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The Relationships between Cultural Intelligence and Innovative Work Behaviour: The Impact of Knowledge Sharing

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Abstract. This study examines the relationships between cultural intelligence and innovative work behavior, specifically focusing on the role of knowledge sharing. The primary objective is to elucidate how various dimensions of cultural intelligence—cognitive, metacognitive, motivational, and behavioral—impact innovative work behavior in a multicultural workplace. A quantitative methodology was employed, utilizing a survey of 316 expatriate employees from Chinese foreign trade companies. Data analysis was conducted using WarpPLS (version 7.0) for path modeling and bootstrapping techniques. The findings indicate that all four dimensions of cultural intelligence are positively related to innovative work behavior. Additionally, knowledge sharing significantly moderates the relationship between motivational cultural intelligence and innovative work behavior. This research enhances the understanding of how cultural intelligence and knowledge sharing promote innovation, underscoring their significance in improving organizational effectiveness within diverse cultural contexts.

Keywords: Cultural intelligence, Foreign trade company, Innovative work behavior, Knowledge sharing.

1. INTRODUCTION

The rapid development of globalization and internationalization has led to an increase in workplace diversity. Cultural intelligence (CQ) has become a critical factor that can influence the performance of individuals and organizations (Nam & Park, 2019). Cultural intelligence (CQ) refers to an individual's ability to understand and adapt to different cultural contexts effectively (Ang et al., 2017). Previous research (Fang, Schei, & Selart, 2018) has demonstrated that possessing cultural intelligence can result in a variety of favorable outcomes, including enhanced communication, increased job satisfaction, and improved decision-making abilities.

Innovation is widely recognized as a core element that contributes to organizational success and long-term survival (Frank et al., 2019). Therefore, many companies strive to develop a workforce that exhibits innovative work behavior. Innovative work behavior refers to the proactive and intentional behavior of employees who create, develop, and implement new ideas, adding value to the organization.

Although cultural intelligence and innovative work behavior have been studied independently (Li, Wu, & Xiong, 2021), there is a dearth of research on their interrelationship. This study aims to investigate the impact of cultural intelligence on innovative work behavior among employees, with a specific focus on the moderating role of knowledge sharing in this association.

Knowledge sharing is the exchange of explicit and tacit knowledge between individuals and groups. This study hypothesizes that knowledge sharing can moderate the relationship between cultural intelligence and innovative work behavior. Sharing knowledge allows employees to access diverse knowledge sources and perspectives, enhancing their cultural intelligence and, therefore, increasing their innovative work behavior (Azevedo & Shane, 2019).

The significance of cultural intelligence in predicting innovative work behavior is recognized in the literature; nevertheless, there appears to be a lack of empirical research linking cultural intelligence, knowledge sharing and innovative work behavior in a single framework, as these constructs were investigated in isolation. This study attempts to examine the effects of CQ, namely, Cognitive intelligence, Metacognitive intelligence, Motivational intelligence Behavioral intelligence, in strengthening innovative work behavior and subsequently the innovation performance of employees. Additionally, this research endeavors to answer if knowledge sharing moderates the relationship between CQ and innovative work behavior. The present research attempts to explore an in-depth comprehension on the role of knowledge sharing on the connections between cultural intelligence and innovative work behavior.

The findings of the study may facilitate a more nuanced understanding of cultural intelligence and innovative work behavior. Furthermore, the findings may assist organizations in formulating policies and practices that facilitate knowledge sharing among employees. Ultimately, this could lead to improved innovation performance and competitive advantages in today's rapidly changing and diverse global business environment.

2. LITERATURE REVIEW

2.1. Innovative Work Behavior

In recent years, Innovative work behavior (IWB) has become a popular topic in the field of organizational behavior and management (Knezović & Drkić, 2021; Srirahayu, Ekowati, & Sridadi, 2023). IWB refers to the

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deliberate introduction and implementation of new ideas, processes, products, or procedures that result in significant improvements in organizational outcomes (AlEssa & Durugbo, 2022). According to De Jong & Den Hartog (2008), three components are necessary for IWB: (1) generating novel and useful ideas, (2) promoting these ideas within an organization, and (3) implementing and executing the ideas effectively. IWB is distinguishable from routine or repetitive work behavior because it involves taking risks, being proactive, and challenging the status quo. Numerous studies have shown that IWB is crucial for organizations to remain competitive and survive in the rapidly changing and complex modern business environment. Employees who demonstrate IWB are more likely to create new products, services, processes, and value for their organizations, leading to greater innovation and competitiveness (Brown, 2022; Choi et al., 2016; Scott & Bruce, 1994). Factors contributing to IWB include supportive management practices, an organizational culture that encourages experimentation, autonomy, job resources, and opportunities for training and development (Volery & Tarabashkina, 2021). However, the influence of these factors on IWB may vary depending on organizational and individual characteristics, such as the industry type, organizational size, individual personality, and motivation (Mustafa et al., 2021). In summary, IWB is a valuable behavior that can lead to innovation and competitive advantage for organizations. Understanding the factors that facilitate or inhibit interactive use can help organizations create a work environment that fosters creativity, experimentation, and risk-taking.

2.2. Cultural Intelligence

Cultural intelligence (CQ) is a concept that has gained increasing attention in the field of cross-cultural management and global leadership. It refers to an individual's ability to adapt and interact effectively in culturally diverse situations (Ang & Van Dyne, 2008). CQ consists of four components: (1) metacognitive CQ, which is the ability to be aware of and understand one's own cultural biases and assumptions; (2) cognitive CQ, which refers to knowledge about different cultures, cultural norms, and practices; (3) motivational CQ, which is the willingness and drive to interact and adapt to different cultural situations; and (4) behavioral CQ, which encompasses the ability to flexibly adjust one's behavior and communication style to fit different cultural contexts. In this vein, these four dimensions are adopted for the purpose of this research.

Research has shown that individuals with high CQ are more likely to be effective in multicultural settings and have better cross-cultural communication skills compared to those with low CQ. High CQ individuals are also more likely to have higher levels of job performance, adaptability, and job satisfaction in global or diverse work environments. Several factors have been found to influence CQ, including prior international experience, cultural exposure, cultural knowledge, and cultural curiosity. Training programs and interventions aimed at developing CQ have also been shown to be effective in enhancing individuals' cultural intelligence (Van Dyne, Ang, & Tan, 2016).

Cultural intelligence is a valuable skill for individuals in today's globalized world. It enables individuals to effectively adapt and connect with individuals from different cultural backgrounds, leading to improved performance, innovation, and interpersonal relationships in multicultural settings (Setti, Sommovigo, & Argentero, 2022). Understanding the factors that influence CQ and implementing training interventions can help organizations develop a culturally sensitive and inclusive workforce.

2.3. Knowledge Sharing

Knowledge sharing is an essential aspect of organizational behavior and management, particularly in today's knowledge-based economy. It involves the voluntary transfer of knowledge and expertise among individuals within an organization to improve overall performance (Farooq, 2018). Research has found that knowledge sharing influences various organizational outcomes, such as innovation, job satisfaction, and organizational learning (Malik & Kanwal, 2018). Organizations that encourage and facilitate knowledge sharing among their employees tend to be more innovative and competitive. Knowledge sharing has been linked to increased job satisfaction and reduced employee turnover as it supports a culture of rewarding employee contributions and recognition (Lin & Lo, 2015). When employees perceive knowledge sharing to be beneficial for their job performance, they become more committed and engaged, which positively influences their overall job satisfaction and reduces their intention to leave the organization. The factors that encourage or inhibit knowledge sharing include organizational culture, leadership style, trust, interpersonal relationships, and the effectiveness of communication channels (Abu-Rumman, 2021). Employees are more likely to share knowledge in a culture that values collaboration and learning, where employees view themselves as part of a team working towards common goals (Mueller, 2014). Additionally, trust levels and the quality of relationships among employees play a significant role in encouraging knowledge sharing and creating a positive work environment (Kmieciak, 2021). Organizational leadership also plays a critical role in fostering knowledge sharing. Leaders who encourage and model knowledge sharing behavior, provide the necessary resources, and communicate its value, are more likely to foster a culture of knowledge sharing (Park & Kim, 2018). In summary, knowledge sharing facilitates innovation, job satisfaction and overall organizational performance. Creating a culture that values collaboration, providing employees with the necessary resources, and ensuring trust levels and strong relationships among employees are some of the ways to promote knowledge sharing. Organizational leaders play a critical role in modelling and promoting knowledge sharing behavior (Ye, Liu, & Tan, 2022).

2.4. Hypotheses Development

This paper examines the relationship between high cultural intelligence among employees and their ability to exhibit innovative work behavior in a culturally diverse workplace. Other study suggests that employees with high cultural intelligence are able to obtain helpful and insightful support from their peers to complete difficult tasks, generate new ideas, and develop novel solutions. In this study, cultural intelligence (CQ) comprises of cognitive intelligence, metacognitive intelligence, motivational intelligence, behavioral intelligence. A person with a high cultural intelligence is capable of adapting to different cultures because they have the ability to handle novel tasks and find creative solutions to old problems. Their study emphasized that a high level of cultural intelligence can enhance innovative behavior among multicultural employees by increasing cognitive flexibility.

A past study found that CQ could significantly influence an individual's innovative behavior (Afsar et al., 2020). The four dimensions of cultural intelligence collectively form the overall capability that an individual needs to function and manage effectively in intercultural contexts. Research conducted by Chua, Morris, and Mor (2012) suggests that intercultural interactions can be influenced by each dimension of CQ. Employees with higher CQ are more motivated to communicate frequently and effectively with colleagues from different cultural backgrounds. This can elevate an employee's central position in the social context, enabling them to acquire diverse information from others (Afsar et al., 2020). Furthermore, frequent and effective communication with colleagues can facilitate consensus on task-related issues, enhance the sharing of critical information, and enable employees to acquire high-quality information. Acquiring adequate, useful, and up-to-date information facilitates the integration information stimulates employees' divergent thinking and encourages them to generate innovative ideas and adopt innovative behavior by of various sources=High CQ enables employees to obtain informational assistance from colleagues, generate innovative ideas, and engage in innovative behavior (Hu, Wu, & Gu, 2019). Additionally, employees with higher CQ can better understand the thinking and behavioral patterns of other members, allowing them to adjust their mental modes and take appropriate actions to make others feel comfortable (Afsar et al., 2020). Effective support and encouragement from colleagues can boost employees' confidence and reduce negative emotions when dealing with novel, risky, and challenging tasks. Consequently, employees are more likely to accomplish innovative assignments, put in immense effort to pursue challenging goals, and generate and implement innovative ideas even difficult times. A recent study confirmed that cross-cultural training can improve individual innovative work behavior (Azevedo & Shane, 2019). The other study found that CQ was positively related to both creativity and innovative work behavior, suggesting that individuals with high CQ may be better able to generate and implement novel ideas (Korzilius, Bücker, & Beerlage, 2017). CQ may contribute to innovation in China by facilitating cross-cultural communication and collaboration (Li,Wu, & Xiong, 2021). Therefore, the hypothesis of this study is: "cultural intelligence has positive impact on innovative work behavior". Based on the formulated hypothesis, this study will investigate cultural intelligence from four perspectives, i.e., cognitive intelligence (H1), metacognitive intelligence (H2), motivational intelligence (H3) and behavioral intelligence (H4); in their relationships with innovative work behavior.

2.5. The Moderating Effects of Knowledge Sharing

knowledge sharing is the sharing of events, experiences, perceptions, and insights about anything with the goal of gaining greater understanding and insight, which occurs through communication and information sharing between people. Knowledge is frequently based on the individual and serves as a foundation for engaging in innovative activities. Individuals are both the initiators and executors of knowledge dissemination and processing, as well as the subjects of knowledge sharing. Knowledge sharing is a process of communication and learning in which individuals exchange knowledge to jointly create new knowledge, and it is a useful method for integrating and exchanging personal information. CQ is a cross-cultural interaction ability that directly affects employees' innovation behavior. In a multicultural environment, individual cultural intelligence (CQ) can facilitate knowledge exchange and communication among employees and promote cross-cultural interaction among team members (Li, Wu, & Xiong, 2021). This enables employees to learn from one another, discuss challenging issues, suggest novel ideas, or discover innovative solutions to problems. Knowledge sharing plays an important role in increasing employee creativity. It has also been investigated as a mediating variable between self-efficacy and employee creativity. Additionally, a study investigated the correlation between cultural intelligence (CQ) and sustainable innovation behavior. It was found that this relationship is mediated by knowledge sharing (Li et al., 2021). However, previous research has only partially investigated the moderating role of knowledge sharing. There has been limited research examining the moderating role of knowledge sharing between cultural intelligence (CQ) and innovative work behavior, particularly in the foreign trade industry. An organization's and industry's competitive advantage depends on the knowledge held by its human resources and the knowledge captured and built into its systems (Mittal & Dhar, 2015). Accordingly, the hypothesis is formulated as: "The positive relationship between cultural intelligence and innovative work behavior will be enhanced when knowledge sharing is high". Based on the developed hypothesis, this study will investigate the moderating role of knowledge sharing on the relationships between cultural intelligence and innovative work behavior from four perspectives of CQ, i.e., cognitive intelligence (H5), metacognitive intelligence (H6),

motivational intelligence (H7) and behavioral intelligence (H8). Figure 1 illustrates the conceptual model employed in the present study.

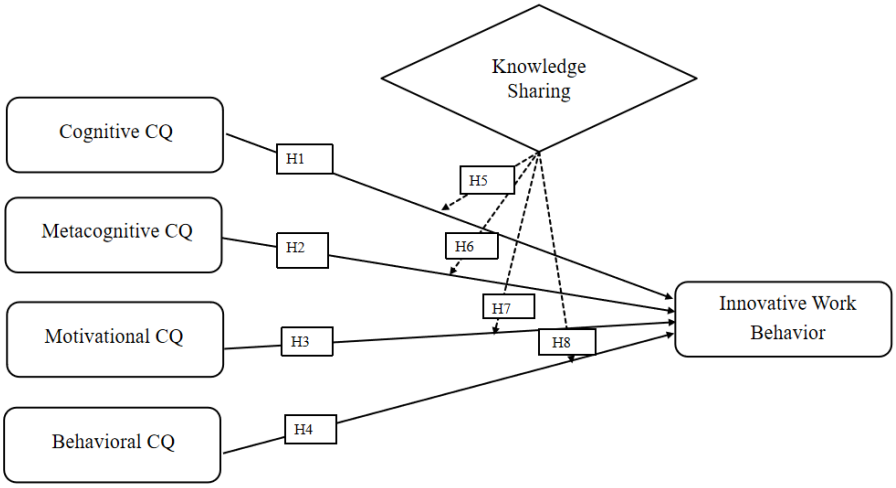


Figure 1: Conceptual Model.

3. METHODOLOGY

The population of this study consisted of Chinese foreign trade companies located in six eastern cities: Shanghai, Guangdong, Zhejiang, Jiangsu, Fujian, and Shandong. The sample size for this research is informed by previous studies (Bougie & Sekaran, 2019), which suggest that a sample size ranging from 30 to 500 is generally regarded as adequate. The study data were obtained through a key informant technique. Key informants were selected from foreign trade companies and were either expatriates or had experience working in foreign countries. They were considered experienced and knowledgeable about their companies' overall activities, such as international trade, cultural diversity, innovation, and knowledge.

The present study is concerned with the foreign trade sector in China. A list of respondents was meticulously selected from a pool of foreign trade companies with the objective of establishing a comprehensive understanding. A survey conducted in 2023 revealed that there was a total of 2,372,000 foreign trade companies located in six prominent eastern cities of China. It is noteworthy that each of these cities consistently occupies a position within the top 10 in terms of regional distribution of foreign trade enterprises in the country. The selection of respondents from these strategically significant cities ensures a robust representation of the diverse dynamics and trends within the Chinese foreign trade landscape. This geographical concentration is aligned with the study's objective of capturing a nuanced perspective on the intricacies of foreign trade practices in China.

A total of 500 survey questionnaires were distributed to employees of foreign trade companies, and 380 were returned. Following the application of filtering criteria to remove erroneous, incomplete and missing data, 316 questionnaires were deemed suitable for analysis, representing a response rate of 76%. Eight hypotheses were formulated and subjected to empirical testing within the context of a field of study. Data were obtained from employees who are expatriates or have experience working in foreign countries through survey questionnaires. To measure cultural intelligence, which is represented by cognitive CQ, metacognitive CQ, motivational CQ and behavioral CQ, 20 items were used. To measure knowledge sharing, this study utilized a six-item scale developed by Bartol and Srivastava (2002). Innovative work behavior was measured using the scale developed by De Jong and Den Hartog (2010). Both scales were anchored on a seven-point Likert scale, with 1 indicating "strongly disagree" and 7 indicating "strongly agree." The model was evaluated using WarpPLS 7.0 (Kock, 2020).

4. FINDINGS

4.1. Assessment of the Measurement Model

In evaluating the measurement model, confirmatory factor analysis (CFA) is employed to assess the scale's reliability, discriminant validity, and convergent validity. Table 1 presents the loadings of all items, which exceed 0.5 or $p < 0.01$. Furthermore, in accordance with the recommendations set forth by Bagozzi and Yi (1988), all AVE values exceeded 0.5, while the composite reliability (CR) was above 0.7. This serves to confirm the realization of convergent validity.

Table 1: Results of the Measurement Model.

Construct	Measurement Items	Loadings	AVE	CR
Cognitive CQ [27]	CCQ1: I know the legal and economic systems of other cultures	0.801	0.663	0.922
	CCQ2: I know the rules (e.g., vocabulary, grammar) of other languages	0.800		
	CCQ3: I know the cultural values and religious beliefs of other cultures	0.809		
	CCQ4: know the marriage systems of other cultures	0.831		
	CCQ5: I know the arts and crafts of other cultures	0.826		
	CCQ6: I know the rules for expressing nonverbal behaviors in other cultures	0.819		

Metacognitive CQ[27]	MCCQ1: I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds	0.821	0.647	0.880
	MCCQ2: I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me	0.768		
	MCCQ3: I am conscious of the cultural knowledge I apply to cross-cultural interactions	0.814		
	MCCQ4: I check the accuracy of my cultural knowledge as I interact with people from different cultures	0.814		
Motivational CQ[25]	MCQ1: I enjoy interacting with people from different cultures	0.797	0.661	0.907
	MCQ2: I am confident that I can socialize with locals in a culture that is unfamiliar to me	0.822		
	MCQ3: I am sure I can deal with the stresses of adjusting to a culture that is new to me	0.843		
	MCQ4: I enjoy living in cultures that are unfamiliar to me	0.814		
	MCQ5: I am confident that I can get accustomed to the shopping conditions in a different culture	0.789		
Behavioral CQ[25]	BCQ1: I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it	0.806	0.666	0.909
	BCQ2: I use pause and silence differently to suit different cross-cultural situations	0.797		
	BCQ3: I vary the rate of my speaking when a cross-cultural situation requires it	0.816		
	BCQ4: I change my nonverbal behavior when a cross-cultural situation requires it	0.842		
	BCQ5: I alter my facial expressions when a cross-cultural interaction requires it	0.820		
Innovative Work Behavior [7]	IWB1: I often pay attention to problems that are not part of my job	0.808	0.620	0.942
	IWB2: I often think about how something can be improved or improved	0.749		
	IWB3: I am often looking for new working methods, new technology or new instruments	0.776		
	IWB4: I often come up with creative solutions to problems	0.802		
	IWB5: I often come across new approaches to running errands	0.756		
	IWB6: I often make organizational leaders enthusiastic about innovative ideas	0.798		
	IWB7: I often try to convince people to support innovative ideas	0.813		
	IWB8: I often systematically introduce innovative ideas into work practices	0.781		
	IWB9: I often contribute to the implementation of new ideas	0.806		
	IWB10: I often put a lot of effort into developing new things	0.781		
Knowledge Sharing[62]	KS1: I often assist colleagues in communicating with customers in order to establish a good relationship with customers	0.807	0.626	0.909
	KS2: I often encourage colleagues to bring up good ideas and suggestions so as to enhance the overall service standards at work	0.821		
	KS3: I often help colleagues with problem solving	0.777		
	KS4: I will take action to help if colleagues encounter a problem	0.807		
	KS5: I will demonstrate how to do something when things are difficult to explain	0.759		
	KS6: When I am preparing a document, I am willing to write down what I know for my colleagues to refer to	0.775		

Table 2 describes the discriminant validity of the constructs. To confirm the discriminant validity, the square root of AVE was contrasted against the intercorrelations of the model's constructs. The results indicate that the square root of AVE exceeded the correlation with other variables.

Table 2: Discriminant Validity HTMT of Measurement Model.

Constructs	CCQ	MCCQ	MCQ	BCQ	IWB	KS
CCQ	—					
MCCQ	0.299	—				
MCQ	0.314	0.353	—			
BCQ	0.334	0.315	0.276	—		
IWB	0.493	0.478	0.412	0.436	—	
KS	0.505	0.518	0.424	0.518	0.524	—

Note: CCQ = Cognitive CQ, MCCQ = Metacognitive CQ, MCQ = Motivational CQ, BCQ = Behavioral CQ, KS = Knowledge Sharing, IWB = Innova tive Work Behavior. The same in the following tables.

4.2. Assessment of the Structural Model

To evaluate the structural model and test the proposed hypotheses using Partial Least Squares Structural Equation Modeling (PLS-SEM), two criteria should be considered and interpreted: the coefficient of determination (R^2) to measure the endogenous constructs and the path coefficients (Sarstedt, Hair Jr, & Ringle, 2023). The path coefficients must be significant, while the value of R^2 may vary depending on the research area. When assessing R^2, values of 0.19, 0.33, and 0.67 are classified as weak, moderate, and substantial, respectively. In this research, the level of innovative work behavior for R^2 is 0.414.

5. DISCUSSION

The results underline important findings on the linkages within the present study as depicted in Table 3. This research is probably the first to examine the dimensions of cultural intelligence, knowledge sharing and innovative work behavior in a framework as most research have studied these constructs in isolation. Previous research has demonstrated that the interplay between cultural intelligence and innovative work behavior is essential for cultivating an adaptive and forward-thinking organizational culture. For example, Ang et al. (2007) emphasized that individuals with high cultural intelligence possess the capacity to effectively comprehend and navigate complex social environments, thereby facilitating creative problem-solving and innovation.

Table 3: Summary of Path Coefficient and Hypotheses Testing.

Hypothesis	Relationship	Std. Beta	Std. Error	t-Values	p-values	BCI95% LL	BCI95% UL	Effect Size(f^2)	Decision
H1	CCQ→IWB	0.255	0.050	5.082**	0.000	0.159	0.358	0.085	Supported
H2	MCCQ →IWB	0.200	0.048	4.138**	0.000	0.105	0.294	0.053	Supported
H3	MCQ→ IWB	0.173	0.049	3.522**	0.000	0.077	0.273	0.041	Supported
H4	BCQ→ IWB	0.174	0.054	3.236**	0.001	0.072	0.280	0.039	Supported
H5	KS *CCQ →IWB	-0.005	0.039	0.137	0.891	-0.085	0.069	0.000	Not Supported
H6	KS *MCCQ → IWB	-0.026	0.051	0.513	0.608	-0.127	0.071	0.002	Not Supported
H7	KS *MCQ→ IWB	0.154	0.050	3.078**	0.002	0.053	0.249	0.001	Supported
H8	KS*BCQ→IWB	-0.031	0.044	0.711	0.477	-0.117	0.056	0.035	Not Supported

Note: * $p < 0.05$, ** $p < 0.01$.

The findings related to H1 indicate a significant relationship between cognitive cultural intelligence (CQ) and innovative work behavior, thereby supporting H1. The findings indicate that individuals with higher cognitive cultural intelligence are more proficient in comprehending and interpreting cultural nuances, which enhances their capacity to generate and implement innovative ideas within diverse work environments. This highlights the pivotal role of cognitive CQ in fostering creativity and innovation in multicultural settings (Chua, 2018).

The findings of this study confirm that metacognitive cultural intelligence (CQ) enhances innovative work behavior, supporting H2. This is consistent with the findings of Mor, Morris, and Joh (2013), who showed that metacognitive CQ helps individuals to plan, monitor, and adjust their cultural assumptions and strategies effectively, thereby promoting creativity and innovation in diverse contexts. Similarly, Thomas et al. (2008) found that employees with high metacognitive CQ are more adaptable in cross-cultural settings, leading to more effective problem-solving and innovative outcomes. These results highlight the critical role of metacognitive CQ in driving innovation within multicultural teams (Chua, Morris, & Mor, 2012).

Findings suggest a significant, positive relationship between Motivational cultural intelligence (CQ) and innovative work behavior (H3). This finding is consistent with the results of a study conducted by Chen et al. (2010), which demonstrated that individuals with higher motivational CQ exhibited greater engagement and persistence in cross-cultural interactions, leading to enhanced creativity and innovation. Furthermore, the research conducted by Deci and Ryan (2000) lends support to this assertion, indicating that intrinsic motivation, a fundamental aspect of motivational CQ, motivates individuals to explore and experiment in diverse cultural settings, thereby fostering innovation. Furthermore, Eisenberger and Shanock (2003) discovered that employees with robust motivational CQ are more capable of surmounting obstacles in multicultural settings, thereby enhancing their capacity to engage in innovative work behavior.

Furthermore, the results of hypothesis 4 indicated that behavioral CQ had a positive and statistically significant impact on innovative work behavior ($\beta = 0.174$; $t = 3.236$; $p < 0.01$), thereby supporting H4. This result is consistent with prior research, such as the study by Imai and Gelfand (2010), which emphasized that individuals with high behavioral CQ are more proficient at modifying their verbal and non-verbal behaviors in culturally diverse environments, thereby facilitating more effective and innovative collaborations. Furthermore, Ang and Van Dyn (2008) observed that behavioral CQ facilitates greater flexibility in cross-cultural interactions, thereby fostering environments conducive to creativity and innovation. These findings emphasize the critical role of behavioral CQ in enhancing the capacity for innovation in multicultural teams (Imai & Gelfand, 2010).

The results further demonstrate that knowledge sharing strengthens the relationship between cultural intelligence and innovative work behavior, particularly in the context of motivational cultural intelligence, thus supporting hypothesis H7. These findings align with the conclusions of a study by Cabrera and Cabrera (2005), which demonstrated that knowledge sharing within organizations foster a collaborative environment that is conducive to innovation, particularly when employees are motivated to engage in cross-cultural interactions. Similarly, the research by Collins and Smith (2006) emphasized that a strong knowledge-sharing culture amplifies the effects of motivational CQ on innovation by providing employees with diverse perspectives and resources that inspire creativity. Moreover, the study by Lin (2007) lends further support to these findings,

demonstrating that employees who actively share knowledge are more likely to leverage their motivational CQ to drive innovative work behavior. The plot of the moderation effect of knowledge sharing on the relationship motivational CQ and innovative work behavior is represented in Figure 2. The findings of the present study support the above assertions. The plot of the moderation effect of knowledge sharing enhances the positive relationship between motivational CQ and innovative work behavior.

The moderating effect of knowledge sharing on the relationship between motivational cultural intelligence and innovative work behavior is a positive one. When knowledge sharing is high, the positive impact of motivational CQ on innovative work behavior is significantly amplified, indicating that employees with strong motivational CQ are more effective in translating their cultural intelligence into innovative actions when they have access to shared knowledge. This finding is consistent with the argument put forth by Wang and Noe (2010), who posited that knowledge sharing fosters a conducive environment for innovation by enabling employees to build upon each other's ideas and experiences. Moreover, Siemsen et al. (2009) demonstrated that knowledge sharing acts as a critical moderator in innovation processes, particularly in diverse teams, where cultural intelligence plays a pivotal role. The results are also consistent with the research by Cabrera and Cabrera (2005), which emphasized the importance of facilitating knowledge exchange in leveraging the motivational aspects of cultural intelligence to drive innovation. This indicates that the cultivation of a culture of knowledge sharing within Chinese foreign trade companies can yield significant benefits for both employees and the organization as a whole.

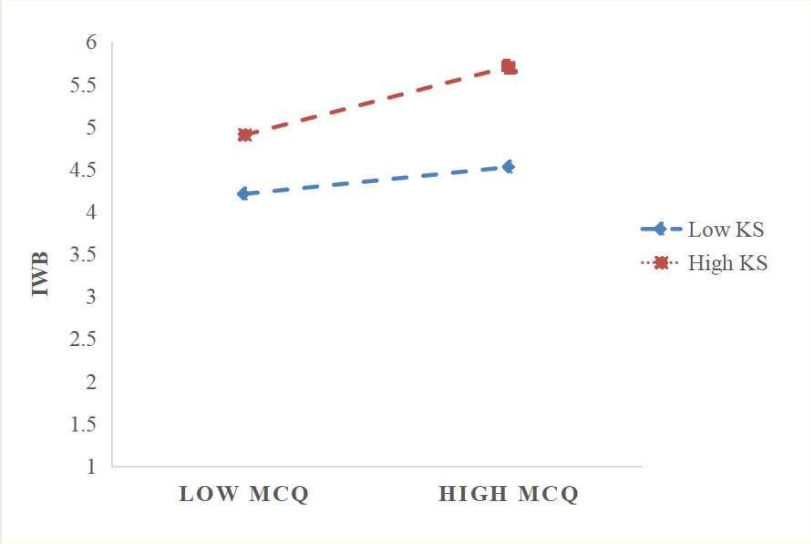


Figure 2: Plots of the moderation effects of knowledge sharing on the relationship between motivational CQ and innovative work behaviour.

6. MANAGERIAL IMPLICATIONS AND CONCLUSIONS

The present study offers managers and practitioners the opportunity to further their understanding of the resources and capabilities that contribute to innovative work behavior, including cultural intelligence. The findings of this study demonstrate that the knowledge sharing, along with cognitive, metacognitive, motivational, and behavioral cultural intelligence (CQ), is conducive to fostering innovative work behavior. It is therefore imperative for Chinese foreign trade managers to instill the appropriate cultural intelligence practices and foster an environment conducive to knowledge sharing. Consequently, managers are able to effectively leverage the diverse cultural competencies of their workforce, thereby driving innovation within their organizations. This is in accordance with the findings of Ang and Van Dyne (2008), who emphasized the role of cultural intelligence in facilitating cross-cultural interactions that lead to creative problem-solving and innovation. Furthermore, Groves and Feyerherm (2011) demonstrated that leaders with high cultural intelligence are more successful in creating inclusive environments where diverse ideas can flourish, which ultimately enhances organizational innovation. It is therefore recommended that Chinese foreign trade companies invest in training programmers designed to develop employees' cultural intelligence and promote knowledge-sharing practices, with a view to maximizing innovative outcomes (Ang & Van Dyne, 2008).

This research is representative of the theoretical perspective that has been adopted in the investigation into the role of knowledge sharing in the context of the relationship between cultural intelligence and innovative work behavior in the foreign trade industry. The significance of cultural intelligence as a precursor to innovative work behavior is well established in the literature. However, there seems to be a paucity of empirical research examining the mediating role of knowledge sharing in this relationship. Prior research, as evidenced by studies conducted by Chua, Morris, and Mor (2012), has underscored the pivotal role of cultural intelligence in fostering effective cross-cultural interactions and promoting collaborative innovation. Nevertheless, the precise mechanisms through which cultural intelligence translates into innovative work behaviors, particularly through

knowledge sharing, remain under-researched. This study addresses this gap by demonstrating that knowledge sharing serves as a crucial conduit through which the various dimensions of cultural intelligence—cognitive, metacognitive, motivational, and behavioral—can exert a positive influence on innovative work behavior. The research contributes to the broader understanding of how cultural intelligence can be harnessed to foster innovation within the foreign trade industry by providing empirical evidence on this relationship.

7. DIRECTIONS FOR FUTURE RESEARCH

The limitations of this research provide several avenues for future studies to further investigate the relationship between cultural intelligence and innovative work behaviors. Firstly, as this study focused exclusively on Chinese foreign trade companies, future research could benefit from including organizations across a range of sectors, including banking, healthcare, manufacturing, and technology. In order to gain a more comprehensive understanding of the relationship between cultural intelligence and innovative work behaviors, it would be beneficial to expand the scope of the research to include small and medium-sized enterprises (SMEs) and multinational corporations.

Furthermore, the moderate sample size of 316 organizations indicates that future research could be enhanced by incorporating larger sample sizes. A more extensive dataset would likely yield more robust and generalizable findings, thereby offering a clearer picture of the dynamics between cultural intelligence and innovative work behaviors. It would be beneficial for future studies to consider examining a broader range of organizations that apply cultural intelligence and innovation practices across diverse industries, sectors, organizational sizes, and types.

To further substantiate the findings, it would be advantageous to replicate this study in different countries. This would provide valuable cross-cultural insights and help determine whether the observed relationships hold true in varying national and cultural contexts. This comparative approach could enhance the external validity of the research and offer a deeper understanding of how cultural intelligence and innovative behaviors interact across different environments. Furthermore, future research could investigate the potential introduction of mediating or moderating variables into the research framework. For instance, variables such as organizational culture, leadership style, or employee engagement could be subjected to examination in order to gain a deeper understanding of their influence on the relationship between cultural intelligence and innovative work behaviors. Such an approach could provide more detailed insights and potentially reveal a more significant impact on the development and performance of Chinese foreign trade companies.

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