 5-star hotels using proportionate sampling procedures.

The study used partial least squares structural equation modeling (PLS-SEM) to examine the data. Using SmartPLS Version 4.0, there are two primary processes in this process: assessing the measurement model and analyzing the structural model. The measuring model was evaluated by assessing its convergent and discriminant validity. When evaluating constructs, convergent validity evaluates how closely connected items are to one another, whereas discriminant validity looks at how different items are from one another across constructs.

The study's analysis mainly focused on looking at the suggested relationships between the constructs in order to evaluate the structural model. The evaluation of the structural model's associations' collinearity, importance, and relevance was part of this assessment, along with an analysis of the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

RESULTS AND DISCUSSION

Measurement model assessment

The results of the measurement model evaluation are shown in Table 1. For this evaluation, metrics including average extracted variance (AVE), composite reliability (CR), and factor loading were used. Although a value of 0.700 is the conventional benchmark for factor loading, values of 0.4, 0.5, and 0.6 are considered acceptable

under certain conditions (Ramayah, Cheah, Chuah, Ting, & Memon, 2018). The average extracted variance (AVE) and composite reliability (CR) requirements are 0.5 and 0.7, respectively. Table 1's results show that all of these standards have been met, suggesting that the measurement model's convergent validity can be taken for granted. The SmartPLS output of the measurement model evaluation is shown in Figure 2.

Table 1: Factor loading, composite reliability and average variance extracted

	Item Code	Factor Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)
Behavioral	BE1	0.77	0.789	0.612
	BE3	0.816		
	BE4	0.787		
	BE5	0.755		
Cognitive	CO1	0.695	0.841	0.553
	CO2	0.697		
	CO3	0.806		
	CO4	0.776		
	CO5	0.793		
	CO6	0.684		
Meta-Cognitive	MC1	0.812	0.797	0.709
	MC2	0.862		
	MC3	0.851		
Motivation	MO1	0.678	0.756	0.547
	MO2	0.821		
	MO3	0.749		
	MO4	0.701		
Job Performance	CP	0.926	0.923	0.857
	TP	0.925		

Source: Author's Own Calculation

Using the heterotrait–monotrait correlation ratio (HTMT), the measurement model's discriminant validity was assessed. Henseler, Ringle, and Sarstedt (2015) state that HTMT is a suitable criterion to evaluate discriminant validity. Gold, Malhotra, and Segars (2001) recommended a threshold of 0.9, but Kline (2011) stated that the number should not exceed 0.85. All of these requirements were met, as shown in Table 2, suggesting that the measurement model had discriminant validity.

Table 2: HTMT assessment of discriminant validity

	Behavior	Cognitive	Job Performance	Meta-Cognitive	Motivation
Behavior					
Cognitive	0.895				
Job Performance	0.84	0.803			
Meta-Cognitive	0.783	0.874	0.799		
Motivation	0.123	0.159	0.144	0.14	

Source: Author's Own calculation

Structural model assessment

To determine whether multicollinearity occurs in the model, the Variance Inflation Factor (VIF) was evaluated. Given that every VIF value is comfortably below 3.3, the results shown in Table 3 suggest that multicollinearity problems are not present in the model (Diamantopoulos & Siguaw, 2006). Table 3 displays the findings of the structural model analysis that were attained using the bootstrapping process.

To evaluate the data, the following rule was used: hypotheses are supported when p < 0.001 (t > 1.645), p < 0.05 (t > 1.96), or p < 0.001 (t > 2.58). The results unequivocally show that every hypothesis is validated. According to Cohen (1988), R^2 should be at least 0.35, and this study's R^2 of 0.623 shows that the calculated model is significant.

To evaluate predictive significance, the blindfolding process with a D = 7 distance omission was carried out. A cross-validated redundancy approach forms the basis of the Q^2 value computation, which is in good alignment with PLS-SEM analysis (Hair, Thomas, Hult, Ringle, & Sarstedt, 2017).

As seen in the data, a Q^2 value of 0.61 which is more than zero denotes predictive importance for all endogenous variables. The amount that an endogenous variable influences an exogenous variable is known as its effect size. Cohen (1988) states that a significant influence is indicated by a f^2 value of 0.35 or above, a moderate effect by $0.15 \leq f2 \leq 0.349$, and a small effect by $f^2 \leq 0.03$. The results show that all connections have effect sizes that are either small or moderate, as shown in Table 3.
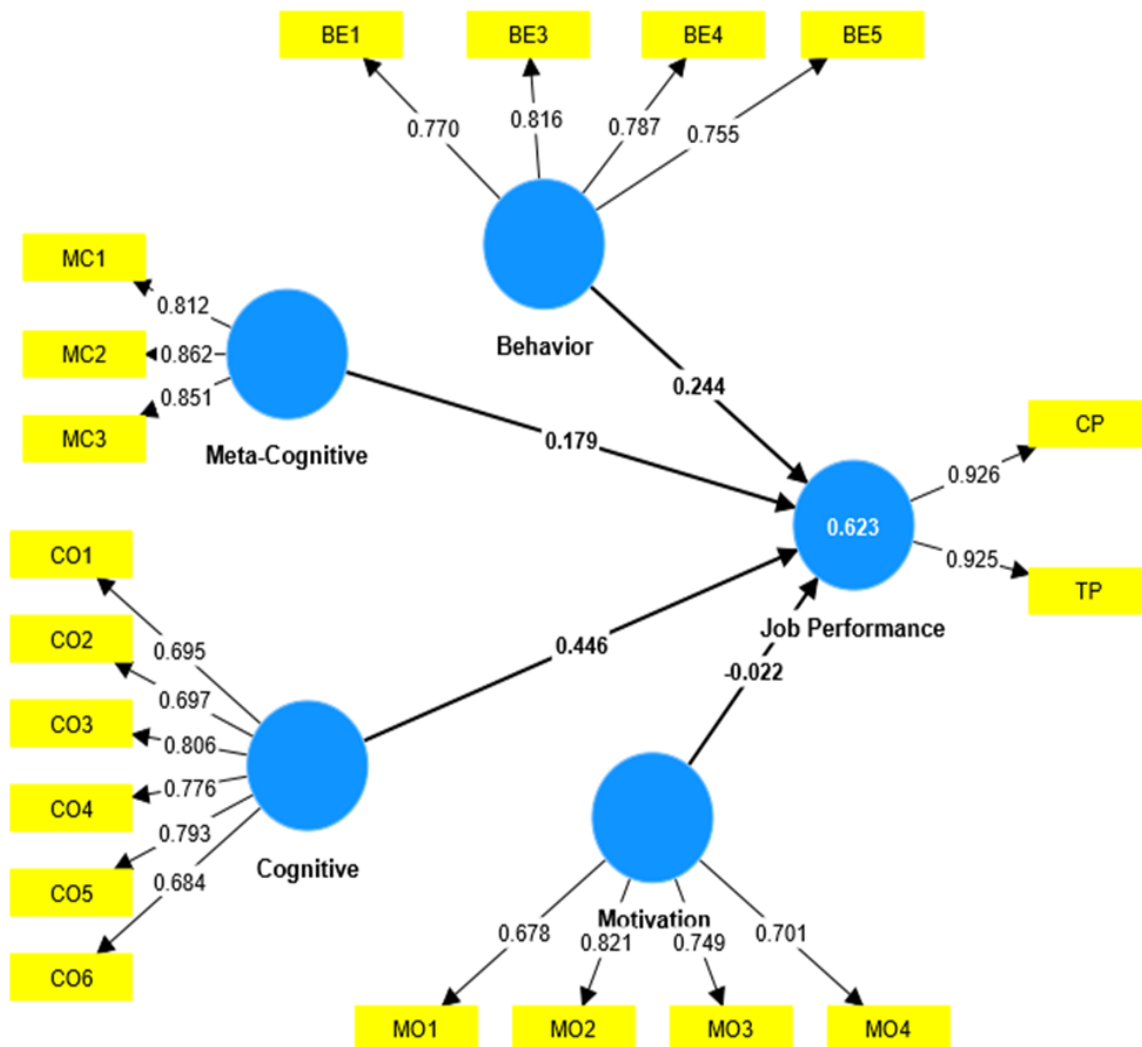

Fig 2: SmartPLS output of the measurement model

Table 3: Results of path analysis, VIF, f2, R2 and Q2

Column1	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P values	VIF	f²	R²	Q²
Behavior -> Job Performance	0.244	0.242	0.063	3.887	0	2.238	0.070	0.623	0.61
Cognitive -> Job Performance	0.446	0.447	0.062	7.195	0	2.787	0.189		
Meta-Cognitive -> Job Performance	0.179	0.179	0.056	3.18	0.001	2.124	0.04		
Motivation -> Job Performance	0.022	0.03	0.032	0.692	0.000	1.02	0.030		

Source: Author's Own Calculation

To fulfill the study purpose, four hypotheses were developed, and the findings have shown that each of these hypotheses is justified. The results align with earlier research conducted by Isfahani et al. (2013), Nafei (2013), Jyoti et al. (2015), Rafie et al. (2016), Masrek et al. (2017), Thomas and Anggiani (2018), and Hartini et al. (2019). The findings suggest that improved job performance among hotel employees is correlated with higher levels of motivation, cognitive, metacognitive, and behavioral abilities. Culturally aware front office employees are adept at interacting with people from different backgrounds and faiths. Through mutual awareness of cultural nuances, values, actions, terminology, gestures, linguistic norms, and other pertinent characteristics, they are able to effectively engage and build connections and trust. With this competence employees may help create connections between people from different origins and cultures, which makes society more cohesive and inclusive. Because of their capacity to interact with people from a variety of cultural backgrounds, culturally competent hoteliers can function at their best and are adaptable enough to be used in a variety of departments or organizations.

The impact of diverse dimensions of cultural intelligence on the job performance of front desk hotel staff is far-reaching and complex. Employees with higher levels of cognitive, motivational, behavioral, and metacognitive CQ are better able to navigate the complexities of cultural diversity, which enhances their ability to deliver exceptional customer service, build strong relationships with guests, and improve the performance and reputation of the hotel as a whole. Employees with enhanced cognitive CQ are better able to understand and value the norms and values of diverse cultures, which allow them to customize their interactions and services accordingly. In the meantime, higher motivational CQ encourages real curiosity and self-assurance when interacting with people from diverse cultural backgrounds, which translates into a proactive and upbeat approach to attending to visitors' requirements. Additionally, improved behavioral CQ makes it easier to modify verbal and nonverbal communication methods to fit different cultural situations, which allows more seamless interactions and reduces miscommunication. Finally, higher levels of metacognitive CQ promote self-awareness and the capacity to identify and control one's own cultural prejudices, which results in more flexible and sympathetic relationships with visitors.

In a time when the hospitality industry is becoming more and more global, front desk staff members need to develop cultural intelligence as a critical component of providing unmatched customer service, building brand loyalty, and ultimately ensuring the long-term success of any hotel. The hotel industry is changing due to globalization, and staff members who can manage cultural nuances and sensitivities are becoming not just valuable but also essential. In addition to improving the visitor experience, welcoming cultural diversity and cultivating an inclusive atmosphere can help employees and customers feel more connected and understanding of one another.

Furthermore, in a time when guests are more appreciative of individualized care, a culturally aware front desk staff can anticipate and cater to the specific needs and preferences of visitors from a variety of backgrounds, which enhances overall quality of service and solidifies the hotel's standing as a global leader in hospitality. Thus, putting money into cultural intelligence training and fostering in front desk employees an attitude of cross-cultural proficiency is not only strategically necessary, but also essential to long-term success in the fast-paced, cutthroat world of contemporary hospitality.

CONCLUSION

The present study emphasizes how important Cultural Intelligence (CQ) is for advancing one's career, especially when it comes to job performance (JP). The study makes several contributions and insights in a number of areas. Theoretically, it elucidates the connection between Cultural Intelligence (CQ) and job performance (JP) while endorsing the frameworks for CQ established by Earley and Ang (2003) and Ang et al. (2007). Additionally, it offers empirical evidence for the correlation between CQ and JP, especially within the hospitality sector in India. Besides affirming the theoretical underpinnings of CQ as delineated by previous scholars, this research enriches the existing body of knowledge by offering insights into its practical implications within a specific professional context. The study's emphasis on the lived experiences of hotel employees in India not only supports the larger theoretical framework but also deepens our comprehension of the ways in which CQ appears and impacts JP in various cultural contexts.

Furthermore, this research contributes to our understanding of the complex mechanisms at work between cultural intelligence and job performance, going beyond simply verifying current theories. It clarifies the complex ways that cultural competences support professional efficacy, providing insight into workable tactics for improving output and promoting cross-cultural understanding in organizational contexts. This research offers important insights that can guide academic discourse and real-world interventions targeted at improving job performance in diverse cultural settings. It also validates the theoretical underpinnings of CQ within a particular professional context. The study's conclusions make a strong argument for the development of cultural intelligence (CQ), which has the potential to improve job performance (JP) of front office hotel employees. Although CQ skills can be acquired through workshops and training, it is crucial to establish an environment that supports their growth. This means creating a culture of support for the leadership, putting in place flexible work schedules to allow for job rotations, and offering incentives or prizes to the staff who exhibit and beyond CQ. Hotels may find it useful to use the CQ questionnaire in this study to identify applicants who will flourish in cross-cultural environments. Furthermore, it may be used to pinpoint specific areas where practicing librarians could gain from CQ training, enabling the creation of professional development plans that are tailored to the needs of both the individual and the business.

Even though this research provides insightful information, it's critical to recognize its limits. The amount of information gathered on the topic under study is limited by the use of a single technique approach, particularly surveys and cross-sectional data collecting. A mixed-method methodology could be used in future research projects in conjunction with longitudinal data gathering to solve these constraints. Moreover,

broadening the framework's application by incorporating Cultural Intelligence (CQ) antecedents may yield a more thorough comprehension of this phenomenon. Through an analysis of the elements that lead to the formation of CQ, scholars can provide more profound understandings of its workings and consequences in many situations.

Declaration of interest

Authors of this paper do not have any conflicting interests.

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