LEADING ACROSS CULTURES: THE INFLUENCE OF CULTURAL INTELLIGENCE ON CROSS CULTURAL ADJUSTMENT OF INDIAN EXPATRIATES LIVING IN CANADA

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Abstract-This research investigates the impact of cultural intelligence (CQ) on the expatriate adjustment or cross cultural adjustment (CCA) of Indian Expatriates working in Canada. A questionnaire survey was conducted among 95 Indians working in Canada. The findings of the study confirmed a positive and significant influence of CQ and its dimensions on cross- cultural adjustment dimensions. Motivational CQ, specifically, was the strongest predictive variables for all the three dimensions of CCA. Therefore, expatriates scoring high on motivation tended to adjust easily and fairly better on all the aspects of life in Canada whether general living conditions, or interaction with people at workplace or outside. Also, the expatriates having higher meta-cognitive CQ had higher level of interaction adjustment. The results of the study provides a strong empirical base for the organizations which are seeing forward for the global mobility of Indian expatriates, which is further helpful in contributing towards the successful expatriation of Indians.

Keywords: **Cultural Intelligence, Cross-Cultural Adjustment, Indian Expatriates, Mobility**

1. Introduction:

In the modern world where the mobility of people across countries and cultures has become an undeniable reality today, India is having the world's largest diaspora according to the figures from the United Nations (The Times of India, Jan14, 2016). Although, this increased connection between people and countries have made the world a small place, (Ang et al., 2007; Friedman, 2005) but the cultural differences in these intercultural settings are making it rather bigger and more complex.

Therefore, it is the growing need of such multinational companies (MNCs) to have such employees working with them, who are not only technically competent but are also capable enough to mingle and work effectively in culturally diverse environment. Previous studies state that attempts at selecting and training such employees have yielded mediocre results (Mendenhall et al., 2004; Nguyen 2010). Ramalu et al., 2011 have also stated that these expatriates can provide many kind of benefits to the organizations like the sharing of knowledge, skills and technology; creating new markets. Therefore, the culturally intelligent individuals may serve the purpose to these MNCs. However, there is an extensive research on cross- cultural adjustment of expatriates but there is very limited research on the aspects of improving the expatriate success in intercultural settings (Ang et al., 2007). Moreover, Indian expatriates are among the largest and the most growing diaspora in the world and along with that, they are the most understudied also. Responding to this need, this research examines the cultural intelligence and expatriate adjustment of Indian expatriates that can further contribute to expatriate success.

However, the study on cross cultural adjustment has been done extensively in the past but the variable which helps in determining the cultural adjustment, and other dimensions that contribute to successful expatriation has still been understudied. Some of the past studies have reported positive impact of CQ (though, considered the partial CQ) on the various adjustment aspects in intercultural settings (Templer, Tay and Chandrasekar, 2006). These studies, focused on CQ (Earley and Ang, 2003; Lee and Sukoco, 2010) have also shown that CQ helps in adjusting in different cultural settings easily and therefore it might help the expatriates in performing better at their work place. However, there is a dearth of research which empirically validates the impact of CQ on the dimensions of expatriate effectiveness. Therefore, the aim of this research is to examine this impact of CQ with regard to one of the dimensions of expatriate effectiveness.

2. Review of Literature:

2.1 Cultural Intelligence (CQ)

The general definition of "Intelligence" given by the Board of Scientific Affairs of the American Psychological Association (1996) states that intelligence is the capability in an individual which helps them to adapt effectively in different environmental settings, to comprehend the complex things and situations, to reason the things around them.

This definition of "Intelligence is consistent with the approach of Cultural Intelligence proposed by Earley and Ang, 2003, which defines CQ as an individual's ability to understand the cultural differences, and adapt accordingly to the diverse surroundings and perform successfully in intercultural settings.

According to Malek and Budhwar (2003), the term "cultural intelligence" propounded by Earley and Ang (2003) is influenced by the practicality of national integration and cultural assimilation in the workplace. It involves the ability as well as the knowledge of other's culture, habits and skills along with their own's. As given in the management and organisation literature,

CQ is explained as an overall competence that includes the various aspects defined by Earley and Ang, 2003; which are: meta-cognitive, cognitive, motivational and behavioral CQs.

In order to bridge these inter-cultural differences, CQ plays a vital role as it not only provides the intercultural sensitivity (knowledge of and respect for cross-cultural differences as well as the necessary skills for bridging those differences; M.J. Bennett, 1986), but also the cultural competence to work and function successfully in diverse cultures.

Therefore, individuals with high CQ are the "citizens of world" rather than belonging to any particular country.

Cognitive dimension of Cultural Intelligence:

The first dimension of cultural intelligence, is related to the learning and awareness associated with intercultural encounters. It involves the knowledge related to legal, social, economic, geographical and other cultural related aspects, which further, helps in understanding the different cultures. Awareness about the different cultures help the people to have better compatibility in dealing with people belonging to different cultural backgrounds and thus help them to have better understanding in relationships (Wiseman, Hammer and Nishida, 1989). This awareness and learning related to different cultures include both the similar aspects accepted and adopted in all cultures as well as the diversities related to them. (Ang, Dyne and Koh, 2006). Therefore this cultural awareness can help in improving the intercultural encounters, so cognitive CQ is expected to be positively associated with CCA and its dimensions.

Meta-cognitive dimension of Cultural Intelligence:

The meta-cognitive CQ involves the control over the culture related knowledge that can help the individuals in managing the intercultural interactions by processing that cultural knowledge according to the people and the geographical boundaries (Ang et al., 2004). The capability to question the cultural knowledge (cognitive CQ) helps in strategizing the cross cultural interactions. The intercultural interactions help in adjusting, planning and managing pre-defined cultural patterns for certain countries or people (Ang et al., 2007). Meta-cognitive CQ should also be positively influencing the cross- cultural adjustment. Persons who are good in managing and adjusting their cultural knowledge should plan and strategise their intercultural encounters and thus should work their best to adjust in new cultural surroundings (Rose et al., 2010).

Motivational dimension of Cultural Intelligence:

People who are quite motivated from within to learn the other cultures and have a great deal of interest in interacting with people different from their own cultures have a better chance of dealing successfully in such intercultural encounters (Ramalu et al., 2010) as the individuals feel motivated from within to learn more about the other cultures which involves the knowledge (cognitive CQ) as well as to strategize that knowledge (meta-cognitive CQ) for better and good intercultural encounters. This motivational dimension of CQ, according to Ang et al., 2007 is one step ahead of learning and adjusting the cultural knowledge and differences; rather it involves the inner desire to accept the other culture and adapt oneself according to the culturally diverse environment.

Therefore, Motivational CQ should also be associated positively with the different aspects of adjustment in culturally different environment as individuals scoring high on this dimension are motivated to engage themselves in culturally diverse situations.

Behavioral dimension of Cultural Intelligence:

Behavioral aspect of cultural intelligence is associated with the overt aspect or which actually reflects in the day today interactions of the individual in the cross- cultural encounters, as the individuals scoring high on this dimension of CQ not only have the competence but they practically adopt such intercultural learning in their behaviour, both in words and actions after acquiring the knowledge related to other cultures. But this dimension is indirectly associated with other dimensions of CQ, if the individuals have the capability to acquire such knowledge and can learn to make use of such knowledge and are motivated from within to utilize such capability, only then they can adjust and adapt according to the need of the culturally diverse situations. This dimension is also expected to be associated with CCA in a positive direction. People who can easily adapt according to the individuals they are dealing with; regardless of which culture or country do they belong to; are accepted everywhere; have better compatibility with culturally different people and thus they have better and successful adjustment in other cultural environment (Ramalu et al., 2010).

2.2 Cross-Cultural Adjustment:

The concept of Cross- cultural adjustment involves the degree of easiness, acceptance and comfort with the different aspects of life in a culturally different environment (Gregersen and Black, 1990). It implies the adjustment of an individual related to all facets of life in a culturally diverse environment. Black and Stephens, 1989 has defined the three main areas of adjustment: general dimension of adjustment, interaction dimension of adjustment and work dimension of adjustment. Previous studies consider cross cultural adjustment as one of the most important and crucial dimension contributing to expatriate success (Caligiuri, 1997). Some of the researchers are of the view that expatriates while on an international assignments learn to adjust in the primary aspects of life in other countries and cultures and gradually their intercultural encounters help them to develop the secondary aspect of adjustment in such environment (Rose et al., 2010; Takeuchi, Yun and Tesluk, 2002). On the otherside, cross-cultural adjustment would also lead to increase in CQ (Nguyen, 2010).

General Aspect of Cross-Cultural Adjustment:

The general adjustment dimension involves the adjustment and comfort of an individual in relation to the living conditions in general, such as the healthcare facilities, weather, food and availability of other things in cross- cultural environment. As these are the main areas, which can make life and subsistence, better for an individual in a particular geographical area.

Interaction Aspect of Cross-Cultural Adjustment:

It involves the interaction and involvement of an individual with the other people living around him, in the work and non work areas. Such interactions help to feel comfortable in different physical or cultural environment. People who are socially desirable and are accepted by the group of people living or working around them are easily adjustable in different environment.

Work Related Aspect of Cross-Cultural Adjustment:

This dimension of cross- cultural adjustment is very important for individuals working abroad. This involves certain things like handling job, performing well at the workplace and understanding responsibilities at work especially, when individuals are working in environmental settings which are culturally different from their own country.

So all these three dimensions, along with CCA in aggregate is expected to be positively influencing CQ and all of its factors.

2.3 Hypothesis for the study:

The purpose of the present study is to examine the impact of the four factors of cultural intelligence on all the three factors of cross- cultural adjustment. Therefore, drawing from the above discussion on CQ and CCA, the following hypothesis is proposed:

H1: CQ and its dimensions are positively and significantly influencing cross- cultural adjustment and its dimensions.

It is also important to study for which dimension of CQ is positively and significantly influencing adjustment in intercultural settings; and furthermore, which aspect of adjustment it is influencing for which specifically the following relationship is needed to be tested:

H1a: The following four factors of CQ are positively and significantly influencing General Adjustment.

a. Meta-Cognitive   c. Motivational

b. Cognitive   d. Behavioral

H1b: The following four factors of CQ are positively and significantly influencing Interaction Adjustment.

a. Meta-Cognitive   c. Motivational

b. Cognitive   d. Behavioral

H1c: The following four factors of CQ are positively and significantly influencing Work Adjustment.

a. Meta-Cognitive   c. Motivational

b. Cognitive   d. Behavioral

3. Research Methodology:

A survey questionnaire was conducted on Indian expatriates working in Canada, particularly those expatriates have been targeted; who are residing and working in Canada for more than 6 months of period. The period of six months and more is chosen for eliminating the transitory experiences in different cultures. The responses were collected from 97 Indian software engineers, through a structured questionnaire conducted via online surveys using convenience sampling; out of which 2 were invalid responses.

The following data in Table 1 represents the demographic details of the Indian Expatriate Engineers. The demographic variables included in the study are gender, age, marital status, education, job status. The sample included 67 males (70.5%) and 28 females (29.5%), out of them, 46 (48.4%) were married and 49 (51.6%) were unmarried. The numbers of sample participants between the age group of 20-30 years were 69 (72.6%) and between the age group of 31-40 years were 26 (27.4%). Most of the expatriates were working in the service sector, which included 67 (70.5%), 13 (13.7%) in manufacturing sector, and 15 (15.8%) in other. Regarding the educational background of the sample participants, 57 (60%) out of total were having the master's degree, 25 (26.3%) were having the graduation degree and the other segment included 13 (13.7%).

Table 1

Frequency and Percentages of General Demographic Data (N=95)

Demographic	Detail	Frequency	Percentage
Gender	Female	28	29.5%
	Male	67	70.5%
Age	20-30	69	72.6%
	31-40	26	27.4%
Marital Status	Single	49	51.6%
	Married	46	48.4%
Education	Bachelor's Degree	25	26.3%
	Master's Degree	57	60%
	Other	13	13.7%
Job Status	Service	67	70.5%
	Manufacturing	13	13.7%
	Other	15	15.8%

Table 2

Frequency and Percentage of Control Variables used in the study (N=95)

Descriptor	Detail	Frequency	Percent
Prior International Experience of living abroad	Yes	18	18.9%
	No	77	81.1%
Length of stay in the host country	Half year- 1 year	14	14.7%
	1 year to 2 years	58	61.1%
	2 years and more	23	24.2%
English Language Fluency	Proficient	41	43.1%
	Intermediate	49	51.6%
	Basic	05	5.3%

Table 2 presents the profile of the control variables other than gender. Most of the sample participants were not having any prior experience of working abroad except the present one. The number of participants having the previous experience of living abroad was 18 (18.9%). The maximum number of respondents, living and working in Canada were falling in the category of 12 to 24 months with 58 (61.1%) out of 95, in the tenure of 6 to 12 months and 24 months and more, the sample included 14 (14.7%) and 23 (24.2%). And 41 (43.1%) respondents reported to be proficient in English language, 49 (51.6%) and 05 (5.3%) reported to have their fluency in English language to intermediate and basic level.

3.1 Variable Measurement:

This study measures ten independent variables and four dependent variables. The independent factors, which are further classified into two parts; one is demographic variables which are age, gender, marital status, education, job status and cultural intelligence variables; which includes cultural intelligence as a whole and its four components. The four dependent variables include cross- cultural adjustment as a whole and three of its components.

Cultural Intelligence:

In order to measure the main independent variable of the study, that is Cultural Intelligence, four factor model, developed by Ang et al. (2007) was used. The scale was self reported in nature and responses were measured on a seven point likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). A total of twenty items were used to measure cultural intelligence as a whole (α=0.87); out of which, meta-cognitive dimension is measured from four items (α=0.76), another six dimensions were adopted to measure cognitive (α=0.78), motivational dimension is measured from five items (α=0.91) and five items were adopted for measuring behavioural dimension (α=0.80).

Cross-cultural adjustment:

Expatriate Adjustment scale (α=0.93) developed by Black and Stephens (1989) containing 14 items was adopted to measure the adjustment levels of respondents in intercultural settings. Responses were collected on a seven point likert scale ranging from 1 for very unadjusted to 7 for very adjusted; in which; seven items assessed general aspects of adjustment in different culture; four items were adopted to measure the social aspects of adjustment and three items were used to measure work related factors of adjustment. Cronbach's alpha for all the three dimensions were 0.88, 0.87, and 0.82 respectively.

Control variables:

Some of the demographic variables and other variables which include gender of the respondents, previous experience of working abroad, length of stay in Canada, proficiency of host country's language were measured and controlled in the present study as the literature related to these variables have found such factors to be influencing expatriate attitudes and behaviours (Ramalu et al., 2011; Takeuchi et al., 2005).

The reliability statistics along with the number of items adopted in scales of all the dimensions of the variables used in the present research are shown below:

Table 3
Reliability Analysis

Scales/ Variables	Cronbach alpha $\alpha =$	N of Items
Cognitive Dimension	0.78	4
Meta-Cognitive Dimension	0.76	6
Motivational Dimension	0.91	5
Behavioral Dimension	0.80	5
General Adjustment	0.88	7
Interaction Adjustment	0.87	4
Work Adjustment	0.82	3

4. Results

Table 4 presents the correlation statistics for each variable in the study model, after applying the standard regression analysis. The correlation of the first dimension of cultural intelligence, that is Cognitive CQ with all the dimensions of expatriate adjustment was measured, it had a good positive correlation with general dimension and interaction dimension of expatriate adjustment with r = .39, and .38 at *p<0.05; but with the third dimension of adjustment, it had a positive correlation but at a very lower side. In addition to that, the second dimension of cultural intelligence, Meta-Cognitive dimension was found to have a positive correlation with all the factors of expatriate adjustment; their correlation with the general aspects of life in Canada was found to be 0.42, it had a strong correlation with interaction dimension of adjustment also with r = 0.55, and last but not the least, the third dimension of adjustment also had a positive correlation with meta- cognitive dimension, that is 0.41 at *p<0.05 for all the correlation statistics. When considering the four factors of cultural intelligence, the third one, Motivational dimension, specifically, was having the highly positive correlation with the whole criteria variable CCA (r = 0.74 at *p<0.05); with the strongest positive correlation with interaction dimension of expatriate adjustment, than with general dimension and at last with the third dimension, that is work related adjustment with r values as 0.73, 0.67 and 0.52 at *p<0.05. The aggregate correlation of cultural intelligence with expatriate adjustment is also found to be positive.

Table 4
Correlations for Study Variables (N=95)

Variable	COG CQ	MC CQ	MOTIVATION CQ	BEHAVIOR CQ	GA	IA	WA
COG CQ	1	.362**	.411**	.232*	.393**	.382**	.194
MC CQ	.362**	1	.585**	.267**	.426**	.555**	.416**
	.411**	.585**	1	.200	.678**	.737**	.526**
MOTIVATION CQ	.232*	.267**	.200	1	.071	.116	.060
BEHAVIOR CQ	.393**	.426**	.678**	.071	1	.769**	.588**
	.382**	.555**	.737**	.116	.769**	1	.659**
GA	.194	.416**	.526**	.060	.588**	.659**	1
IA							
WA							

**. Correlation is significant at **$p<0.01$
*. Correlation is significant at *$p<0.05$

4.1 Testing of Hypothesis
Proposed **hypothesis** for present research:
CQ and its dimensions are positively and significantly influencing cross- cultural adjustment and its dimensions.

To test this hypothesis, multiple hierarchical technique of regression was applied. Firstly, control variables were entered, which were gender, years of living in Canada, prior international experience, and language proficiency. The regression model with the control variable came out to be statistically significant with ($R^2 = 0.114$, Adjusted $R^2 =.074$, F (4, 89) = 2.860 at *$p<0.05$). Years of living in Canada (β = 0.314 at **$p<0.01$) was having a positive relation with cross-cultural adjustment; whereas prior experience of living abroad came out to be statistically insignificant as most of the respondents were not having any international experience prior to the present one. After the control variables, the association of the whole construct of cultural intelligence was examined with the expatriate adjustment construct; which had a significant influence having $R^2 =. 417$, Adjusted $R^2 =.384$, F (1, 89) = 38.473 ***$p<0.001$). All factors of cultural intelligence were having the strongest association with all the three dimensions of CCA; with Motivational CQ along with the control variables in the full model had the strongest relationship with CCA with (β = 0.703 at ***$p<0.001$). Interestingly, it also had the strongest and positive association with the factors of expatriate adjustment also; with the general dimension of expatriate adjustment (β = 0.612 at ***$p<0.001$), interaction dimension of expatriate adjustment (β = .605 at ***$p<0.001$), work dimension (β = 0.443 at ***$p<0.001$).

Hypothesis 1a: The following four factors of CQ are positively and significantly influencing General Adjustment.
a. Meta-Cognitive   c. Motivational
b. Cognitive   d. Behavioral

The relationship between the CQ dimensions and general adjustment using the regression technique are shown in the tabulated form given above. Specifically, excluding the control variables, the regression analysis between the four dimensions of CQ and the general adjustment dimension of CCA, determined the significant relationship F (4,89) = 20.834 at ***$p<0.001$, R = .695, R^2 = .484, adjusted $R^2 =.460$ as given in Table 5. All the four dimensions accounted for 48.4% variance before adjustment and accounted for an adjusted $R^2 = 46\%$ of the variance in general adjustment. Of all the CQ dimensions, Motivational CQ had a statistically significant predictive power. So, all the factors of cultural intelligence are significantly and positively influencing general dimension of expatriate adjustment

Table 5
Regression Analysis for Variables Influencing General Adjustment

Variables	B	SE B	B	t	P
Meta-cognitive CQ	.055	.116	.046	.476	.635
Cognitive CQ	.167	.100	.144	1.680	.097
Motivational CQ	.572	.091	.612	6.277	.000***
Behavioral CQ	.572	.091	-.097	-1.214	.228
R			.695		
R^2			.484		
Adjusted R^2			.460		
F			20.834***		

***. significant at ***$p<0.001$
**. significant at **$p<0.01$
*. significant at *$p<0.05$

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Hypothesis 1b: The following four factors of CQ are positively and significantly influencing Interaction Adjustment.

a. Meta-Cognitive   c. Motivational

b. Cognitive   d. Behavioral

Table 6 represents the regression analysis results between the four CQ dimensions and interaction adjustment. The effect size (R= .695) indicated a significant effect between the dimensions of CQ and interaction adjustment. The F value which is (4, 89) = 30.243 at ***p<0.001; was statistically significant. Meta-cognitive and motivational dimensions had the strongest predictive power for interaction adjustment, while Cognitive and behavioral CQ did not predict the general adjustment scores. Therefore, interaction dimension of expatriate adjustment is being significantly and positively influencing all the factors of cultural intelligence.

Table 6

Regression Analysis for Variable Influencing Interaction Adjustment

Variables	B	SE B	B	T	P
Meta-cognitive CQ	.272	.121	.197	2.251	.027*
Cognitive CQ	.100	.104	.075	.967	.336
Motivational CQ	.651	.095	.605	6.857	.000***
Behavioral CQ	-.097	.094	-.075	-1.032	.305
R			.759		
R^2			.576		
Adjusted R^2			.557		
F			30.243***		

*. significant at ***p<0.001

**. significant at **p<0.01

*. significant at *p<0.05

Hypothesis 1c: The following four factors of CQ are positively and significantly influencing Work Adjustment.

a. Meta-Cognitive   c. Motivational

b. Cognitive   d. Behavioral

Table 7 shows the regression analysis between the CQ dimensions and work adjustment. All the four dimensions of cultural intelligence were influencing the work dimension of expatriate adjustment in a positive and significant way. Out of all the factors of cultural intelligence, Motivation CQ came out to be strongest of all the other predictor variables. The F value for predictor variable was statistically significant (4, 89) = 9.645 at ***p<0.001 accounting for 30.2% variance before adjustment and adjusted R^2 = .271. Therefore, the work dimension of expatriate adjustment too is being positively and significantly influenced by all the factors of cultural intelligence.

Table 7

Regression Analysis for Variable Influencing Work Adjustment

Variables	B	SE B	B	T	P
Meta-cognitive CQ	.271	.155	.197	1.749	.084
Cognitive CQ	-.064	.133	-.048	-.480	.632
Motivational CQ	.476	.122	.443	3.916	.000***
Behavioral CQ	-.091	.121	-.070	-.754	.453
R			.550		
R^2			.302		
Adjusted R^2			.271		
F			9.645***		

*. significant at ***p<0.001

**. significant at **p<0.01

*. significant at *p<0.05

Though, when the relationship between CQ was examined with expatriate adjustment both as whole constructs, rather than considering the separate factors of both, it came out to be significantly influencing expatriate adjustment. Apart from this, the association of all the factors of cultural intelligence were separately examined with each factor of expatriate adjustment using the multiple hierarchical technique of regression; considering each dimension of CQ as a separate model; then, cognitive CQ predicted an insignificant relationship with work adjustment only but behavioral CQ too predicted an insignificant relationship in all the models.

5. Discussion:

The present study investigated the association of cultural intelligence with expatriate adjustment of Indian Expatriates working in Canada. Keeping gender, prior international experience, language fluency, length of stay in host country as control variables; overall, CQ and its dimensions were positively related to all the dimensions of expatriate adjustment. So, results of the research are in accord with what the past studies like Ramalu et al., 2010; Ang et al., 2004 have found. The expatriates having higher cognitive CQ had an ease on interacting with host nationals at work and outside work areas. As according to Ang et al. (2007), cognitive factor of cultural intelligence refers to the attainment of culturally relevant information and knowledge; therefore, it showed from the results, that knowledge of culture related aspects was helpful for the expatriates in having the positive interaction experience with the host nationals. Furthermore, after gaining this cultural knowledge, expatriates can strategize the use of cognitive CQ attained (Ang et al., 2007) and further, as Lu, S.(2012) stated that it will help individuals to understand the appropriate time and situations settings for making the best use of that acquired knowledge. So this acquired awareness regarding the use of culture related knowledge, that is, meta- cognitive factor of cultural intelligence also led to influence the factors of expatriate adjustment positively and significantly. Specifically, the expatriates scoring high on motivation tended to adjust easily and fairly better on all the aspects of life in Canada; which implies that greater the motivation in expatriates to learn and accept others' cultures, the better they adjust in general, social and work areas. Thus when the results of this research were compared with the past results of the expatriation related studies like Ramalu et al. (2010) and Ang et al. (2007), cultural intelligence including its all dimensions except the behavioral one, were found to be influencing expatriate adjustment wholly and each factor separately too; so, the results related to three factors were in line with these studies. The association of the behavioral factor of cultural intelligence with any of the three dimensions of CCA was found to be insignificant. Moreover, the influence of behavioral factor on work dimension of expatriate adjustment has not been in line with findings in the prior research (Ramalu et al., 2011). Except the length of stay in host country, all the other control variables had the insignificant association with cross-cultural adjustment; which is contradictory to the results of other researchers like Ramalu et al. (2010) and Shaffer and Harrison (1998). But, duration of living in Canada helped the expatriates in having general, interaction and work adjustment. So, Lysgaard's U- curve theory of Adjustment holds good here, as the individuals, with the passage of time, learn to adjust to new culture. Prior international experience did not contribute to the cross-cultural adjustment of expatriates as most of the sample expatriates were not having any prior experience of living and working abroad; so it had no association with the cross cultural adjustment.

6. Major Implications of the Study:

The research has some good implications in the area of expatriation and also helps to understand the literature related to that; thus provides an empirical support for all factors of cultural intelligence and validates their association with expatriate adjustment. Moreover, the research will help the organizations in selecting, training and developing the right person for the overseas assignments, as the present study found motivational CQ and meta-cognitive CQ the strongest predictors of expatriate adjustment, which helps further in making expatriation successful. As it is the major factor of expatriate effectiveness being used by most researchers in this area. So, Organizations should consider individuals scoring high on such dimensions, which further, will lead to the successful expatriation. Last but not the least, this research helps in understanding the CQ of the Indian expatriates, as there is a dearth of research on Indian population living abroad, thus further it supplements the knowledge in this field and thus provides an insight to the organizations and strategists dealing especially with Indian expatriates.

7. Limitations of the Study and Recommendations:

This research has certain limitations. Firstly, the size of the sample considered for this research is limited to 95 and that too from Canada only. Therefore, the findings of the research cannot be generalized for all the Indian expatriates, especially if they are expatriated in a culture other than Canada. It is recommended to other researchers to take into account a larger sample, both in terms of number as well as geographical location. In addition to this, there are certain other limitations. In order to examine the cultural intelligence and expatriate adjustment of Indian expatriates, the study used self reported measures. The research suggests that future researchers should consider of administering questionnaires from peers, subordinates or supervisors also so that the biasedness on the part of respondents due to the self reported nature of scales being used; could be avoided or could limit it to some extent. The present research also measures the overseas adjustment levels and cultural intelligence of respondents at one point of time rather than examining the same at different time intervals. In the future, researchers should consider undertaking this research on longitudinal data as it will help in understanding the actual CQ or cross cultural adjustment levels after a certain period of time, and thus will help in understanding these two variables in a broader sense.

8. Conclusion:

This research studied the association of cultural intelligence and expatriate adjustment of Indian expatriates working in Canada. Some of the major implications of the study will provide an insight to the strategists in the organizations while planning the expatriation; and to the expatriate employees of the organizations also which may help them to manage the whole process with ease and success.

Thus, the study suggests the multinational organizations to consider the importance of CQ especially the motivational and meta-cognitive CQ while choosing the right expatriates according to the host country's culture and the cultural distance between their cultures for intercultural assignments; that further contributes towards the success of the international assignments.

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